

Our Borno. Our Success.



# **BORNO STATE DEVELOPMENT PLAN (BoSDP) 2020 - 2045**

June 2020





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## **Glossary of Terms**

BCC	Behavioural Change Communication
BOSCO	Borno Supply Company
BOSDP	Borno State Development Plan
BYDS	Borno Youth Development Scheme
CCCM	Camp Coordination and Camp Management
EMIS	Education Management Information System
HNO	Humanitarian Needs Overview
HRP	Humanitarian Response Plan
ICT	Information and Communication Technology
IDPs	Internally Displaced Peoples
IEDs	Improvised Explosive Devices
IEIs	Innovation Enterprise Institutions
IQTE	Islamic, Quranic and Tsangaya Education
LGAs	Local Government Areas
MDAs	Ministries, Departments and Agencies
MICS	Multi Indicator Surveys
MoRRR	Ministry for Reconstruction, Rehabilitation and Resettlement
MoWA	Ministry of Women Affairs
MSMEs	Micro, Small and Medium Enterprises
NEMA	National Emergency Management Agency
NFIs	Shelter and Non-Food Items
NTDs	Neglected Tropical Diseases
OCHA	Coordination of Humanitarian Affairs
RPBA	Recovery and Peace Building Assessment
SAML	State Agency for Mass Literacy
SBMCs	School Board Management Committees
SBMCs	School Board Management Committees
SDGs	Sustainable Development Goals
SESOP	State Education Sector Operational Plan
SUBEB	State Universal and Basic Education Board
UNDP	United Nations Development Program
UXO	Unexploded Ordnance
VEIs	Vocational Enterprise institutions
WASH	Water, Sanitation and Hygiene



**OFFICE OF THE EXECUTIVE GOVERNOR**  
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**Borno State - Nigeria**

**OUR COMMITMENT:**

The State Strategy is owned by the citizens of Borno State. It is our duty individually and collectively to do our part in helping to achieve the stated vision, such that by 2045 the State is 'A secured, competitive agro-business and commercial hub anchored on prosperous people'.

Over the next 10 years, we shall work and direct all our energy to building a 'self-reliant Borno, with a highly productive population by 2030. A Borno reaffirmed as the leader in agriculture, where every citizen is actively participating in development and we are connected for success. A state where no one is left behind, and everyone has a place to call home. We shall sustain Borno for today and a better tomorrow, where every man, woman and child feel that they matter.

We are unwavering in our commitment to restore the age-old honour, dignity, and prosperity of the State, while ensuring that all citizens and future generations have access to basic-necessities and thrive at every state of their lives.

To attain this vision, we have to evolve and change how we work and engage across all levels of government and with the citizens and as communities and residents of the State.

I, the Executive Governor, as the custodian of the strategy will work with my team to ensure timely execution across all levels of government; the Executive, Legislature and Judiciary, working with the Private Sector and Developing Partners. All Executives of the MDAs and LGAs, including the Commissioners, Permanent Secretaries and their teams, as well as Chairmen of the LGAs and their teams have responsibility for implementation and shall be held accountable in delivering the defined outcomes. We will establish a robust Monitoring & Evaluation framework to track, monitor and report on our performance in a transparent manner. We will have quarterly strategy review meetings to understand barriers to execution and make timely decisions to address implementation issues.

In our pursuit of positive transformation for the State, we shall boldly work to ensure a secured and peaceful State. We will promote the values of empathy and resilience. In all our actions, we shall be accountable and act with transparency, integrity and respect.

**Prof. Babagana Umara Zulum mni, FNSE**  
Executive Governor of Borno State

Date

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# EXECUTIVE SUMMARY

Borno State 25year Development Plan (BoSDP) defines a framework for long term sustainable and inclusive development.

## Overview of Borno State

Borno is one of the most ancient kingdoms in Africa. Historical sources indicated that it started about the year 700 AD by the nomadic Tebu-Speaking Kanembu who were forced to move southwards around the fertile lands of the Lake Chad due to political and ecological pressures.

The modern day Borno State was created out of the defunct North-Eastern state in 1976 and further subdivided into two in 1991 when Yobe state was carved out of it to form the present state.

Borno is described as a state with rich cultural historical background and moderately populated. Borno has a projected population of about 4.81 million as at 2019, which is highly tilted towards children age 0-14 (61.7%) and youth and young adult 15 – 44 (29.1%).

The climate of Borno State is broadly defined by 2 seasons; wet and dry season. Rainy season lasts June to September, with dry season predominantly from October to May. In terms of natural drainage, there are two groups of seasonal rivers. River Hawul drains the Biu Plateau southwards into the river Gongola which is part of the river Benue system.

The state has 27 local government areas, and its capital located in the Maiduguri Metropolitan Council (MMC).

## Background

Despite its long history of existence, the spate of socio-economic development of Borno state is low compared to its counterparts across the country.

The prevailing low level of development in Borno is partly ascribed to lack of consistence and systematic planning. Past development efforts have been ad-hoc

and discontinuous in nature, a situation that has made sustainable development elusive in the state.

The poor development in the state is further compounded by over a decade Boko Haram (BH) insurgence activities which have led to massive destruction of lives and properties.

**Borno State Development Plan (BoSDP) which is a long long-term development plan is built as both a conflict and post-conflict development plan aimed as laying solid foundation and engendering steady, consistent and sustainable development in the state.**

### **Consideration of current situations**

There is a high focus on understanding the social development context as regard the parlous state of health, education, environment, and peace-building as well as labour market and employment situations in the state.

Situation analysis of the prevailing state of human capital with respect to education, social orientation, youth and sport, gender, and arts and culture informs the development context. Similarly, the existing situations within the health sector covering infant mortality, malaria and other diseases, nutrition, vaccination, water, sanitation and hygiene (WASH), and health care infrastructure are considered fundamental.

Contextual analysis underlying the preparation of the BoSDP highlights level of damages to lives and properties caused by the BH insurgence, and the subsequent reconstruction, settlement and humanitarian needs.

Further, different aspects of economic development and agriculture in Borno State are examined. The disrupted state of economy and the requisite investment need to improve competitiveness have been identified. The current situation of infrastructure with regards to the existent of damages and reconstruction needs, as well as environmental degradation issues and requirement for economic competitiveness form part of the key considerations.



A preview of institutional context prevailing in the state in terms of inter-governmental relations and coordination mechanism also form part of the consideration.

### **The Methodology**

The first stage was mapping of needs beginning with collation of data from local government level and analysing to come up with priority needs.

The Executive Governor's vision, Nigeria's sectoral and National plans, the Lake Chad Regional Plan and outputs from a facilitated visioning workshop with stakeholders informed the consensus on key priorities that form the development plan. The stakeholders included were leaders of Ministries, Departments and Agencies (MDAs), Development and Humanitarian Partners, private sector and other non-state actors. Inputs and expertise were also leveraged from subject matter experts and development partners.

Finally, data for the plan was reviewed at different stages starting with sector plan goal, objectives and initiatives; collection of additional relevant data; and review of project priorities.

Once the priorities were identified for achievement of the vision for Borno in 25 years, a comprehensive review was done to streamline the various interventions into a holistic strategy for the plan's execution, including an implementation framework and governance model. A full copy of this strategy can be obtained from the Office of the Governor, the Borno State Government website, or Borno State Agency for the Coordination of Sustainable Development and Humanitarian Response.

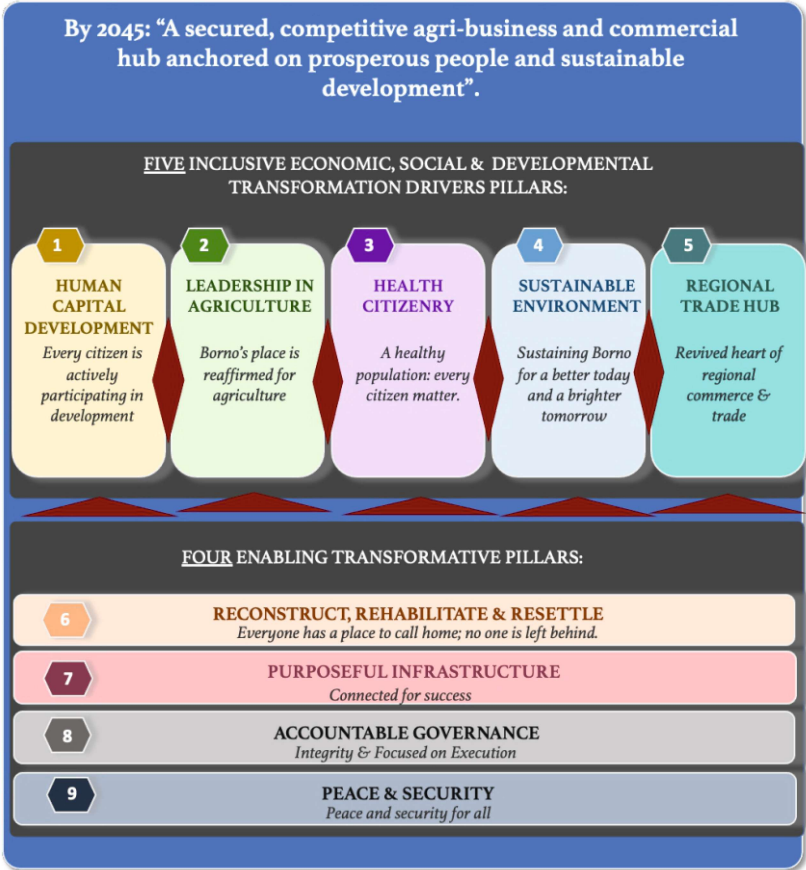
### **Strategic Architecture**

The BoSDP vision, values, principles and priorities are fashioned in line with underlying precepts of global development agendas such as the Sustainable Development Goals (SDGs), as well as in recognition of local development needs. The BoSDP vision is building of 'A secure, competitive agri-business and commercial hub anchored on prosperous people', while the mission is the restoration of the age-old honour, dignity

and prosperity of the state, while ensuring that all citizens and future generations have easy access to basic necessities of life.

The BoSDP has 7 core driving values and principles respectively, and 9 policy priorities.

Strategic Pillars which represent the foundations and driver for transformative development are defined based on inputs and consensus across all levels to be: human capital; health; economic development; agriculture; and environment. Infrastructure for reconstruction, rehabilitation and resettlement; Purpose Infrastructure for education, health, ICT and economic development; security peace building and humanitarian; and Accountable Governance were identified as the key enablers for successful implementation of the development plan.



Based on situation analyses that inform the pillars, action plans in terms strategic objectives and initiatives for achieving the vision of the BoSDP are put forward. The initiatives are categorised along immediate (those that could implemented by 2020),

short-term (2021-2023), medium term (2024-2026) and long-term (2027-2030) action plans.

### **Enabling Focus on Execution**

In recognition of the importance of financing for the success of any plan. A problem with many government plans is usually improper and inappropriate implementation, hence, in order to ensure adequate execution of the BoSDP adequate resources must be set aside and dedicated to transformational programmes.

Monitoring and Evaluation (M & E) framework for the plan is equally essential to track and monitor progress, and where necessary inform course correction.

The approach for enabling these are included in the first 10-year strategic plan for 2020 – 2030.

### **Structure of BoSDP**

The BoSDP plan is partitioned into eight main sections and several sub-sections.

- In section 1 detailed background information on Borno state is provided.
- Section 2 provides the contextual analysis.
- In section 3, the defined vision, values, principles and policy priorities are stated.
- In section 4, the overview of the BoSDP is described with a highlight of the five (5) key driver pillars and the four (4) enablers of the BoSDP
- In section 5, the methodology adopted for the development of BoSDP, which involved a multi-stage process is described.
- Detailed discussion on the five driver pillars of the BoSDP is contained in section six.
- In section seven, comprehensive analysis of the four enabling pillars for the BoSDP is made.
- The final section, section 8 provides a summary of the plans for implementation and coordination, with brief descriptions of the funding and monitoring and evaluation system.

# 1 BACKGROUND



*Hope is the pillar of the world.*

Tāmā šūgō dīniābē

Kanuri Proverb



## 1.1 History

Borno is one of the most ancient kingdoms in Africa. Historical sources indicated that it started about the year 700 AD by the nomadic Tebu-Speaking Kanembu who were forced to move southwards around the fertile lands of the Lake Chad due to political and ecological pressures. About the 9<sup>th</sup> century the Kanuri speaking Sayfawa gained control of Borno from these nomads and established a great empire that spread from the south of Lake Chad to North until Fezzan in contemporary Libya. The quarter called Fezzan in contemporary Maiduguri took its name from there and has maintained its historical connections as well as its sociological character with amazing consistency. Strategically located at the middle of the north-south and west-east trans-Saharan trade routes, Borno controlled most of the trade in the Bilad al-Sudan and made it both a wealthy and powerful State supporting large army and controlling vast territory. It attracted scholars as well as traders and had one of the most famous centres of learning in Gazargumo, one of its capitals in 15<sup>th</sup> century. At the height of its power, it exchanged ambassadors with Ottoman Turkey and Fatimid Egypt, building hostel in the famous Al-Azhar University for Borno students. This wealth and power was both a source of fortunes as well as misfortunes. It elicited the envy of others and Borno had its own moments of tumultuous history.<sup>1</sup>

The steady rise of the Sayfawa from the 9<sup>th</sup> century continued until about the 14<sup>th</sup> century when Mai Dunama Dabbalemi (D. 1259) had built an empire that was much larger than Mali and dominated the whole of central Bilad –al-Sudan. From the end of the 14<sup>th</sup> century cumulative internal struggles connived with the external attacks of the Bulala to weaken Borno to a point of losing Njimi its capital and its control. For nearly one century, Borno was on the run fighting battles, until the emergence of Mai Ali Gaji (D. 1507) who was able to restore stability and started growing the empire again. Another century after Ali Gaji, came Mai Idris Aloma (D.1603)<sup>2</sup> who took Borno to heights unprecedented where it reached its golden age with sophisticated military, strong economy, prosperity and bustling centers of learning attracting scholars from all over Africa. The history of Borno is a history of determination, resilience and the

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1. <sup>1</sup> Alkali, Nur; Usman, Bala, eds. (1983). *Studies in the History of Pre-Colonial Borno*. Zaria: Northern Nigerian Publishing.

2. <sup>2</sup> [https://en.wikipedia.org/wiki/Kanem%E2%80%93Borno\\_Empire](https://en.wikipedia.org/wiki/Kanem%E2%80%93Borno_Empire)

demonstration of that un-suppressible human spirit, spanning over a millennium. Even during the European colonization Borno was able to stand up to the challenges even as it occasioned the change to the current capital of Maiduguri (or Yerwa). Borno remains an economic and cultural confluence in the vast savannah grassland called the bilad al-Sudan. Time has not diminished its significance, far from it, time has made it more strategic considering the growth in population and the growth in its potentials, despite the ecological challenges. Borno will continue to hold the key to the economy and stability of the central Africa for the foreseeable future.<sup>3</sup>

## 1.2 Modern Day Borno State

Borno State was created out of the defunct North-Eastern state in 1976 and further subdivided into two in 1991 when Yobe state was carved out of it to form the present state.

The state is located in Northeast region of Nigeria. It lies in the extreme north-east corner of Nigeria between latitudes 10° 30' and 13° 50' north and longitudes 11.00° and 13° 45' east, sharing borders with the Republics of Niger to the North, Chad to the North-East and Cameroun to the east. Within the country, its neighbours are Adamawa to the South, Yobe to the West and Gombe to the South west. It has a landmass of 72,609km<sup>2</sup>.<sup>4</sup>

## 1.3 Population Size & Demographics

Borno state has a rich but diverse historical and cultural heritage and it is pluralistic in ethnic composition. About thirty languages are considered autonomous languages; whose speakers have either lived for a long time in the state, who live permanently or even exclusively or who have majority of their speakers now outside the state<sup>5</sup>. The predominant languages are Kanuri, Ganergu, Wula, Marghi, Mandara, Shuwa, Arabic<sup>6</sup>. The major tribes are Kanuri, Shuwa, Babur-Bura, Marghi, Gwoza, Higghi, Kanakuru, Kibabku, Hausa-Fulani<sup>7</sup>.

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3. <sup>3</sup> Barkindo, Bawuro (1985). "The early states of the Central Sudan: Kanem, Borno and some of their neighbours to c. 1500 AD." In Ajayi, J.; Crowder, M. (eds.). *History of West Africa. I* (3rd ed.). Harlow. pp. 225–254.

<sup>4</sup> Annual Abstract of Statistics, National Bureau of Statistics, 2016

<sup>5</sup> Borno State Development Plan 2014 - 2016

<sup>6</sup> RPBA volume III

<sup>7</sup> National Human Development Report 2018: Achieving Human Development in the North East by UNDP

The state has a projected population of about 6.4 million in 2019 based on the 2006 national census. The Table 1 below shows population figures from the last official census in 2006, with results projected by local government to 2010. Figure 1 shows that population of the state is highly tilted towards children age 0-14 (61.7%) and youth and young adult 15 – 44 (29.1%).

Table 1: Population by LGA 2006 & 2010<sup>8</sup>

LGAs	Male	2006 Female	Total	2010 Total
Abadam	53,749	46,316	100,065	114,643
Askira---Uba	72,676	70,637	143,313	164,191
Bama	136,524	133,595	270,119	309,470
Bayo	39,287	39,791	79,078	90,598
Biu	90,609	85,151	175,760	201,365
Chibok	33,952	32,381	66,333	75,997
Damboa	125,873	107,327	233,200	267,173
Dikwa	55,160	49,882	105,042	120,345
Gubio	78,893	72,393	151,286	173,326
Guzamala	50,254	45,737	95,991	109,975
Gwoza	143,407	133,161	276,568	316,859
Hawul	59,611	61,122	120,733	138,322
Jere	107,714	101,393	209,107	239,570
Kaga	47,150	42,846	89,996	103,107
Kala/Balge	31,260	29,574	60,834	69,696
Kondunga	80,017	77,305	157,322	180,241
Kukawa	109,287	94,056	203,343	232,966
Kwaya Kusar	29,007	27,697	56,704	64,965
Mafa	53,351	50,249	103,600	118,693
Magumeri	72,510	67,747	140,257	160,690
Maiduguri	282,409	257,607	540,016	618,687
Marte	67,777	61,632	129,409	148,626
Mobbar	61,426	55,207	116,633	133,624

<sup>8</sup> Source: Borno State Development Plan 2014- 2016

Monguno	57,146	52,688	109,834	125,835
Ngala	122,127	114,371	236,498	270,951
Nganzai	50,822	48,252	99,074	113,507
Shani	51,360	49,629	100,989	115,701
<b>Total</b>	<b>2,163,358</b>	<b>2,007,746</b>	<b>4,171,104</b>	<b>4,779,123</b>

Source: NBS Annual Abstract 2016

Source: NBS Annual Abstract 2016

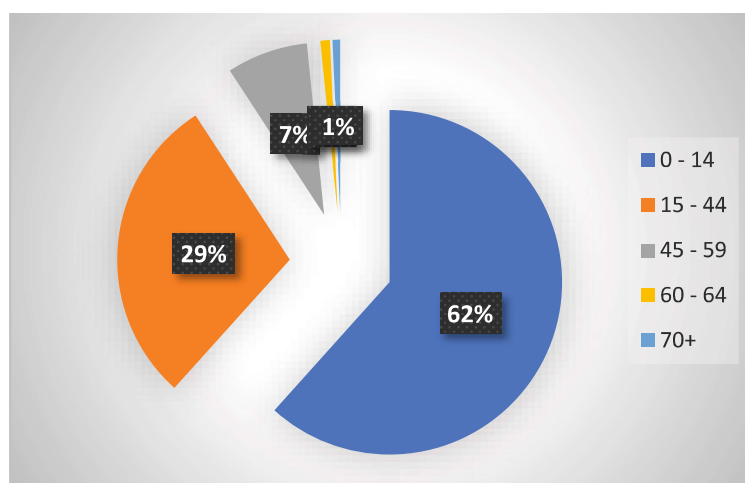


Figure 1: Age Distribution of the Population

## 1.4 Land and Drainage

Borno State has two basic relief formations consisting of the highlands of the Biu Plateau and Mandara mountains to the southern part rising to about 650m above sea level and the vast Lake Chad plains covering northern part of the State with an average height of 300m above sea level.

In terms of natural drainage, there are two groups of seasonal rivers. River Hawul drains the Biu Plateau southwards into the river Gongola which is part of the river Benue system. The River Ngadda and some short course rivers drain the northern part of the plateau and flow north east towards the Lake Chad. River Yedsaram and its tributaries take their source on the Mandara Mountains and flow north east towards the Lake Chad. The two systems converge at Maiduguri and flow out north ward but dissipate into the Jere Bowl in the outskirts of the capital city.



## 1.5 Vegetation and Climate

The climate of Borno State is broadly defined by 2 seasons; wet and dry season. Rainy season lasts June to September, with dry season predominantly from October to May. The daily average temperature is high throughout the year ranging between 25°C to 44°C, where lower temperature are recorded in January and the highest in April. There are sharp differences between diurnal and night temperature especially in the northern fringes of the State. The mean annual rainfall ranges between a little over 800mm on the Biu Plateau and less than 500mm in the extreme northern part of the State while rainy days reduces from south to north between 80 to less than 40 days. With the effects of climate change there have been dwindling rainfall in the state over the past 3 decades.<sup>9</sup>

The vegetation in Borno state is mainly of the Sudan savanna type, which includes the acacia (a source of gum arabic), baobab, locust bean, shea butter, dum palm, and kapok trees; however, there is a region of Sahel savanna, mostly thorn scrub and with sandy soils, in the north. Prominent physical features include the Bornu Plains, the volcanic Biu Plateau, and the firki ("black cotton") swamps south and southwest of Lake Chad. Most of the state is drained by seasonal rivers flowing toward Lake Chad. The far south, however, is drained by the Gongola River, a tributary of the Benue<sup>10</sup>.

## 1.6 Settlements

There are 27 local government areas in the State namely: Abadam, Askira-Uba, Bama, Bayo, Biu, Chibok, Dikwa, Damboa, Gubio, Guzamala, Gwoza, Hawul, Jere, Kaga, Kala-Balge, Konduga, Kukawa, Kwaya- Kusar, Mafa, Magumeri, Maiduguri Metropolitan Council (MMC), Marte, Mobbar, Monguno, Ngala, Nganzai and Shani (Figure 2). There are seven emirates councils namely Borno emirate, Dikwa emirate, Biu emirate, Askira emirate, Gwoza emirate, Shani emirate and Uba emirate.

Based on data from the Geopolis database, the urban population can be estimated at 51% in Borno, with the largest settlement being Maiduguri, the capital. This is estimated to contain over 13% of the total population of the state. However due to the insurgency this number may have grown as there has been a large influx of

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<sup>9</sup> [https://www.academia.edu/12231605/Issues in the Geography of Borno State](https://www.academia.edu/12231605/Issues_in_the_Geography_of_Borno_State)

<sup>10</sup> <https://www.britannica.com/place/Borno>

displaced persons into the capital. Large settlements are present in Dikwa, Gwoza, Biu, Askira Uba. The state's historically second largest city, Bama had been largely abandoned due to the insurgency. Efforts however are underway to provide a safe conducive environment for voluntary return.

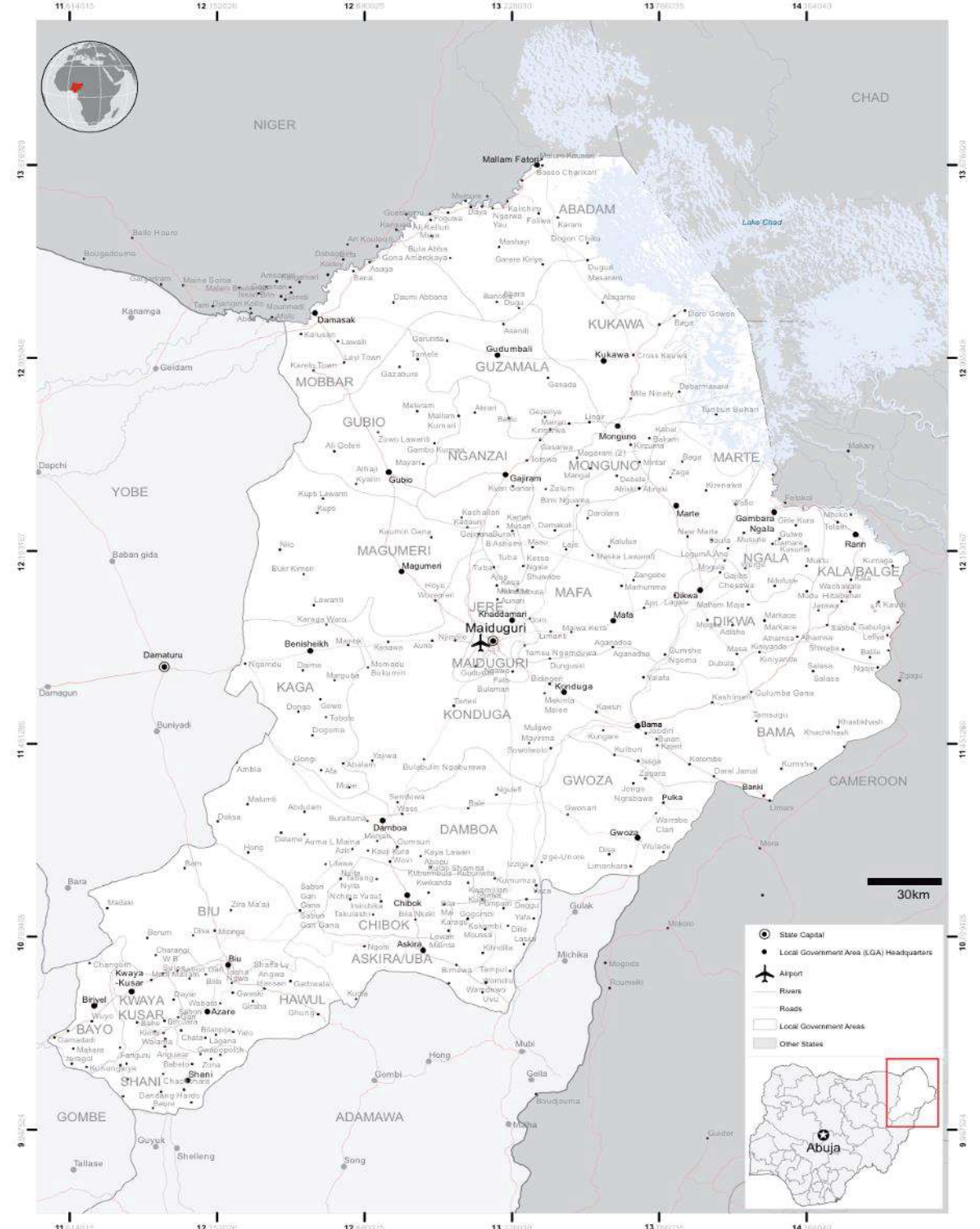


Figure 2: Political Administrative Map of Borno Map |Source: OCHA



## 2 CONTEXTUAL ANALYSIS



*The Borno State Development Plan (BoSDP) is grounded in an analysis of the prevailing context and trends within which Borno exists. From such analysis, and informed by stakeholder consultations, development priorities facing the State – its population, institutions and economy – can be discerned. The analysis reviews the range of factors bearing on Borno's social and economic development context, starting with the Boko Haram insurgency and its humanitarian consequences and related population displacement. It then outlines other economic, social and environmental characteristics and trends that will shape the content of the BoSDP and concludes with a description of Borno's institutional and development partners.*

## 2.1 The Boko Haram Insurgency

The Boko Haram insurgency has had a profound impact on Borno State, which is considered to be the epicentre of the conflict. The insurgency started in Borno but rapidly spread to other parts of the north-east<sup>11</sup> and to the neighbouring countries in the Lake Chad Basin. Since 2009, when the insurgency started to gain momentum, it is estimated in north-east Nigeria that around 35,000 people have been killed, 1.8 million people displaced<sup>12</sup> and 230,000 people forced to flee to neighbouring countries<sup>13</sup>. Borno State has borne the brunt of this toll and of the six states in the north-east region it is by far the most seriously affected.

The conflict has resulted in massive destruction of basic infrastructure, health and educational facilities, commercial buildings, private houses and agricultural assets. In Borno alone, total damage is estimated at US\$5.9 billion with up to 80 percent of the losses attributed to agriculture and private housing. Damage to the commercial sector is also significant at an estimated 10 percent of total damages<sup>14</sup>. As a result of the armed conflict and ongoing Boko Haram attacks, local governance structures are dysfunctional and civil servants displaced from most Local Government Areas. Access to Justice and community security are similarly compromised. The total recovery and peace building needs for Borno are estimated at US\$4.4 billion<sup>15</sup>.

The underlying causes of the insurgency have been explored extensively and revolve around poverty, low human development, unemployment and underemployment, systematic inclusion and structural inequality. The use of religion as a tool for economic and political mobilisation has also played an important role.

Thus, widespread poverty and deprivation amid conspicuous consumption by the elites has led to the widespread perception of political promises being broken and democratic expectations being unmet. This points to a socio-economic origin of the crisis and, importantly, the central role the religious factor plays in fostering an

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<sup>11</sup> Yobe and Adamawa were both directly impacted by the insurgency; Gombe, Taraba and Bauchi were less directly effected but suffered large-scale indirect impact resulting from the region's economic slow-down and the inflow of displaced persons from the other states.

<sup>12</sup> OCHA, 2019

<sup>13</sup> UNHCR, 2019

<sup>14</sup> Recovery and Peace Building Assessment (RPBA), 2016.

<sup>15</sup> Ibid

extremely sensitive societal divide. The last factor is the ideological one itself closely linked to both politics and religion<sup>16</sup>.

Meanwhile, concerted military efforts in 2015 and the subsequent operationalisation of the Multinational Joint Task Force in the same year, effectively dislodged the group, which was forced to retreat to Sambisa forest. Thereafter, some progress has been made in containing and pushing back the insurgency: in particular, there has been a decline in the lethality of Boko Haram violence since the peak in 2015 (Figure 3), Maiduguri is more secure than it was, and some return of internally displaced persons (IDPs) to their Local Government Authorities (LGAs) of origin has taken place.

*Violent Events and Reported Fatalities Associated with Boko Haram by Type of Event (1 January 2014 - 2 February 2019)*

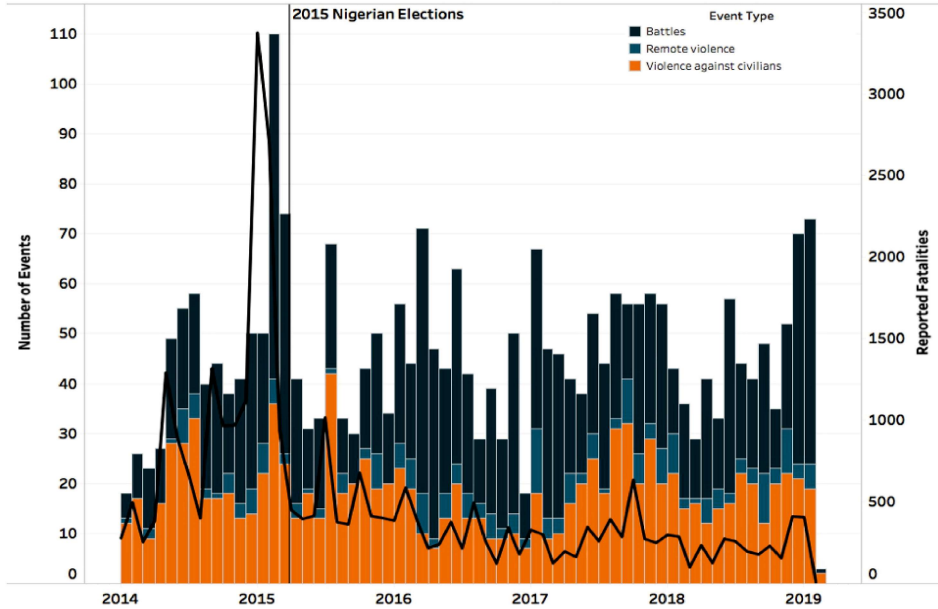


Figure 3: Violent Events by insurgents 2014 -2019 (ACLED)<sup>17</sup>

However, despite the decrease in the number of people killed, the level of Boko Haram activity has remained relatively constant. What seems to have changed is a shift during 2016-2017, when violence against civilians fell as a proportion of the group's total activity<sup>18</sup>. In fact, the shift corresponded to Boko Haram splitting into two factions, both aligned with Islamic State. One faction, under the leadership of Abu

<sup>16</sup> UNDP Human Development Report: Achieving Human Development in North East Nigeria 2018

<sup>17</sup> <https://www.acleddata.com/2019/02/11/the-new-normal-continuity-and-boko-harams-violence-in-north-east-nigeria/>

<sup>18</sup> "The New Normal: Continuity and Boko Haram's Violence in NE Nigeria", ACLED, February 2019.

Musab al-Barnawi, is known as Islamic State in West Africa Province (ISWAP), and has formed strongholds in the northern part of Borno.

The other faction continued to use Boko Haram's original Arabic name, *Jamatu Ahlis Sunna* (JAS) and to operate under the leadership of Abubakar Shekau, with a stronghold in eastern Borno along the border with Cameroon. In general, since 2016, ISWAP has engaged in considerably fewer violent events than JAS (only 9% of insurgent attacks have been associated with ISWAP since 2016)<sup>19</sup>, and targets civilians to a lesser degree than JAS. This may reflect a decision by ISWAP leadership to begin to build acceptance among the civilian population, rather than to rely wholly on violence and intimidation.

## 2.2 The Humanitarian Context

The financial and human cost of the insurgency north-east Nigeria has been devastating: thousands have died and thousands more displaced, livelihoods have been lost and social and economic infrastructure has been wrecked. Borno state is at the epicentre of the insurgency and has suffered the brunt of the resultant humanitarian crisis that has affected 15 million people across the region. Over 2.4 million people in north-east Nigeria have been displaced, with large numbers fleeing to the neighbouring countries of Cameroon, Chad and Niger. The 2019-2021 Humanitarian Response Plan estimated that in 2019, 7.1 million people in the north-east continued to need emergency assistance of some form<sup>20</sup> (Table 2). Of that number, around 4 million were in Borno, including 1.5 million displaced and an unknown number without access to life saving assistance (Figures 4 &5).

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<sup>19</sup> Ibid

<sup>20</sup>

[https://reliefweb.int/sites/reliefweb.int/files/resources/28012019\\_ocha\\_nigeria\\_humanitarian\\_response\\_strategy.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/28012019_ocha_nigeria_humanitarian_response_strategy.pdf)



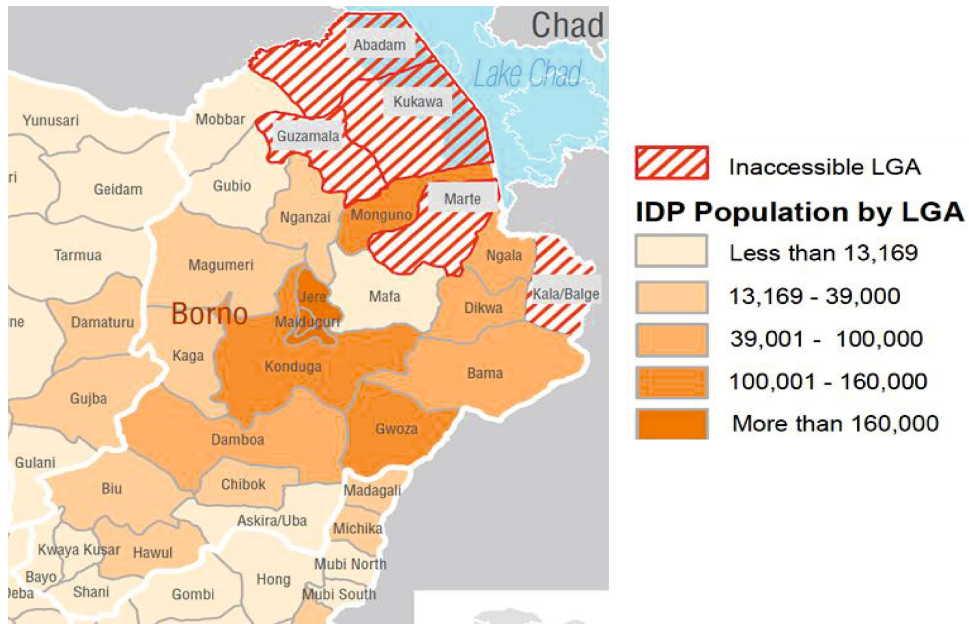


Figure 4: Spread of IDPs by LGA - Source DTM Round 28, August 2019

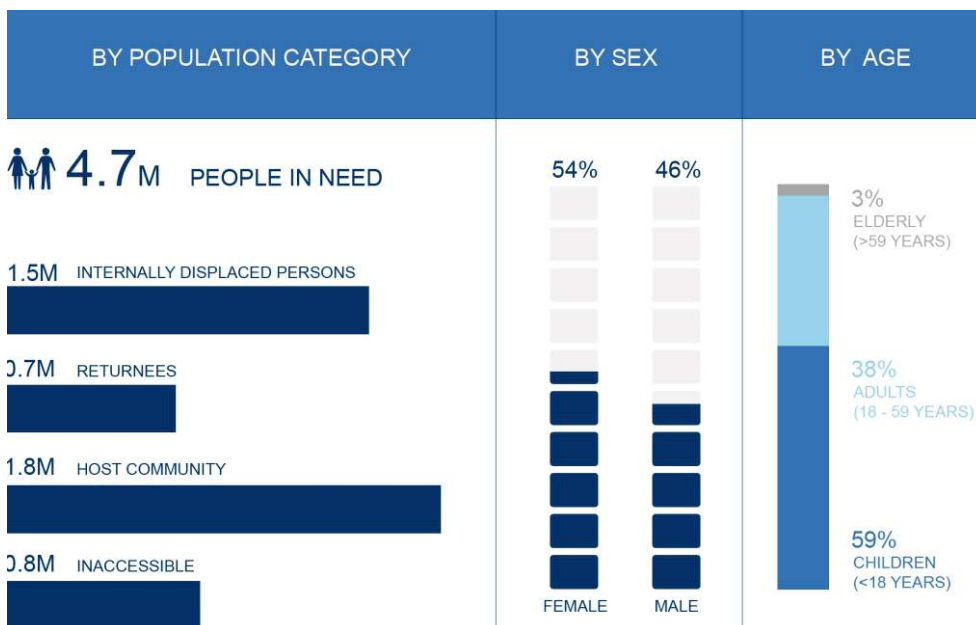


Figure 5: People in Need of Humanitarian Assistance in Borno State | Source: Humanitarian Needs Overview 2019, OCHA

Table 2: Persons in Need of Humanitarian Intervention in Borno

Humanitarian Need	Number of Children in Need	Number of Adults in Need	Number of Elderly in Need	Total Number of Males in Need	Total Number of Females in Need
Early Recovery Intervention	1,952,658	1,178,497	84,514	1,722,939	1,492,730
Health Intervention	2,224,112	661,082	138,224	1,652,832	1,370,586
Protection Intervention	1,925,171	1,292,990	151,596	1,837,913	1,531,844

Humanitarian Need	Number of Children in Need	Number of Adults in Need	Number of Elderly in Need	Total Number of Males in Need	Total Number of Females in Need
WASH Intervention	1,657,844	1,144,713	98,443	1,537,146	1,363,854
Shelter and Non-Food Items Intervention	1,396,911	831,889	74,174	1,229,675	1,073,298
Nutrition Intervention	1,286,880	442,347		1,138,676	590,551
Food Security Intervention	770,735	508,769	101,093	752,697	627,900
Education Intervention	1,504,909	30,098		828,830	706,177
Displacement Management Systems	762,143	468,620	37,288	680,019	588,033

Source: HNO 2019, OCHA

As at September 2019, Borno state continues to host the highest number of IDPs at 1,496,871. 56% are children below 18 years a, 40% are adults under 60 years and 4 % are the elderly. 67% of the IDPs are resident in the host communities. (DTM, Round 29, November 2019). An estimated 40 percent of camps or informal settlements in Borno State are extremely congested with IDPs living on less than 1m square meter per person in the biggest and most congested camps in Ngala, Monguno, and Dikwa. 4.3 million people are estimated to be in need of humanitarian assistance of which 2.3 million and 878,000 in extreme and severe need respectively. (Nigeria HNO 2020, OCHA).<sup>21</sup>

As well as providing immediate life-saving assistance, humanitarian responders are working to foster resilience, rebuild livelihoods and return or resettle the displaced where safe to do so. In doing so, efforts are being made to link humanitarian action with peace building and development interventions in a way that starts to address some of the underlying causes of conflict, sustains recovery and allows populations in need to transition away from aid dependency.

### 2.3 Economic Context

Borno sits within the wider context of Nigeria's national economy, which, following the oil price crash of 2014-2016, entered a brief period of recession and has since

<sup>21</sup> Nigeria Humanitarian Needs Overview 2020, OCHA



experienced only moderate recovery with growth currently at around 2 percent. According to the World Bank, domestic demand remains constrained by stagnating private consumption in the context of high inflation (11% in the first half of 2019), coupled with rising unemployment (Figure 6). In particular, Unemployment rate in Borno accelerated from 18.6% in 2015 to 22.3% and 31.1% in 2016 and 2018, a level far above the Northeast and national averages. On the production side, growth in 2019 was primarily driven by services, particularly telecoms. Agricultural growth in particular remains below potential due to continued insurgency in the Northeast and ongoing farmer-herdsmen conflicts<sup>22</sup>.

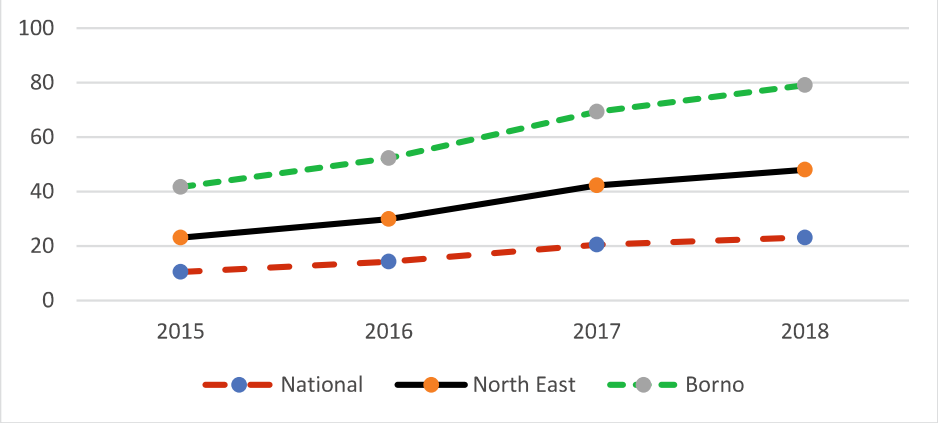


Figure 6: Comparative Unemployment Trend, 2015-2018/Source: NBS

Growth is too low to lift the bottom half of the population out of poverty. While nationally poverty head count continued to fall from 64.2% in 2003-04 to about 46.4% in 2018, it continued to rise in both the Northeast and Borno State, moving from 76.8% to 80.1% and 59.8% to 70.1% respectively (Figure 7). The weakness of the agriculture sector weakens prospects for the rural poor, while high food inflation adversely impacts the livelihoods of the urban poor. Despite expansion in some sectors, employment creation remains weak and insufficient to absorb the fast-growing labor force, resulting in high rate of unemployment (23 percent in 2018), with another 20 percent of the labor force underemployed<sup>23</sup>.

<sup>22</sup> World Bank, 2019

<sup>23</sup> Ibid

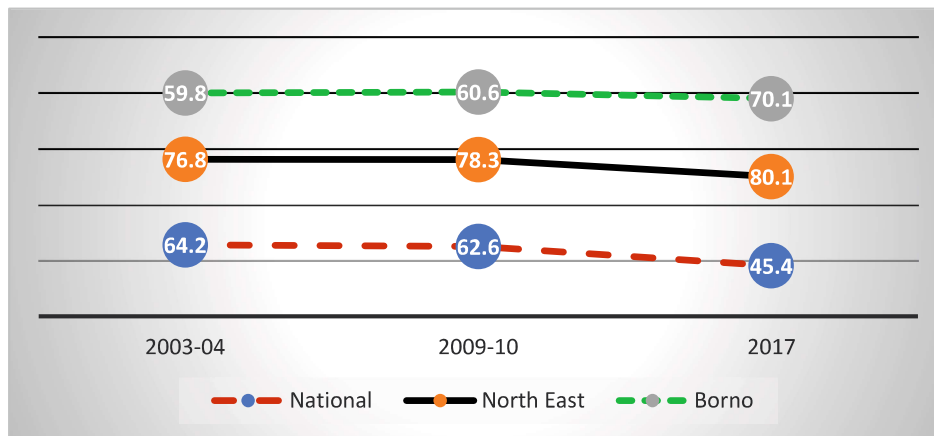


Figure 7: Comparative Poverty Trend, 2003-2017 /Source: NBS and World Bank

Even prior to 2010, the performance of the north-east economy lagged behind the national average and it has declined further still since then. During the five years to 2015, for example, it was estimated that the north-east region suffered an accumulated output loss of Naira 1.66 trillion (US\$ 8.3 billion), out of which Borno's output loss was estimated at Naira 708.18 billion (US\$ 3.54 billion). At the regional level, prices for all items rose by 5.4 percent annually during 2011-2015, while prices for food items rose by 7.5 percent annually<sup>24</sup>. The combination of output loss and price increases implies a significant reduction in the welfare of residents across the region and of Borno in particular.

Borno's economic decline over the past 10 years is directly correlated with the Boko Haram insurgency and its impacts, including the destruction of critical infrastructure and the collapse of social services. These impacts constrain the population's access to transport, power, water and sanitation, education and healthcare, and create conditions that are unable to support the region's growth and economic development. Borno's poor economic performance has in turn ramped up levels of household poverty and placed the State as one of the most economically disadvantaged in Nigeria, based on the key national socio-economic indicators (Humanitarian Development Report, UNDP, 2018)

As fundamentally agricultural, Borno's economy in the past relied heavily on a combination of its transport infrastructure (roads and bridges), its network of government agriculture and livestock services and the outreach of the commercial

<sup>24</sup> RPBA, 2016

sector. Trade and employment within the sector, both directly and indirect, were the mainstay of household livelihoods, government revenues and economic stability. The conflict has destroyed or damaged a large part of the transport infrastructure, government and commercial outreach to Local Government Areas, wards and communities have been radically curtailed, trade both within the State and within the Lake Chad region more widely has fallen dramatically, and levels of employment, which were never high, have plummeted further.

The RPBA in 2016 estimated that the agriculture and livestock sector in Borno alone had suffered US\$2.4 billion of damages, while the State's transport infrastructure had suffered damages estimated at US\$306 million. In addition, damages to public buildings that supported government services and the rule of law amounted to US\$15.3 million. These damages translated into recovery needs – that is, the bare minimum needed to restore the agriculture and livestock sector, transport infrastructure and other related infrastructure to a point from which longer-term recovery and development could take place – that were estimated at US\$1.2 billion. An additional US\$68 million was estimated to be needed to help restore minimum levels of livelihoods, local economic recovery and employment.

As already noted, the situation in Borno since 2016, while improved in terms of overall numbers of fatalities, continues to be highly affected by the insurgency. The economy remains highly disrupted, despite efforts by the Government and its development partners to establish early economic recovery, and the snapshot provided by the RPBA over three years ago, while out of date, can still be used to give an idea of the scale of the problem. That is, without a major restoration of the agriculture and livestock sectors and value chains in Borno there can be no real economic recovery in the State, nor recovery of associated commerce, trade, livelihoods and employment. In turn, the agriculture and livestock sectors will depend for their future development on the repair and further improvement of Borno's transport and other public infrastructure that supports the free movement of goods, the provision of government services and the rule of law.

The recovery of Borno's economy will, in addition, depend on the state's ability to tap into two important economic trends. The first is globalization and regionalization

brought about by increased ease of communication and transport, and technological advances. The movement of goods and services has become easier, and what happens in one part of the world, or region, quickly affects markets elsewhere. In this regard, Borno state was historically a trading centre connecting Northern and Central Africa along long held trade routes. More recently, Borno has connected Nigeria with the surrounding countries of Chad, Cameroon and Niger.

The increase in the ease of movement of goods and services also means there are opportunities to exploit comparative advantages for export to other markets both within and outside Nigeria. Cross border and international trade have been on the increase and is estimated to reach 76% of global GDP in 2030<sup>25</sup>. Countries and consequently states now have more competitors and need to maximise wherever possible their comparative advantages for sustainable economic growth. The requisite investments therefore must be made in supporting efforts to improve competitiveness not only on a national scale.

The second trend is the knowledge revolution and the enormous advances in information and communications technology. These advances mark a paradigm shift in development and wealth creation models, and place knowledge as the most strategic asset. A knowledge driven economy, in which support for education, creativity and innovation is central, will become the key to propelling Borno into the future.


## **2.4 Social Development Context**

As was the case for the economy, the level of access enjoyed by the population to essential services such as health, education, water supply and sanitation and social protection, has been negatively affected by the insurgency and its related impact on the State's social and Government infrastructure.

Referring again to the RPBA, in 2016 damages to the education, health and water supply and sanitation sectors was US\$144 million, US\$59 million and US\$35 million, respectively. Recovery needs were estimated to be US\$514 million, US\$482 million and US\$115 million, respectively.

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<sup>25</sup> Pakistan 2025



While Government and development partners have started to address these needs through a number of social development interventions, there is little doubt that needs remain acute. Damage has continued to be inflicted on social services infrastructure by the insurgents, while normal wear and tear on functioning infrastructure takes an inevitable toll.

#### 2.4.1 Health

The health sector is typical in this regard. Due to the conflict, the movement of health workers, drugs and other medical supplies in many parts of the state is constrained and over the past ten years there has been a cumulative breakdown of health facilities and infrastructure. The unavailability of mobile network coverage in many areas effects the timely submission of health data for prompt decision-making and reporting to health monitoring systems – vital for ensuring effective responses to recurrent health emergencies and disease outbreaks such as malaria, cholera and measles.

Borno in addition suffers an acute shortage of skilled health care workers, particularly doctors, nurses and midwives, with many reluctant to work in inaccessible areas due to insecurity. Similarly, the state lacks more specialized health care providers, including those trained in offering assistance to the disabled, to those injured by unexploded ordnance (UXO) or improvised explosive devices (IEDs), and victims of gender-based violence.

Ongoing large-scale population displacement and influxes puts further strain on the already-weakened health care system and constrains the implementation of new health programming. As a result, access to secondary health care and referral services in many areas is extremely limited, particularly for vulnerable households who often lack the means to pay for available services and quality medicines. In Borno, it is estimated that there are over 3 million such vulnerable people without adequate access to basic health care, including over 1 million displaced and 0.5 million returnees.

The effects of the conflict and limited access combine with high levels of poverty and literacy in Borno to produce poor state level health indices<sup>26</sup>. For example, the maternal mortality ratio is 1,600 per 100,000 live births as against the National average of 614/100,000, while and neonatal mortality rate is 26 per 1000 live births. The infant mortality rate is 42 per 1,000 live births compared to a national average of 37 per 1,000 live births. The under-five mortality rate is high at 82 per 1000 live births but better than the National average of 129 per 1000. Child malnutrition sits at about 9 percent (global acute malnutrition, which is lower than the WHO critical threshold (15 percent) but still unacceptably high.

Other aspects of health care provision have been equally effected. For example, maintaining vaccination programmes in insecure areas and internally displaced persons (IDP) camps continues to be a challenge. In Borno, while coverage is higher than in other parts of the north-east, coverage is lower than needed to produce immunity levels that will prevent the future outbreak of vaccine preventable diseases.

Similarly, access to water supply and sanitation, which are critical for health and well-being, has been negatively impacted in Borno. The percentage of households with improved source of drinking water in Borno State was estimated at 47 percent in 2016, while sector needs were estimated by the RPBA at US\$115 million. In fact, this level of access is slightly better than the national average, which is a surprising 27 percent, but probably skewed positively by the number of displaced persons residing in camps with an organised water supply. Sustained health improvements, in other words, will need to be accompanied by significantly increased access to water and sanitation by rural and urban households generally, who do not currently have access to humanitarian services.

#### 2.4.2 Education

The education sector in Borno state has been similarly affected by the conflict and over the past ten years has suffered considerable disruption, including widespread damage to infrastructure, the loss of human resources, the displacement of thousands of pupils and the occupation of school buildings by the displaced. Shockingly, this disruption is accompanied by growing indifference to education among the

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<sup>26</sup> MICS, 2016

population, which is most likely a response to the insurgents' proscription of modern educational methods.

As a result, Borno experiences low school enrolment rates, especially in rural communities, poor learning outcomes and a high of out of school population. The base educational indices are among the lowest in Nigeria and are generally below the National average. For example, adult literacy stands at around 25 percent (compared to 47 percent nationally), and more than 75 percent of adults have never been to a formal school (NEDS 2015). The percentage of children attending early childhood education is around 20 percent (MICS 2016) and only 32 percent of school age children enter primary schools (MICS 2016). Of that 32 percent, only half complete their primary school studies.

Even for those children that succeed in completing primary education, the number who transition to secondary education is low, and the drop-out rate during secondary education is high. In this regard, in 2016 the MICS estimated that in Borno 55 percent of secondary age children are out of school. More positively, the gender parity index for the state is 52 percent enrolment for girls compared to 48 percent for men.

The sheer numbers of school-age children who are either not enrolled or who do not attend school, especially in rural areas, constitute an enormous challenge. The challenge is further compounded by high rates of population growth and accentuated by the seasonal migration practiced by a number of groups (agro-pastoralist and fishing communities, for example). The net result is poor learning outcomes for Borno state that compare unfavourably with other parts of the country, and that undermines the human capital available to the state for future recovery and development.

### 2.4.3 Urbanization and other Demographic Change

Urbanization is on the rise globally, with more and more people moving to urban settlements in search of increased incomes and better living conditions. It is projected that by 2050, 68% of the world's population will live in urban centres<sup>27</sup>. Nigeria is

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<sup>27</sup> 2018 Revision of World Urbanization Prospects, UN DESA, 2018



expected to have added 189 million urban dwellers by that time, which means that sustainable development will require attention to be paid to the management of urban growth.

While Borno is essentially a rural society, the conflict of the last ten years and associated displacement has driven dramatic increases in rates of urbanization. The population of Maiduguri, for example, is estimated to have doubled in this time, mainly through displacement. A similar pattern on a smaller scale is repeated in other urban centres across Borno. Some of the displaced population will return to their homes of origin, but others will not and it is almost certain that future planning will need to be based on much larger urban populations than in the past. The result will be markedly increased pressure on housing, transportation, employment, and basic social services such as health care and education. Integrated policies will need to be put in place to improve lives of both urban and rural residents while strengthening the linkages between the two.

There is also a noticeable demographic contrast between most of the developed nations and developing nations. With increased life expectancies and declining birth rates many developed countries have an aging population and shrinking young workforce, while the developing countries have a youth bulge. Each presents its own set of challenges.

#### 2.4.4 Employment and Labour Market Participation

Labour force statistics from NBS in the last quarter of 2018 showed Borno state with an active workforce of 2.47 million people, of which over 50% are unemployed or underemployed<sup>28</sup>. This is a major concern as unemployment has been consistently identified as one of the underlying drivers of the conflict.

#### 2.4.5 Environmental context

Despite the efforts of the Government and international partners, the loss of arable land to erosion and desertification remains the most pressing environmental challenge in the dry land of the northern belt of Nigeria, of which Borno is a part. The

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<sup>28</sup> Labour Statistics Report Q3 2018, NBS



rate of desertification in Nigeria is estimated to be over 350,000 hectares annually<sup>29</sup>, and is the result of three main factors: (1) poor physical conditions in terms of soils, vegetation and topography; (2) climate variability manifested in frequent droughts; and (3) disruption of the ecological system caused by poor land use and the ever-increasing demand being made upon the available land resources by the expanding population and socioeconomic systems of the affected areas<sup>30</sup>.

A predominant geographic feature of Borno state is the presence of Lake Chad, which plays a significant role in economy and livelihoods of people. The lake has shrunk dramatically over the past decades, affecting livelihoods in Borno and surrounding countries in the Basin. In terms of the drastic diminution of the lake, three factors figure prominently: climatic changes, unsustainable exploitation of its resources by countries within the basin, and demographic pressure. Climate change in turn has compounded the shrinkage of the lake by squeezing its natural resilience. Put more simply, human pressure on the lake is the result of poor rainfall, itself the consequence of climate variation triggered by human actions. The dramatic shrinking of the lake has left adverse impacts on the environment, economic activities and livelihoods, thus creating a situation conducive to conflicts.<sup>31</sup>

Climate change and its effects presents one of the largest factors affecting sustainable development globally. The effects of climate change include extreme adverse weather conditions such as flooding, drought and hurricanes. In addition, desertification and environmental degradation as a result of human activities impede progress on goals for sustainable economic development. The shrinkage of Lake Chad clearly illustrates how climate change impacts livelihood of people in the basin. More needs to be done in raising awareness, with appropriate policies put in place for the protection of the environment.

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<sup>29</sup> Buhari Plan, 2015

<sup>30</sup> Nigeria and Advancing Desert, Professor Nasiru M. Idris, 2009

<sup>31</sup> Environmental Degradation, Livelihood and Conflicts the Implications of the Diminishing Water Resources of Lake Chad for North-Eastern Nigeria, Freedom C. Onuah, African Journal on Conflict Resolution, Vol 8, No. 2, 2008

#### 2.4.6 Institutional Context

As a state within Nigeria's federal political system, Borno's institutional arrangements consist of the office of the Governor, which sits at the apex and is the executive arm of State Government. An elected State Assembly serves as the legislative branch of government. The State civil service operates under the direction of the Secretary to the State Government (SSG), while State Commissioners appointed by the Governor head the State ministries, departments and agencies (MDAs) that implement the business of government. A State Executive Council, chaired by the Governor and consisting of the Deputy Governor, the State Commissioners, the Governor's Chief of Staff and the SSG, serves as the Governor's cabinet and is the State Government's principal decision-making body.

Following the election of the new Governor in March 2019, the principal MDAs that form the Borno State Government apparatus are presented in Table 3.

Table 3 : Borno State Government MDAs

<b>S/N</b>	<b>Ministry/Department/Agency/Government Corporation</b>
1	State Emergency Management Agency (SEMA)
2	Ministry of Agriculture & Natural Resources
3	Agricultural Mechanization Authority
4	Borno State Agricultural Development Programme
5	Borno State Fertilizer Company
6	Mohamet Lawan College of Agriculture
7	Ministry of Trade, Investment & Tourism
8	Maiduguri International Hotel
9	Kano Motor Park
10	BOPLAS Industries Ltd
11	Soda Ash Co. Ltd
12	Maiduguri Monday Market
13	Borno Wire and Nail Industries
14	Borno Investment Company
15	NEITAL Nig. Ltd
16	Borno State Hotels Ltd
17	Borno Supply Company
18	Ministry of Education
19	Teaching Service Board
20	Agency for Mega School
21	Ministry of Finance
22	Office of the Accountant General
23	Borno State Internal Revenue Service

<b>24</b>	Ministry of Health
<b>25</b>	College of Health Technology
<b>26</b>	College of Nursing and Midwifery.
<b>27</b>	BOSACAM
<b>28</b>	Primary Health Care Development Agency
<b>29</b>	Borno State Contributory Healthcare Management Agency
<b>30</b>	Hospital Management Board
<b>31</b>	Min. Of Home Affairs, Information & Culture
<b>32</b>	Informatics Institute
<b>33</b>	Borno Radio Television
<b>34</b>	Council for Arts and Culture
<b>35</b>	Ministry of Justice
<b>36</b>	Mohammed Goni College of Legal and Islamic Studies
<b>37</b>	School of Higher Islamic Studies
<b>38</b>	Council of Prerogative of Mercy
<b>39</b>	Ministry of Science, Technology and Innovation
<b>40</b>	Ministry of Works
<b>41</b>	Ministry of Transport
<b>42</b>	Borno Express Transport Corporation
<b>43</b>	Borno Road Maintenance Agency
<b>44</b>	Min. of Women Affairs & Social Development
<b>45</b>	Min. of Housing and Energy
<b>46</b>	Rural Electrification Board
<b>47</b>	Borno State Housing Corporation
<b>48</b>	Ministry of Youth Empowerment & Sports
<b>49</b>	Borno State Sport Council
<b>50</b>	El-kanemi Warriors Football Club
<b>51</b>	Ministry of Water Resources
<b>52</b>	Rural Water Supply and Sanitation Agency
<b>53</b>	Ministry of Religious Affairs
<b>54</b>	Borno State Board of Quranic and Arabic Education
<b>55</b>	Borno State Council for Ulama's
<b>56</b>	Islamic Preaching Board
<b>57</b>	Pilgrims Welfare Board
<b>58</b>	Islamic Research Centre
<b>59</b>	Ministry of Environment
<b>60</b>	Borno State Environmental Protection Agency
<b>61</b>	Borno State Tropical Forest Action Programme
<b>62</b>	Forestry Reserve Management
<b>63</b>	Borno State Afforestation Project
<b>64</b>	Borno State Agency for Geographical information System
<b>65</b>	Borno State Urban Planning and Development Board
<b>66</b>	Ministry of Local Government and Emirate Affairs
<b>67</b>	Local Government Pension Board
<b>68</b>	Ministry of Poverty Alleviation

<b>69</b>	Office of the State Auditor General
<b>70</b>	Civil Service Commission
<b>71</b>	Local Government Service Commission
<b>72</b>	Borno State House of Assembly
<b>73</b>	Office of the Auditor General Local Government
<b>74</b>	High Court of Justice
<b>75</b>	Area Court
<b>76</b>	Sharia Court of Appeal
<b>77</b>	Judiciary Service commission
<b>78</b>	Borno State House of Assembly Service Commission
<b>79</b>	Borno State Independent Electoral Commission
<b>80</b>	Ministry of Higher Education
<b>81</b>	Abba Ashigar College of Bus. & Admin. Studies Konduga
<b>82</b>	Kashim Ibrahim College of Education
<b>83</b>	Umar Ibn El-Kanemi College of Edu. Sci. & Technology
<b>84</b>	Ramat Polytechnic
<b>85</b>	Borno State Library Board
<b>86</b>	College of Education Waka - Biu .
<b>87</b>	Agency for Mass Literacy
<b>88</b>	Borno State Universal Basic Education Board
<b>89</b>	Borno State Scholarship Board
<b>90</b>	Borno State University
<b>91</b>	Nomadic Education
<b>92</b>	Education Endowment Fund
<b>93</b>	Budget and Planning
<b>94</b>	Ministry of Animal Resources and Fisheries Development
<b>95</b>	Borno Livestock Project
<b>96</b>	Ministry of Special Duties
<b>97</b>	Borno State Community and Social Development Agency
<b>98</b>	Ministry of Reconstruction, Rehabilitation& Resettlement
<b>99</b>	Agency for Sustainable Dev. for Humanitarian Responses
<b>100</b>	Borno State Agency for Public procurement
<b>101</b>	Fiscal Responsibility Commission
<b>102</b>	Borno State Traffic Management Agency

State Government coordination of humanitarian, recovery and development work in Borno – both Government and development partner – is the responsibility of a recently constituted coordination agency. The mandate of the State Agency for Coordination of Sustainable Development and Humanitarian Response mandate, which is set out in State legislation, centres on the oversight of non-government organisation and civil society activity in Borno in relation to the BoSDP, and the tracking of BoSDP progress.

State Government interaction with Federal Government is complex and occurs at multiple levels, and for current purposes a full description of the relationship is not required. Suffice to say that there exists a division of labour between state and federal institutions, with the latter shaping national policy with which the former is required to comply. However, a number of features should be noted.

Firstly, the establishment in 2019 of the North-East Development Commission (NEDC) introduced a new and significant actor to the institutional context. The NEDC is mandated (through national legislation) to oversee and coordinate humanitarian recovery and development work in the six states of the north-east. The planning framework that currently exists for this purpose is provided by the Buhari Plan, with which the BoSDP is expected to align. Going forward, it can also be expected that the Buhari Plan will be updated by the NEDC and, in this regard, the content of the BoSDP will help shape that process.

Secondly, Federal Government has responsibility for certain aspects of the Borno's infrastructure. For the purposes of the BoSDP, these include a number of main roads serving the state, development of the rail line and the electricity supply to Maiduguri.

#### 2.4.7 Peace Building & Security

The state remains conflict fragile with pockets of attacks. This significantly reduces the likelihood of successful peace dialogue. Dialogue is one of the mechanisms required to encourage a deep appreciation of the root causes of and responsibility for addressing the region's developmental challenges, while also recognizing the virtues of peace, forgiveness, reconciliation and healing. The other major challenge to the peace building efforts is the fractionalisation of the insurgents, with recent reports highlighting disagreements across the groups. The Shekau-led faction and the ISIS-allied faction, the Islamic State West African Province have differing modus operandi and values. Long-term peace would therefore require meaningful dialogue would therefore consist of talks with both parties as opposed to one central leadership.

There has been significant progress in the disarmament de-radicalization and reintegration attempts with over 600 repentant insurgents having gone through the

military's DDR programme and ready to be readmitted into the society. Extensive work in advocacy and sensitisation has been done at the community levels to accept these members back into society. However, a lot of work still needs to be done in combatting of insurgent narratives to both dissuade potential recruits and encourage those actively engaged to embrace peace.

The Recovery and Peace building Assessment conducted in 2016 estimated a requirement of 4.7 Million US Dollars for reconciliation, peace building and social cohesion in Borno state. These are related to the restitution of the social tissue, reconciliation and peace building, restoration of a sense of normalcy and needs of particularly vulnerable sub-groups of IDPs. Addressing the needs in a holistic and integrated manner is critical for success – certainly in Borno – and seen as a precondition for stability and key for sustainable recovery.

Finally, security and the rule of law is the responsibility of Federal Government. Most obviously, military operations in Borno against the insurgents are controlled by Federal Government and, while positive interaction between State Government and the military is critical for successful stabilization and early recovery in the worst-affected areas, they will not be considered in great detail further by the BoSDP. Similarly, policing, the judicial system and the corrections service are Federal Government functions and will not form a part of the BoSDP.

## 2.5 Coordination Context

There are, in effect, two systems of coordination in Borno: one for humanitarian response, and a second for recovery and longer-term peace building and development. Under the BoSDP, the two systems of coordination shall fall under the purview of the new State Agency for Coordination of Sustainable Development and Humanitarian Response.

### 2.5.1 Humanitarian Coordination

In response to the humanitarian crisis in the north-east, a system of coordination has been established, based on the preparation of an annual Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP), which serves as an appeal document for international partners. From 2019, the annual HNO and HRP are set within a multi-year (2019-2021) Humanitarian Response Framework, which captures



the intention of transitioning from humanitarian aid to recovery and longer-term development. At the federal level, the planning process is overseen on behalf of government by the National Emergency Management Agency (NEMA) and coordinated by the UN Office for the Coordination of Humanitarian Affairs (OCHA).

The HNO and HRP are operationalised through ten sector working groups that are co-led by the government and international partners (usually the UN). The sectors are:

1. Camp Coordination and Camp Management (CCCM)
2. Shelter and Non-Food Items (NFIs)
3. Early Recovery and Livelihoods
4. Emergency Telecommunication
5. Food Security
6. Health
7. Nutrition
8. Logistics
9. Protection
10. Water, Sanitation and Hygiene

The working groups meet regularly in each of the states as well as in the federal capital to coordinate current activities and operations, to assess new challenges and to plan for future action. Partner activities are collated and put in the form of 3W matrix and presented in various forms to show partner presence, populations reached and gaps. In Borno, this humanitarian coordination activity will in future fall within the purview of the recently established State Agency for Coordination of Sustainable Development and Humanitarian Response.

Higher-level humanitarian coordination at the federal level has been provided in the past by an Inter-Ministerial Task Force (IMTF) and the Presidential Committee on the North-East Initiative (PCNI). In 2019, the PCNI was replaced by the North-East Development Commission (NEDC), domiciled within the newly created Ministry of Humanitarian Affairs, Disaster Management and Social Development.

### 2.5.2 Recovery and Longer-Term Development

While the bulk of attention in recent years has been on meeting humanitarian needs, going forward the challenges of recovery – including the return or resettlement of displaced populations -- and longer-term development are expected to be

paramount. At the time of writing, coordination structures and processes in Borno for such “non-humanitarian” work are less developed than those in place for humanitarian action (described above). It is therefore a matter of priority for the newly constituted State Agency for Coordination of Sustainable Development and Humanitarian Response to address this deficit.

The Ministry for Reconstruction, Rehabilitation and Resettlement (MoRRR), which was created in 2015, is mandated to lead the recovery process, including the return and resettlement of displaced victims of the insurgency across the State. The MoRRR is now working closely with development partners -- including the World Bank, African Development Bank, European Union and the Department for International Development – and other state government ministries, departments and agencies to address the state’s most urgent recovery needs and to support the resettlement and the safe and voluntary return of the state’s internally displaced.

To ensure that the return process is coordinated and sustainable, the state government in collaboration with the UN and other partners has developed a Return Policy Framework and Return Strategy. The Return Policy Framework, signed in August 2018 by the Governor of Borno state and the United Nations Humanitarian Coordinator for Nigeria, provides a comprehensive framework of cooperation to strengthen the strategic partnership on returns between the Borno State Government, the Nigerian Armed Forces and other security services, and humanitarian and development partners. In doing so, it sets out the minimum conditions for return, which include: full participation and involvement of IDPs and returning refugees; favourable protection environment and physical safety; freedom of movement; voluntariness of return; availability of basic socio- economic services; and provisions for spontaneous returns.

Within the MoRRR, the government’s World Bank funded Multi-Sector Crisis Recovery Project (MCRP) is well situated to support the State Agency for Coordination of Sustainable Development and Humanitarian Response in the future strengthening of horizontal coordination of the BoSDP within government and between government and partners. More strategically, the BoSDP will also be the basis for strengthening vertical recovery- and development-related coordination between state and federal government, through the NEDC.

# 3

## VISION, VALUES, PRINCIPLES AND PRIORITIES



*To pave the way for comprehensive development for the region institutional capacity building and guarantees of safety and security were highlighted, with deeper and regular analyses of reliable, relevant and up to date data. With this in mind, the Borno State government intends to be the leader on the path towards sustainable development, propelling the individuals, households and communities to higher levels of prosperity; including the assurance of more dignified living and fulfilment.*

The Human Development Report 2018, in its key messages, advocated for tackling the co-joined problems of youth unemployment and poverty, investing in human capital and empowerment of women and girls, building back better and sustainably, integrating principles of environmental sustainability, development and deployment of innovative funding and financing mechanisms<sup>32</sup>.

Nigeria, in pursuit of achievement of the Sustainable Development Goals (SDGs) is placing increased emphasis on their incorporation into plans and activities. Borno state aims to be at the forefront of this effort nationally through a partnership with the International Institute on SDGs, to develop the indicators that link the Borno plan to the SDGs to track progress along the implementation.

### 3.1 Vision for Borno 2045

The vision of Borno State for its development is to espouse the aspirations of its over 6 million people today and projected 11 million in the next 25 years.

***'A secured, competitive agri-business and commercial hub anchored on prosperous dignified people and sustainable development'***

The vision for Borno in the next 25 years was crafted noting that there are abnormal circumstances as a result of the insurgency and resultant humanitarian crisis. It also noted the resilience of the people, the historical antecedents and culture especially in terms of trade, and the natural resources available. The vision aims both to be inspiring and ambitious, but also practical.

### 3.2 Mission

To restore the age-old honour, dignity and prosperity of the state, while ensuring that all citizens and future generations have easy access to basic necessities of life.

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<sup>32</sup> National Human Development Report 2018: Achieving Human Development in North East Nigeria, UNDP, 2018



### 3.3 Values

The values of the plan are reflected in the plans for rebuilding the entire north east region and those for achieving sustainable development goals:


1. Integrity
2. Professionalism
3. Transparency
4. Security of lives and property
5. Empathy
6. Respect
7. Resilience

### 3.4 Principles

1. Inclusion
2. Good governance
3. Innovation
4. Social justice, cohesion and harmony
5. Self-reliance, economic self-sufficiency and prosperity
6. Safeguarding of rights of vulnerable groups
7. Sustainable & Equitable development

### 3.5 Policy Priorities

1. Rebuild and sustain a society where our citizens can live in peace and thrive by improving security and rebuilding communities.
2. Increase employment opportunities and decent work particularly for the youth by stimulating a vibrant economic sector, with particular focus on agriculture, livestock, fishing and commerce.
3. Reduce abject poverty and illiteracy.
4. Develop healthy human capital through access to quality education and lifelong learning, good healthcare, potable water and sanitation.
5. Improve health outcomes, reduced maternal and child mortality, reduction in malnutrition rates as well as prevention and control of communicable and non-communicable diseases.
6. Reverse the trend of environmental degradation and promote sustainability

- 
7. Rebuild and secure infrastructure to support inclusive economic growth and cater for current and future population needs.
  8. Re-energise and instil our cultural values of integrity, hard work and dignity of labour as well as respect for our fellow citizens regardless of gender, age or religion and appreciation for the sustainability of our land.



# 4

## OVERVIEW OF BORNO STATE DEVELOPMENT PLAN



*The Borno State Development Plan (BoSDP) is conceived and designed to address the development challenges arising from the prevailing socio-economic situation in the state, and plan for the future to ensure sustainable development. The BoSDP is a 25-year perspective long-term plan, but with every 10-year implementation focus.*

*Thus, 2030 plan is a subset of 2045 perspective plan.*

## Key Pillars of Development and Enablers

The BoSDP is anchored on 5 Transformation Driver pillars and four (4) transformation enablers (Figure 8).

The pillars which represent the foundations and driver for transformative development are human capital; health; economic development; agriculture; and environment.

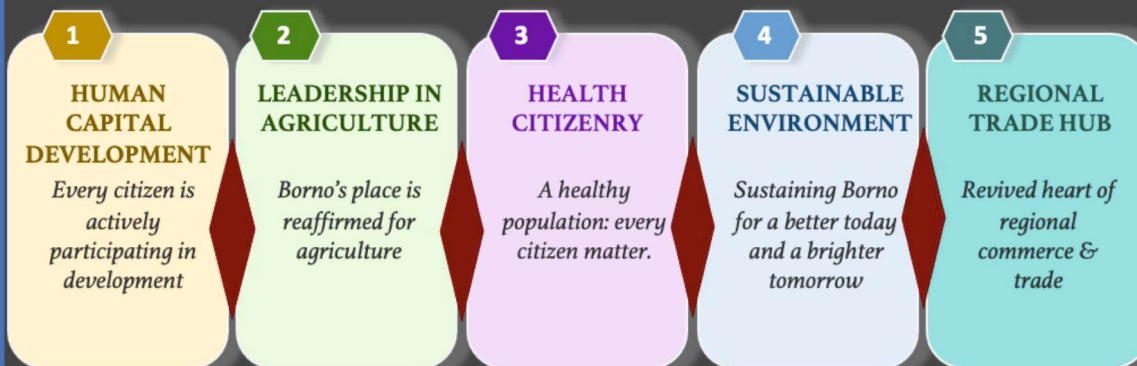
Infrastructure for reconstruction, rehabilitation and resettlement; Purpose Infrastructure for education, health, ICT and economic development; security peace building and humanitarian; and Accountable Governance are key enablers for successful implementation of the development plan.

The Borno State government intends to be the leader on the path towards sustainable development in the North East region, by propelling individuals, households and communities to higher levels of prosperity; including the assurance of more dignified living and fulfilment.

Nigeria, in pursuit of achievement of the Sustainable Development Goals (SDGs) is placing increased emphasis on their incorporation into plans and activities. Borno state aims to be at the forefront of this effort nationally through a partnership with the International Institute on SDGs, to develop the indicators that link the Borno plan to the SDGs to track progress along the implementation. Along this line, the BoSDP is a comprehensive development agenda that seeks to bring on board all elements as relate to achievement of sustainable development and securing prosperous society for the citizenry.

By 2045: “A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development”.

**FIVE INCLUSIVE ECONOMIC, SOCIAL & DEVELOPMENTAL TRANSFORMATION DRIVERS PILLARS:**



**FOUR ENABLING TRANSFORMATIVE PILLARS:**



Figure 8: Borno State Development Plan Pillars and Enablers

The strategic goals, objectives and initiatives for different components of the pillars and enablers are highlighted in subsequent sections.



# 5

## METHODOLOGY



*One of the overriding considerations in the development of the 10-year plan was that the approach should be bottoms-up. The second consideration was to ensure as much as possible the plan was evidence based. To achieve this a series of consultations were held at various levels to gain information, discuss ideas and validate approaches to ensure the robustness of the plan.*

## 5.1 Needs Analysis

The first level of data collected was provided by the Local Governments. Each Local Government Area was asked to provide details of their needs and priorities. This was compiled to provide a comprehensive analysis of needs to determine the major gaps across the state.

The Executive Governor's vision for the state over the first term taken from the manifesto was drawn out to identify priority sectors for intervention. Ministries departments and agencies also provided a summary of the sector goal, strategic objectives and initiatives over the next ten years.

The plans for the various donor agencies to show both ongoing programme activity and planned activities in Borno state were compiled across all the sectors of intervention.

## 5.2 Visioning Workshop


Following the collation and analysis of the data collected from various stakeholders, a visioning workshop was held to:

1. Define a collective understanding of the situation in Borno State in the local, regional and international context
2. Identify key challenges and priority areas that need to be addressed
3. Gain a collective understanding of advantages that Borno state enjoys compared to other state to identify potential
4. Craft a vision for Borno state in the next 25 years

Participants from various ministries, departments and agencies were engaged in workshop running from 28<sup>th</sup> to 31<sup>st</sup> October 2019 to review the data and craft the vision statement and define the pillars for the plan.

## 5.3 Data Review

Following the identification of the vision and the pillars of the plan, the sector goals, objectives and initiatives were developed to maximise the comparative advantage that Borno enjoys and taking into cognisance the challenges. A review and validation process were implemented consisting of meetings with ministries departments and



agencies at the state government. This took place between 19<sup>th</sup> and 23<sup>rd</sup> January 2020. The objectives of the meetings were to:

1. First level review of sector plan goal, objectives and initiatives
2. Collect additional relevant data
3. Review project priorities

The validation sessions served to improve the quality of the draft document and get additional buy in from the MDAs.

To effectively achieve the vision for Borno 2045, this plan was further reviewed to develop a comprehensive strategy that will guide implementation over the next 10 years. Details of the 10-year strategy can be found in the 10-year strategic transformation plan obtainable from the Office of the Governor , the Borno State Government website, or Borno State Agency for the Coordination of Sustainable Development and Humanitarian Response.



6.

## The FIVE TRANSFORMATION DRIVER PILLARS



*Human Capital Development*

*Leadership in Agriculture*

*Healthy Citizenry*

*Sustainable Environment*

*Economic Development: Regional Trade Hub*

## Pillar I HUMAN CAPITAL DEVELOPMENT

### Introduction

It is an incontrovertible fact that an informed and healthy labour force is the key to enhance productivity, wealth creation and sustainable growth. Human capital development is therefore central factor in economic growth and development for any society to prosper. For the growth and prosperity of post insurgency Borno state to be a reality, the centrality of investing in the people cannot be compromised. It is necessary to accord this important component the priority it deserves even in the face of conflicting needs and priorities with dwindling resources. The task of this twenty-five-year development plan is to balance between these other needs and the promotion of an enable environment for comprehensive human capital development that responds to the twenty-first century needs of the people of Borno state.

*Human capital development* also involves processes that relate to training, education and other inventions in order to increase the level of knowledge, skills, abilities, values, and social assets of employees, which will lead them to being productive. The productiveness of the workforce in any organization depends largely on how well these potentials are developed. Human capital development can therefore be seen as a process of building a productive, competent and functional workforce for socio-economic growth and development.

Developing human capital requires creating and cultivating an environment in which people can learn rapidly and apply new ideas, competencies, skills, behaviours and attitudes. For the foregoing reasons, it becomes necessary that priority should be accorded human capital development if Borno State must actualize long term Development Plan.

The major components under the Human Capital Development Pillar include Education, Women/Youth empowerment and Sports and Social Orientation. The Social (re) Orientation will focus on improvement of citizens' perception of education, promotion of peaceful coexistence and reintegration and de-radicalization.

## A. Education

### *Sector Situation Analysis*

The education sector in Borno state can best be described as underdeveloped, overstretched and grossly inadequate for its population and its developmental aspirations. The sector has suffered further degradation and disruptions from the ongoing Boko Haram (BH) insurgency the North East. The education sector has suffered massive infrastructure damage, loss of human resources, displacement of thousands of pupils and occupation of schools. Consequently, the sector in the State is characterized by low enrolment rates especially in the rural communities, poor learning outcomes and an attendant high number of out of school population.

It is worrisome to note that the state is grossly underserved by educational institutions, which was a precursor to the low-level enrolment, poor provision for transition within the sector, inequity and neglect of the educational needs of a vast majority of young people and the citizens in general. This situation is compounded by the negative perception of western education by the insurgents, as the name given to the movement implies, making the already low uptake of education to become even less attractive now, more than it ever was.

In an attempt to salvage the state from the devastating consequences of the upheaval and destruction caused by the insurgency, many plans and strategic documents were developed by successive governments at the federal and state levels in response to the urgency. These plans include the Buhari plan initiated by the Presidential Committee for North East Initiative (PCNI), the Kashim Shettima Borno State Strategy Development Plan and the State Educational Sector Strategic Plan (SESOP) among others. Attempts to implement these plans were however abandoned for obvious reasons: chief amongst which is the continuous nature of attacks by the insurgents, which heightened insecurity, general apathy and seeming hopelessness amongst the citizens.

What is of most concern is the evidence that the general apathy towards western education precedes the insurgency and has only been exacerbated by the situation. This is further compounded by absence of any coordinated intervention to change the general perception and attitude of the populace towards education.

The base educational indices in the North East generally and Borno State in particular are among the lowest in Nigeria and are generally below the National average. Adult literacy rate and numeracy rate in any language in the North East indicates stood at 25% (NEDS 2015), and more than 75% of adults have never been to a formal school (NEDS 2015). Percentage of children age 36-59 months attending early childhood education<sup>1</sup> stood at 20.7 in Borno State (MICS 2016) while only 31.7% of school age children enter primary schools (MICS, 2016), and only 55% per cent of those attending primary school complete their studies. In 2015, only 16% of parents or guardians sampled in Borno State were literate, compared to 28% in the North East with a national literacy rate of 47% (NPC and RTI International 2016 Education Data Survey). A similar pattern is observed on other dimensions of educational attainment, such as numeracy, which stood at 24.6% in Borno compared to 54.5% for Nigeria as a whole (2015, NEDS).

In line with the Nigerian National policy guiding the institutional arrangements for the provision of education in the states, the Borno State education sector schools' systems consist of three structures under which all institutions are managed. The sub-sectors are nine year Basic, three year Post-Basic, and four and five year Tertiary institutions.

### Access and Equity

Administratively, the State education sector comprises of three tiers, namely, basic education (comprising of primary and junior secondary), post-basic (comprising of senior secondary) education and tertiary education. While nine years of basic education is free and compulsory, many children are not in school, particularly in the rural areas even in pre-conflict periods. This created a lopsided access to schooling with over several out of school children, mostly in the rural areas of Abadam, Gamboru, Ngala, Dikwa in northern Borno and parts of Gwoza, according to Office for the Coordination of Humanitarian Affairs (OCHA) report 2015. All the three levels of education were equally affected by the insurgency as the situation made it difficult for schools to be secure and stable for any meaningful learning to take place. Similarly, girl-child education received the utmost blow due to the damaging psychological impact on them associated with the unfortunate incidences of Chibok and Dapchi in Borno and Yobe states, respectively.

The sheer numbers of children of school-going age who are currently out of school coupled with very low attendance, especially in rural areas, constitute enormous challenges. These are compounded by the rapid increase in population due to high birth rates accentuated by the seasonal migration of Almajirai, migrant fishermen, and nomadic Fulani communities. School dropouts and those who could not transit to the next levels are also very high and constitute serious challenges for the education sector. According to the 2018 Multi Indicator Survey (MICS) estimated Out of School children in Borno during 2016/17 period numbered up to 534,989 (MICS, 2018). The report indicates that 55% of the population of secondary school age are out of school in the state.

While the gender parity index for enrolment is positive in the state (52%F/48%M), it cannot provide any comfort for the very low enrolment ratio observed generally. It also masks the disturbing high proportion of girls out of school compared to boys out of school.

In terms of early childhood development, available data indicates that only 10.3% of children aged 36 – 59 months attend early childhood public education institutions in the State as against the National average of 12.9 %. Only 19.6% of these children have acquired literacy and numeracy skills compared to 29.3% national average. It was similarly reported that 56.4% of women aged between 15-24 years are literate in the state compared to the national average of 59.3%. The literacy level among young men aged 15-24 was reported at 60.3% compared to 70.9% national average.

MICS also reported that only 31.7% of children of school age enrol in primary 1 (net intake rate) compared to 39.4% national average. Only 39.3% of school-aged children are reported to be attending secondary or tertiary institutions in the state compared to the national average of 47.4%. Provide table to show the indices discussed.

## Enrolment

Enrollment profile of education institutions in Borno State show a clear and disturbing lack of interest and extremely low enrollment rates in the State generally and some local government areas in particular. This is more pronounced in LGAs worst affected by the insurgency.

While general enrollment is evidently low, there appears parity in enrollment in most LGAs according to the data available. The data available from SUBEB indicate the following (Table 4):

1. 109,154 students enrolled in JSS as at 2018.
2. This just about 20% of number of enrolled students in the State' primary schools, indicating low transition rate from primary to secondary school.
3. This is even as primary completion stands at 50%.
4. 30.8% (770,111) in basic and post basic school (enrolment) as against the National Average of 67%.
5. Approximately 60% of those completing primary schools have no places in the State's public schools' system.

Table 4: Total students' enrolment in Borno State public schools by institution types

CLASSIFICATION	MALE	FEMALE	TOTAL
ECCDE NET ENROLLMENT	24,717	24,887	49,604
PRIMARY NET ENROLLMENT	275,983	262,080	538,063
JSS NET ENROLLMENT	57,376	51,778	109,154
SSS NET ENROLLMENT (SSS 3 Only)	44,122	30,931	75,053
	<b>TOTAL BASIC + POST BASIC</b>		770,111

Source: SUBEB 2018 Annual School Census

### Poor Learning Outcomes

By far the most disturbing of outputs is the poor learning outcomes that are associated with the products from all the three sub sectors. It is on record that most of our primary school children can hardly read at requisite proficiency as recent Early Grade Reading Assessment (EGRA) indicate that children in northern Nigeria are reading at not more than 3%<sup>33</sup>. Of great concern is the fact that Borno specific testing has not been conducted in recent years and data on the most recent.

At the secondary school level, data available indicate that performance at SSCE WAEC/NECCO result is appreciable despite the report on how the insurgency prevented a great majority of public-school students from sitting for the examinations for many years. However, a close analysis of data from West Africa Examination Council (WAEC) as shown in Table 5 below indicates that this "appreciable"

<sup>33</sup> The World Bank, Earl Grade Reading Assessment (2018).



performance is fast declining. In 2016, 52.9% of public schools' candidates passed the WAEC exams with at least 5 credits including English and Mathematics, this figure declined to 43.62% in 2017 and further declined to 20.64% in 2018. There is thus an evident and urgent need to put in place interventions to improve sector performance and outcomes.

Table 5: WAEC Results for Borno State 2016-2018

	2016			2017			2018		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number registered for WAEC	8,909	5,673	14,582	17,453	10,770	28,223	20,328	14,149	34,477
Number passed with 5 credit or more (including English & Mathematics)	4,601	3,082	7,683	7,339	4,942	12,281	3,960	3,139	7,099
% passed with 5 credit or more (including English & Mathematics)	51.9	54.3	52.8	42.1	45.9	43.5	19.5	22.2	20.6

Source: Nigerian Bureau of Statistics

### Poor Technical, Vocational and ICT Skills

Borno State suffers gross inadequacy of Technical and Vocational institutions to provide its teeming youth population with necessary skills and knowledge for a productive life and to provide a pool of much needed skilled manpower to drive development. There currently exist only 2 Technical institutions and 6 Vocational training centres. These institutions are poorly equipped and maintained. The current curriculum used in these institutions is out-dated and not in tune with contemporary skills and knowledge demand for a 21<sup>st</sup> century progressive participation and contribution to development. The content and scope of teaching and learning at the 8 tertiary institutions tend to lay more emphasis on theory rather than practical skills.

### Human Resources

Borno state has a Teachers Service Board (TSB) to manage part the sector's human resources. The number of teachers available for the sector at all levels currently is grossly inadequate for the number of education institutions and student population in the State. The Teacher/Pupil ratio estimated based on available data indicates an urgent need for a state Teacher Needs Assessment Survey to identify teacher capacity needs and address the teacher/pupil ration inadequacy. This should also

put in place a recovery framework to rehabilitate the professional classroom behaviour.

Policies and guidelines are important instruments of institutional governance. They ensure smooth, efficient, and effective management of all institutions and systems. The Borno State education sector lacks these important instruments for the operations and management of almost all components of the system. A key component where this is evident is in the management of the sector's human resources.

Review of sector documents and interactions with key sector leaders confirmed the absence of a clear written policy on recruitment, deployment and general management of the sector's human resources especially teachers. This absence of policy and guideline has exposed the recruitment and deployment of teachers to various unwholesome and unproductive practices. Some of these practices have been reported to include political interference in recruitment and deployment processes, interference by internal and external influences on promotion and redeployment.

Teacher capacity building and continuous professional development processes key factors in motivating teachers, enhancing delivery capacity and professionalism are not clearly defined or guided by any policy. The teachers' service in the State is thus characterized by the presence of a high number of unqualified, unmotivated and unproductive teachers. Consequently, this has greatly affected sector performance and outcomes.

#### **Weak Supervision of instruction and Quality Assurance:**

Supervision and quality assurance remain vital to qualitative educational outcomes. However, this important aspect of the educational system has over the years suffered a lot of challenges and neglect. Key challenges identified include inadequate and untrained supervisors, lack of morale and motivation, inadequate resources and logistics support, political intervention, lack of proper feedback mechanism, absence of reward and punishment procedure and absence of a supervision framework. There is also lack of synergy and clear roles specifications between the Quality Assurance, the Education resource departments and SUBEB.

## Infrastructure for Human Capital Development

The pre-conflict compliment of 1,451 primary, junior and senior secondary schools as well as tertiary institutions were seriously affected by the Boko Haram insurgency. As at the end of 2017, 543 representing 37.5% of Basic and Post-basic Schools recorded various levels of destruction that rendered them completely or partially non-functional. This excludes the tertiary institutions that were also destroyed.

The status of the 15 special schools comprising 3 special primary schools, 2 technical colleges, 6 vocational schools, and 4 science schools was no better. By the same period, all the 2 technical schools, 4 of the vocational schools, 1 special primary school and another 1 science school were rendered completely or partially non-functional. Emergency response strategies of the state led to the establishment of what came be known as mega schools and learning centres within Maiduguri metropolis to cater for displaced pupils in basic and post-basic institutions of the state. 12 mega schools and learning centres were subsequently established.

Table 6 indicates that out of the 1,071 ECCDE, primary and junior secondary existing before the advent of BH insurgency 515 (48.1%) have been destroyed. Similarly, out of the pre-conflict senior secondary in the state 26 (30.2%) are already destroyed, while two (2, 25.%) of the eight (8) tertiary education institutions have been destroyed.

Table 6: Number of Schools and their functional status before and after Boko Haram conflict

Type of Schools	Pre-Conflict	Destroyed
ECCDE, Primary and Junior Secondary Schools	225	515
Primary and, Junior Secondary School	61	
Primary Schools	1,071	
Senior Secondary Schools	86	26
Tertiary Education	8	2
<b>TOTAL</b>	<b>1451</b>	<b>543</b>

Source: Borno SESOP (2017-2019)

## Safety of Learning Environment

Incidences of schools burnt down and pupils/students massacred still left behind unforgettable negative memories in the heart of many. Although, general security and safety is in the hands of federal government, still state government can make an additional precaution for the safety of the schools. Chibok and Dapchi girls'

incidences are most relevant for concern among others. In other words, provision of qualitative education, equity among the learners at all times cannot be possible in a worrisome environment consumed by insurgency.

## Governance System and Structures

### Ministry of Education

The Ministries of Education and Higher Education manage the Education Sector. Each of these Ministries has a number of agencies under its supervision and guidance. The Ministry of Education handles the management of Basic and Post Basic Education with three agencies; State Universal Education Board, Teachers Service Board and Education Endowment Fund, reporting to it directly.

With total personnel strength of 515 (with 69.51% male, 30.49% female), the Ministry of Education and its two main agencies were in the pre-conflict period managing a total of 1,357 primary, 262 junior and 82 senior secondary schools. With the security challenges facing the state, nine (9) primary schools and another nine (9) senior secondary schools including one (1) Vocational Centre were converted to Internally Displaced People's camps. These agencies and their personnel strength are given in the Table 7 below:

*Table 7: Chief Executives and Personnel of Ministry of Education and its Agencies*

S/N	MINISTRY/AGENCY	CHIEF EXECUTIVE	PERSONNEL		
			TOTAL	MALE	FEMALE
1	Ministry Of Education	Honourable Commissioner	334	223	111
2	Universal Basic Education Board	Executive Chairman	103	77	26
3	Teaching Service Board	Executive Chairman	64	44	20
4	Education Endowment Fund	Secretary	14	14	-
<b>TOTAL</b>			<b>515</b>	<b>358</b>	<b>157</b>

Source: Borno SESOP, 2016 – 2019

## Ministry of Higher Education

The Ministry of Higher Education has personnel strength of 44, responsible for managing the State's tertiary institutions of learning and other special purpose educational agencies. There are 8 tertiary institutions and 4 agencies with a combined management and academic personnel strength of 3,837 and the agencies are listed as follows:

1. Borno State University.
2. Ramat Polytechnic.
3. Kashim Ibrahim College of Education.
4. College of Education, Waka Biu.
5. Umar Ibn Ibrahim EL-Kanemi College of Education, Science & Technology, Bama.
6. Mohammed Lawal College of Agriculture.
7. Borno College of Business and Administrative Studies, Konduga.
8. Mohammad Goni College of Legal and Islamic Studies.
9. Agency for Mass Literacy.
10. Scholarship Board.
11. Nomadic Education Board
12. Borno State Library Board.

However, it is pertinent to note that four agencies (Agency for Mass literacy, Scholarship Board, Nomadic Education and the State Library Board) appear to be inappropriately placed under the ministry thus creating management and operational challenges across the sector in the state.

## Management and Coordination

Borno state, like all other states in the federation, rely on existing statutory public sector structures that manage the operation of all sectors. However, there exist unique arrangements for the management of departments, agencies and institutions in the state, which has presented unique challenges to the efficient and effective management of the sector. The education sector management structure indicate some serious lapses. For example, the institutional arrangements that place the Agency for Mass Education, Nomadic Education and Library Board under tertiary education are a cause for concern.

Of greater concern is the relationship between Ministry of Education and SUBEB where the former does not seem to be in a position to perform its role as the coordinator of the activities of the SUBEB. The Borno State Ministry of Education Management Information System (EMIS) units of the two agencies which are the power engines of collating and storing sectorial data for decision making, do not seem to have the requisite capacity and interest for working in harmony. This situation creates room for poor inter agency synergy and coordination that seems to suggest that the sector lacks clearly stated mandates and specific roles and responsibilities across its many MDAs. There is clear and evident lack of synergy and interface amongst the sector MDAs.

There is also a total absence of policies and guidelines for management and coordination. There is also absence of evidence-based planning within the sector. From all available records, it is evident that besides the 2016 SESOP, there are no other sector specific and internally generated strategic and operational plans that guide the operations of educational service provision in the state. Despite the high influx of donor agencies in response to the humanitarian crisis caused by the insurgency, there doesn't seem to be any arrangement for coordinating donor efforts in the sector.

### Funding

Despite the obvious poor state of the education in the state, funding has not been responding to the identified sector challenges and population growth. Historically, a significant proportion of the annual budgetary allocation for education goes to recurrent expenditure and actual releases especially for capital expenditure rarely match the budget. (see Table 8 below for sector funding in the last 3 years).

However, the current budget proposal (2019) is seeking to address some of the challenges mentioned above. The 2019 budget allocates 23.15 % the total state budget to the Education sector. The ratio for capital to recurrent expenditure for the year 2019 is also balance at 1:1.



Table 8: Budgetary allocation to Education sector 2018 - 2020

SECTOR MDA	2018	2019	2020
Approved and Projected Capital Budget	14,653,700,000	14,198,728,000	15,008,411,715
Approved and Projected Recurrent Budget	16,796,980,000	14,933,743,000	14,908,664,400
Budgetary Allocation to Education Sector	31,450,680,000.00	29,132,471,000.00	29,917,076,115

Source: SESOP 2016/17

### Poor Data Management and Utilization Capacity

Data generation, analysis and utilization capacity and infrastructure is evidently weak in the sector in Borno state. Critical data needed for an in-depth assessment of the sector was largely unavailable and where available was found to lack quality and validity. A close review also indicated lack of integrity in data generation process. There was also absence of a common data pool for management and evidence-based planning within the sector MDAs. Data presented for context analysis on the same indices by different sectors MDAs were found to be contradictory of one another.

### Community Participation

Community participation is not only key to management of institutions, but also of strategic importance to general education sector development. It is strategy that if properly utilized could drive increased enrolment and retention in schools. It could also assist in leveraging private and community resources for educational development. Providing adequately for education is a huge task that demands real focus and mobilization of all available resources.

Borno State has made an attempt to adopt this strategy in management of its education institutions. However, this attempt does not appear to have been successful. Community participation in the management of institutions in the state has been very negligible despite the establishment of School Based Management Committees (SBMC) for all primary, junior and senior secondary schools.

Although the SBMCs are aimed at encouraging full participation of local communities in the management of schools, there are still obvious gaps in the level of community support for education across the State.

### Partnerships/ Donor Support

Borno state has attracted a large number of interventions and support from international development partners, bilateral and multi-lateral agencies. This is largely due to its current security challenges and the attendant humanitarian crisis that it has resulted into. A significant percentage of these partners have supported and are supporting interventions in the education sector. These interventions are largely aimed at stabilization and reduction in disruption to learning. They are not long-term strategic interventions.

Despite the obvious benefits of these interventions especially for the displaced populations, there seems to be absence of effective interface with and coordination of the efforts by the education sector leadership in the state. No records or reports of activities of these partners were available from any of the education sector MDAs. There was also clear lack of knowledge and understanding of the scale and scope of these interventions by the state. This is obviously a disturbing trend, which must be addressed.

Partners must buy-in to the State's vision and plan for every sector to avoid duplications, improve synergy, resource utilization and eliminate parallel system and structures.

### *Sector Strategic Goal*

To ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

The plan also will seek to devise initiatives and programs that will open up access enhanced opportunities to Life skills, Technical and Vocational Education and relevant Tertiary Education that will prepare Borno State citizens to take up the challenges of post insurgency reconstruction and beyond.

The proposed initiatives are hinged on a number of critical success factors:

1. Political will to support the funding and implementation of the content of the plan, which requires huge capital input especially in the immediate and short-term period of implementation.
2. Strengthening of the entire education system through Institutional realignments, planning and management of key processes and interventions.
3. Commitment and well-trained manpower to drive the process.

### *Sub-Sector Targets*

1. 40% enrolment from 30.8% by 2020.
2. 60% enrolment in the short term (three years).
3. 80% enrolment in the medium term (three years).
4. Over 80% enrolment of all school aged children by 2030.

### *Sub-Sector Objectives*

The overarching objectives of the 12-year education plan in Borno State are as follows:

1. To ensure access to 15-year quality basic education to all Borno State school children by 2030.
2. To increase by 100% enrolment rate into basic education institutions by 2030.
3. To increase by 50% the number of eligible students transitioning from all levels of education through university by 2030.

## Basic and Post Basic Education

### Strategic Objective 1

Ensure adequate and equal access to early childhood development and fifteen years of free and compulsory Basic and post basic education leading to relevant and effective learning outcomes for all children of school age in Borno state from the year 2020.

### Sub-Sector Strategic Initiatives

#### *Immediate by the year 2020*

#### Enrolment & Access

1. Provide legal backing to the Free and compulsory Basic and Post Basic Education for all.
2. Conduct continuous teacher verification exercises.
3. Enforce policies that ensures compulsory school attendance up to Senior Secondary School certificate and criminalises offending parents and guardians.
4. Provide free and qualitative education for all girls from primary to tertiary levels.
5. Conduct infrastructure needs assessment for basic and post basic schools.
6. Ensure at least 1 functional primary school per ward.
7. Commence reorientation Programme for Parents, School Board Management Committees (SBMCs), Teachers, and Government.
8. Integration of Qur'anic and Tsangaya Schools into formal educational system to expand access and improve learning outcomes.
9. Sustain School feeding at basic level and at Islamic, Quranic and Tsangaya Education (IQTE) centres to encourage enrolment, attendance and completion.

#### *Short Term (2021-2023)*

#### Quality Assurance & Improved Supervision of Instruction

1. Introduce Early Grade reading.
2. Develop a robust supervision structure across the sector from school level to LEAs, Zonal, SUBEB and Ministry of Education.

3. Continue the provision of vehicles, software and hardware to support electronic /digital data generation to strengthen supervision of instruction as currently being undertaken by Education Management Information System (EMIS).
4. Training of staff for effective quality assurance and supervision of instruction from school level.
5. Deploy ICT Education / E-learning KYAN and other solutions.

#### Transition & Access

1. Institutionalize Special targeted Senior Secondary Schools and comprehensive girls' preparatory scheme to encourage transition to tertiary education and self-employment by 2021.

#### Governance Structure

1. Strengthen institutional capacity for all sector MDAs.
2. Functional realignment of line MDAs for enhanced sector synergy and efficiency.
3. Encourage private sector participation.
4. Institutionalize accountability-based procurement and distribution of instructional materials to all schools.

#### Human Resources for Education Sector Management

1. Strengthen and improve pre-service teacher training.
2. Upgrade teacher capacity through Continuous teacher development at in-service level.
3. Review and institutionalize teacher recruitment and deployment policy.
4. Conduct teacher demand studies and recruit to bridge the needs gap.

### *Long Term (By 2030)*

#### Access & Infrastructure

1. Continuous Expansion of Access by Building more schools to accommodate projected increase in basic and post basic education school population as a result of the administrations free compulsory education for all policy.
2. Establish at least 1 functional Junior secondary school per ward based on needs assessment.
3. Establish one day Senior secondary school per cluster based on needs assessment.
4. Establish one Tsangaya model school per ward.

## Higher Education:

### Strategic Objective 2

Ensure that all learners acquire the knowledge and skills needed to promote sustainable development.

#### Sub-Sector Targets

1. 5% increase in enrolment of students into relevant in-demand courses (immediate).
2. 10% enrolment increase (short term).
3. 50% enrolment increase (medium).
4. All eligible students access tertiary education in the long term.

#### Sub-Sector Strategic initiatives

##### *Immediate*

1. To review and realign all tertiary institutions curriculum to reflect the human capacity development needs of the Borno State vision (Agri-business, Commerce, Science & Technology).
2. Develop and implement Scholarship Policy to provide adequate funds/bursaries to all eligible students to cover real cost of education especially in specialized fields of science, medical sciences, technology and engineering.
3. Sustain and intensify the existing programmes of the state scholarship board on scouting for free tuition institutions and provision of support to supplement other costs not cover by the scholarship being provided by such institutions.
4. Intensify the scholarship programme for special students – blind and deaf,
5. Institute special incentives for girl's education at the tertiary level.
6. Leverage on existing private sector scholarship programmes and initiatives in the state.
7. Awareness creation on scholarship and grants programmes in the state.
8. Develop scholarship portal and data base for the state.

##### *Short Term*

1. Establish direct linkages between tertiary institutions and industry through research grants, industrial attachments and collaborative events.
2. Strengthen, equip and prioritize science-based courses at tertiary level.
3. Develop 1-year remediation program in sciences.



4. Review, transform and strengthen the current entrepreneurship studies in tertiary institutions.
5. Strengthen the capacity of the state Agency for Mass Literacy (SAML)

#### *Medium Term*

1. Support the accreditation of the relevant courses and programs with the Regulators NBTE for Technical, NCCE for the teacher Training, NBAIS for Qur'anic Education, NMEC for Adult Literacy etc., by providing adequate funding.
2. Initiate External Student scholarships and teacher development.

#### *Long Term*

1. Expand access to tertiary Education through collaboration and exchange programs for teacher development for exposure to current trends and continuous professional development.
2. Upgrade the status of the continuing Education Institute to that of College of Adult Education.
3. Construct classrooms, office and hostels as well as provide furniture for the Institute for Literacy and Continuing Education programme.
4. Provide support for the transformation of the State Agency for Mass Literacy to State Agency for Mass Education.

### Adult Education (Non-Formal)

#### Strategic Objective 3

Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.

#### Sub-Sector Targets

To increase adult literacy to 100% among all adults in Borno State by 2030.

#### Sub-Sector Strategic initiatives

##### *Short term*

1. Use multimedia technology to deliver non-formal education in the immediate and short-term.

### *Medium term*

2. Establish at least one non-formal learning centre per ward.
3. Reactivate and Support community-based Adult literacy classes by establishing one centre per ward in the immediate and short-term.

## Technical and Vocational Skills

### Strategic Objective 4

Ensure equal access for all women and men to affordable and quality technical and vocational training for employment and wealth creation.

### Sub-Sector Strategic Initiatives

#### *Immediate*

1. Map and assess existing facilities and the required human resources.
2. Develop a master plan for Technical and Vocational Training centres.
3. Restructure, renovate and equip all existing Technical and vocational institutions in Borno State.

#### *Short Term.*

1. Establish 1 technical and vocational training institution in every Federal Constituency in Borno State.
2. Provide incentives to students of skill acquisition institutions to establish viable skills related enterprises.
3. Establish community based Vocational Enterprise institutions (VEIs) and Innovation Enterprise Institutions for each Senatorial Zone (IEIs) in collaboration with National Board for Technical Education.

## Funding Education

### Strategic Objective 5

To increase education sector funding to 35% of state's annual budget by 2030.

### Sub-Sector Targets

1. 20% by 2020 from 17.57% in 2019 (immediate).
2. 25% by 2026 in the short and medium term.

3. 30-35% of the state budget by 2030 (long term).
4. Ensure timely and optimal release of all budgeted funds.
5. Ensure higher percentage of capital over recurrent overhead /personnel costs expenditure.

## Strategic Initiatives

### *Immediate and Short term*

1. Strengthen Budget monitoring and accountability processes
2. Increase Budgetary Allocation for all education activities in the immediate and short-term.

### *Medium term*

1. Leverage private sector, donor and PPP funds for infrastructure, improved access and quality in Short and long terms.

## Data Collection and Management

Absence of data for decision making is a major concern that makes the sector vulnerable to lack of adequate plans for immediate and long-term progress. It is therefore imperative for the government to prioritize the collation, retrieval, storage and utilization of data if the many initiatives for the education sector are to be realized.

## Sub-Sector Objectives

Institutionalize evidence-based planning and management in the education sector

## Sub-Sector Strategic Initiatives

### *Immediate*

1. Use technology to link the school, LEA, SUBEB, to the Ministry of Education so that all can access real-time data (immediate).

### *Immediate and Short term*

1. Establish robust and functional MIS across the sector in the immediate and short-term.

2. Build human and material capacity in data management from school level linked all through the education sector in the immediate and short-term.

### Security for Education Sector

The events of the past decade have brought to fore the prime position of security education for all citizens of Borno state. This is more so for the education sector stakeholders as the very initial targets of Boko Haram were unfortunate educational institutions with the sad events that culminated with the abduction of students, killing of as many as 300 teachers (UNDP 2018). It is therefore proposed that the education sub-sector must design strategies to forestall any future occurrence.

#### Sub-Sector Objectives

1. To make every education institution in Borno state safe and secure by 2030.

#### Sub-Sector Strategic Initiatives

##### *Immediate Emergency Response*

Implement and institute standard security and safety protocol responses and drills in every school across the state.

1. To train all head teachers and schools administrators in Borno state on security management, early warning mechanisms and emergency preparedness.
2. To procure and distribute security communication and early warning equipment for 30% of education institutions in Borno state.
3. Fortification of 30% of the Physical infrastructure; both day and boarding schools within the 2020 budget.

##### *Short Term*

1. Domesticate the Safe School Declaration at the state level by drafting and implementation of policy.
2. Ensure training of beneficiaries and service providers.
3. To procure and distribute security communication and early warning equipment for remainder 70% education institutions in Borno state.
4. Fortification of remainder 70% of the Physical infrastructure; both day and boarding schools within the 2020 budget.
5. Use of technology to enhance security and safety through installation of CCTV cameras and other devices.

## B. Social Reorientation

### *Introduction*

The need for social orientation in Borno state cannot be overemphasized given all socio-cultural factor that hinder development in the state. Social reorientation is action of changing or refocusing a people's attitudes and values. The people of Borno have very admirable cultures and are known for their pride and resilience. It is necessary to reawaken that pride and resilience and channel it positively towards restoring its glory and surpassing it.

### *Situation Analysis*

The ravages of ten years of conflict has had tremendous effect on the people and the way of life but it can be said that it is a neglect of red flags in the way of life of the people that led to the insurgency to begin with. Those factors need to be identified and the people need reorientation, to unlearn detrimental attitudes and learn more positive ones.

### *Strategic Goal*

To educate and orient people of all sexes, ages towards developing socially desirable attitudes, values and culture which will lead to holistic personal development and that of the state.

### *Attitude Towards Western Education*

The poor rate of enrolment in schools is an indicator of the general attitude towards western education. A lot of the resistance to western style education is due to perception that it contradicts established religious and cultural beliefs and values.

### *Strategic Initiatives:*

#### *Immediate*

1. Several Behavioural Change Communication (BCC) and Participatory Learning Approaches should be used to conduct a state-wide campaign on the value of education.

2. Introduce incentives including agricultural inputs and conditional cash transfer scheme.

## Drug Abuse

The use of drugs results in people who are unable to contribute to the positive growth and development of a society, and become a menace. When combined with unemployment and poverty rate, it is undeniable that the implication is terrible to the security of the state. The prevalence of drug abuse in Borno state is quite alarming. The estimated annual prevalence of drug users in the North-East zone is 13.6 per cent or over 2 million users. The overall extent of drug use in the North-East zone is comparable with the national prevalence. Prevalence of drug use in Nigeria by geopolitical zones and states, 2017 is shown in Figure 9 below:<sup>34</sup>

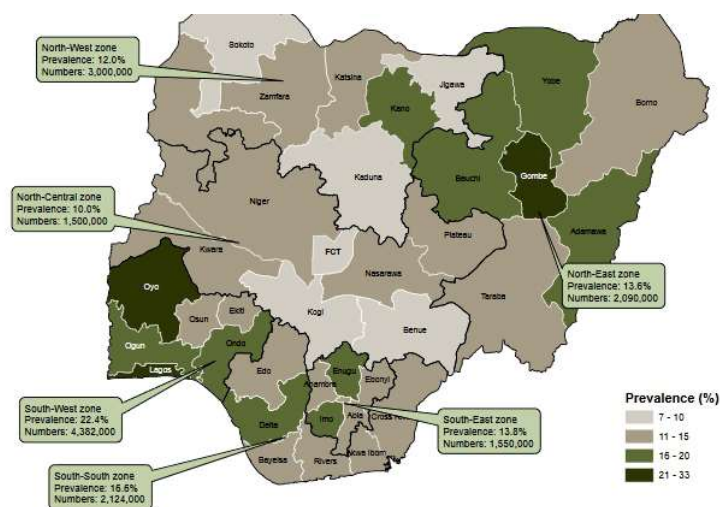


Figure 9: Prevalence of drug use in Nigeria by geopolitical zones and states, 2017

Borno state has the lowest estimated prevalence of drug abuse in the North East however the rate is still quite high at 12%. (Table 9).



Table 9: Prevalence of Drug Abuse by States in North East

State	Estimated prevalence (%)	Low estimate (%)	High estimate (%)	Estimated numbers
Adamawa	17.0	17.0	17.0	370,000
Bauchi	16.0	16.0	16.0	530,000
Borno	12.0	11.0	12.0	350,000
Gombe	21.2	20.7	21.2	350,000
Taraba	14.0	13.0	14.0	213,000
Yobe	18.0	18.0	18.0	300,000

Source: Prevalence of drug use in Nigeria by geopolitical zones and states, 2017

### Strategic Objective

To ensure that citizens of Borno State are mentally physically optimally productive.

### Strategic Initiatives:

#### *Immediate*

1. Set up world class rehabilitation facilities to rehabilitate people addicted to drugs.
2. Media campaigns on the dangers of self-medication and drug abuse should be intensified.
3. Create strict policies to monitor free flow of medication in the society.
4. Set strict policies on chemist and pharmacists whereby only licensed pharmacists can operate pharmaceutical stores.

#### *Short term*

1. Create more productive leisure avenues for young people like sports and their engaging activity.
2. Strengthen regulatory framework and policy enforcement.
3. Work with Federal and other agencies to enforce relevant laws and eliminate the menace of drug abuse.

## C. Youth and Sports

There is very little engagement of young people in extracurricular activities, as a result young people who are not actively engaged resort to idleness and social vices. Sporting activities provide many benefits and opportunities, especially to the children and youths. These include: Healthy physical and mental development, inculcating of discipline, dedication and responsibility, Keeping the children and youths off the streets, Building of confidence, Building of relationships and enhancing good academic performance, through translating good sportsmanship ideals, Ability to unify, Income generation and employment.

### *Strategic Objective*

Sports is accessible and inclusive so that the state can compete favourably in all sports.


### *Strategic Initiatives*

#### Immediate

1. Improve attitudes towards sports through health campaign.
2. Enforce participation in school sports for children of all gender.

#### Short term

1. Encourage the creation of sports clubs across the state.
2. Set up sports competitions with attractive prizes for the winners and endorsement by the government.
3. The Borno state government should establish the Borno Youth Development Scheme (BYDS) to re-orient the youth to be responsible citizens of the community. The BYDS will be for all categories of youth, educated and uneducated. The following will be priorities of the BYDS :-
  - a. Intensification youth entrepreneurial skills center for self-reliance.
  - b. Implement youth activity centres across the local governments as being currently proposed for six LGs, Biu, Konduga, Mafa, Magumeri, Maiduguri, and Monguno.
  - c. Instil a sense of patriotism and responsibility towards country and people.

- 
- d. Sustain programmes and policies for issues of social vices such as drug abuse through youth rehabilitation programmes.
  - e. Ensure youths in Borno State receive quality education by training and re-training.
  - f. Capacity building to make individuals marketable/employable, thus create opportunities for them to be employed into the State, Local and Federal Civil service, including other national and international organisations and establishments.

## D. Gender

### *Situation Analysis*

The issue of gender equality is global, as women are continually are faced with challenges in a men-dominated world. No society will achieve sustainable development if a large population of its people are marginalised. Borno State has one of the most obvious issues of gender disparity; this disparity is often fuelled by socio cultural factors. Women and girls are the targets of discriminations and exclusions on the basis of gender but men and boys have also been negatively affected by gender norms and roles. To achieve meaningful and sustainable development and economic growth, there is a need to mainstream gender in every aspect of society

### *Power and Decision Making*

Women are not involved in decision making across board in the state as summarised below:

1. No female chair in any Local Government.
2. Only two female commissioners appointed in the state in 2019 (9%) compared with (91%) male commissioners.
3. All 28 members of the State House of Assembly are males.
4. One out of ten members of House of Representatives is female.

### *Work and Livelihoods*

Women are often the gender tasked with domestic activities; this unpaid care work limits the time they can invest in economic activities. This unpaid care work is even more time consuming as there is little or no access to functional public facilities like water, electricity and time saving devices. Religion, culture and gender (domestic) roles also limit women's ability to have jobs.

Even when they are able to get public service jobs, it is more difficult for women to move up the ladder in the public and private sector.

### *Education*

In Borno, the female secondary school attendance is very low at 29% when compared to the National average of 53%. An additional 18% of secondary school

age girls attend formal school in Borno but at the primary level. Literacy among young women in Borno state between ages 15-24 as at 2010 was very low, compared other states. Only 20.0% of young women were literate<sup>35</sup>. While female school attendance lower than male attendance, when compared with the rest of the country male school attendance is also quite low.

Gender stereotyping in school curricula: mathematics, the sciences and other technical disciplines are often tagged masculine, while secretarial studies and the arts are seen as feminine

### *Strategic Goal*

Eliminate all forms of discrimination on the basis of gender to achieve gender equality.

### *Strategic Initiatives*

The above goal can be achieved through the following initiatives spread across all sectors:

### *Immediate*

1. Domesticate the Violence against Persons Prohibitions Act and Child Right Act.
2. Ensure women are reasonably included in decision making at all levels from local governments to, federal and state government appointments.
3. Prioritize and invest on the education of the girl child.
4. Prioritize the ease of unpaid care work (domestic) by improving access to facilities and basic amenities like water and electricity to cover MDAs.
5. Create awareness on existing national laws on women's right and domestic them in the state.
6. Strength the interface between the Ministry of Women Affairs and the LGs, traditional and religious leaders on social re-orientation on women issues especially, gender-based violence.
7. Need to cascade and scale down and regular communication of outcomes of interface between the MoWA and the LGA, traditional and religious leaders to the community.
8. Recruit more social service workers.

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<sup>35</sup> NBS/FMYD 2012 National Baseline Survey

9. Upgrade and upscale skill acquisition and entrepreneurship empowerment development for women.
10. Put in place mass literacy centres for women and adolescent girls in every ward.

#### *Short-Term*

1. Initiate Behavioural Change Communication and Participatory Learning Approaches to educate, enlighten and incorporate positive gender norms in relatable and convincing state-wide campaigns.
2. Put in place a female affirmative policy in the state.
3. Introduce measures to address hate speeches against women.
4. Improved women's access to finance for economic activities and improvement of financial literacy.
5. Develop a gender justice lens to enable the State to track and correct weaknesses in the systems. This will track any problems that will limit women's economic activities due to social norms.
6. Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
7. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of women and girls at all levels.
8. Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.



## E. Arts & Culture

### *Situation Analysis*

The narrative in Borno state is one of pain and insecurity, thus everybody is in a state of emergency and subsistence survival. This 10-year development plan is our refusal to live short term unsettled lives in our own homeland, using Arts and culture as a tool for psycho-social and sociocultural recovery and re-orientation of the denizens of Borno state.

Culture is a strong part of people's lives. It influences their views, their values, their humour, their hopes, their loyalties, worries and fears. The importance of culture, according to UNICEF, includes the following:

1. Guiding of societal behaviour.
2. Furnishing the basis for social solidarity and unity.
3. Helping leaders in exercising societal control.
4. Storing the social heritage and values of the people.
5. Serving as an architect and moulder of social personality.

### *Socio - Economically Friendly Practices*

#### *Music and Arts*

Music and arts play a very important part in the lives of the people. In Borno, from a very young age, children are taught and encouraged to participate in intricate and choreographed dances, which are often showcased in open places, such as markets, and during ceremonies. The drums, flutes, and other accompaniments add rhythm to the songs and direct the dancers.

Folklore and Story-telling through songs, local dramas and musical performances are also common forms of traditional entertainment in the state.

#### *Harmful Cultural Practices*

The poor human development indices of the Borno, especially relating to health and maternal care, are partly attributable to certain cultural and traditional practices. Some of the areas in which culture and tradition are affecting socio-economic development of the State, negatively, include girl-child education, maternal and child healthcare deliveries, fertility and women empowerment.

Ensure that, traditional and religious leaders and scholars, in their teachings, should emphasize the need to modernize, reform and embrace science.

### *Strategic Goal*

Promote arts and culture that entrench the core values of Borno state towards sustainable development.

### *Strategic Objectives*

The basic objectives of the arts and culture components of the plan include:

1. Using the outlets of arts and culture to reinforce the Borno states shared “socio-cultural values”.
2. Moderating cultural practices, which hinder socio-economic development.
3. Using Arts and shared cultural values in the promotion of inclusion (peace and unity).

### *Strategic Initiatives*

To achieve the above objectives, the following strategic initiatives will be pursued by Borno State:

### *Immediate*

1. Establish a program of collaboration between the government and religious/traditional leaders in which they use their platform to run a government approved “Values acculturation programme”.
2. Ensure collaboration between Borno’s arts and culture bureau and the National Council on Arts and Culture to showcase potentials of the sector.
3. Include the Borno Values acculturation programme in schools curriculum and organise games, debates and essay competitions around the programme at LGA and state levels.

### *Traditional Institution and Security*

#### *Strategic Objective*

Ensure that traditional rulers carry out their roles to preserve the customs and traditions, prevent and mediate conflicts.

## Strategic Initiatives

### *Immediate*

1. To redefine the role of the traditional community to play active roles in education security issues, provision of social welfare and community development.
2. Set up Bulama's Council in every location/neighbourhood where there is a Bulama.
3. Start a process of gradual societal reorientation around basic Islamic values of learning. Hard work, community service and other Islamic values that bring self-sufficiency, reduce poverty and activate economic activities as a form of Idabat.
4. Use the convening power of the Ministry of Religious Affairs to bring together all influential people considered as ulama by their communities have large followership.
5. Develop mechanism for monitoring impact traditional and religious institutions/organisation on social transformation in the state.

## F. Science, Technology & Innovation

### Introduction

Technology and Innovation (STI): trends have shown that access to technologies do not only promote but help boost steady improvements in living conditions and improve productivity which translates into job creation and income generation. Participation and inclusivity is a prerequisite to bolster STI mainstreaming.

Nigeria's first explicit S&T policy was formulated in 1986 and has been reviewed three times; in 1997, 2003 and 2012, the latest version was designated as science, technology and innovation (STI) policy, with the view to reflecting its renewed commitment to research and innovation, the weak implementation of these policies as typified by little or no impact of the policies on the Nigerian economy reveals fuzziness towards the realization of this vision.

Borno has had little growth in STI. With the insurgence in the state in recent years, the sector has had setbacks. The realization of this fact has motivated the government to establish the Ministry of Science and Technology to drive the growth of the sector. The government is focusing its development to be STI oriented to align with the demands of the 21<sup>st</sup> Century. Additionally, the government has emphasized the need for a coherent, systematic and comprehensive approach to the determination of technological programmes.<sup>36</sup>

### Situation Analysis

#### *Poor ICT & Innovation Infrastructure*

Borno state, being the epicentre of insurgency in the Northeast has suffered great infrastructural damage. The worst hit sectors are the Educational and Telecommunication sectors. Telecommunications infrastructure mostly targeted are the base stations or base transceiver stations, used for creating mobile phone networks. Roughly 480 base stations, or 1.6 percent of stations in the region have been reported as damaged with attendant poor network and Internet service.

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<sup>36</sup> SCIENCE, TECHNOLOGY AND INNOVATION (STI) POLICY SEPTEMBER, 2011

### *Low ICT Penetration in the Public Service.*

ICT penetration in MDAs has been very low except for Ministries of Health and Finance and related agencies, which had automated some their operations. It would appear the automation was driven by adoption of similar systems and platforms of the Federal Government.

### *Poor State of STI in Educator Sector*

The current state of STI in Borno state education sector is quite weak. Schools do not incorporate ICT as an integral part of the teaching syllabus and most ICT facilities are either deserted or completely degenerated. With the establishment of the Ministry of Science and Technology, the State governor has directed the commissioner to work with the ministry of Education to ensure smooth and quality implementation of science and technology in the education sector in Borno State.

### *Low Level Of ICT Literacy And Limited Number Of Professional Skills.*

Most of the public servants are not ICT literate. There are also few ICT professionals in the state because of limited number of schools and training centres.

Borno state has a rather young population. Despite this heavy advantage, it has not prioritised ICT skill acquisition. Lack of the necessary skills discourages inventions and reduces innovations and capability in STI.

### *Lack of ICT Labs & Technology Hubs.*

The state does not have ICT Labs and Technology Hubs, either owned by the state or private sector. As a result, the state does not have presence on the technology hub of the Nigeria as shown Figure 10.



Figure 10: Map Showing Tech Hubs in Nigeria

*Absence of Funding of Science, Technology and Innovation.*

As Science, technology and Innovation had not until recently been accorded the priority it deserves, the state had not been funding the sector.

*Weak Contribution of ICT to Economic Development*

Due to the limited presence of the sector in State for many years, technology and innovation have not contributed to the state's economic development. At the National level, the ICT sector has experienced growth in its contribution to the Gross Domestic Product (GDP). Telecommunication and Information Services was the highest contributor to the sector's value as shown in Figure 11.



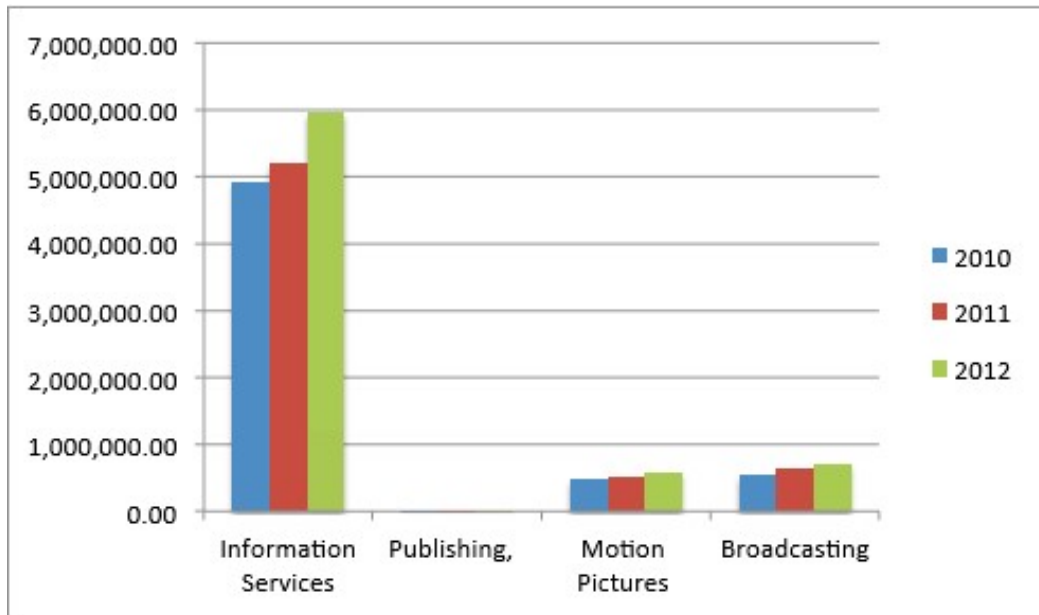


Figure 11: ICT Contribution to GDP (Naira, million) | Source: NBS, 2015

### SWOT Analysis

Based on Borno State situation analysis of Technology and Innovation, the key factors that could impact the activities of implementing authorities attempting to achieve the aims and objectives of this plan are summarized in Table 10 below:

Table 10: SWOT Analysis of STI in Borno state

<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Establishment of the Ministry of Science, Technology and Innovation</li> <li>2. Technology and Innovation</li> <li>3. Strong political will and the commitment of both the State and Federal Government to enhance the STI sector</li> </ol>	<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Lack of quality science education at all levels of education, especially primary and post primary.</li> <li>2. Poor retention rate of professionals</li> <li>3. Lack of STI professionals in the state</li> </ol>
<p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Nigeria is becoming a centre for big tech investment and commercially oriented start-ups</li> <li>2. A large number of youths can be trained to participate in the sector</li> </ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. Insecurity hindering smooth and streamlined implementation of plans set up by the STI sector</li> <li>2. High illiteracy rate could deter rate of implementation of policies set by the Ministry of STI</li> </ol>

## Sector Goal

To promote STI ecosystem for the improvement of quality of life and sustainable economic development.

## Strategic Objectives & Initiatives

### *Strategic Objective 1*

Promote the development and adoption of ICT practices across the state.

#### Short term

1. Facilitate the acquisition of Skills and knowledge to adapt, utilize, replicate and diffuse technologies for the growth of SMEs, Agri-Business development, and poverty reduction.
2. Facilitate the protection of Intellectual Property Rights (IPR) to help encourage and protect effective management of intellectual property.
3. Strengthen and encourage Borno based scientists and engineers with ideas to combine STI with entrepreneurship.
4. Facilitate the development and management of STI knowledge base through Hackathon events, Exhibitions, Seminars and Workshops.
5. Encourage the promotion of gender balance in technology and innovation disciplines in Borno state by providing scholarships, funding and mentorship for women with interest in STI.

#### Medium term

1. Establish and strengthen organization, institutions and Infrastructures for effective coordination and management of STI activities within a robust Borno state innovation system.
2. Develop capability in STI for competitiveness in the production of technological goods and services that among others utilize local raw materials.
3. Foster and devote reasonable budgetary allocation for innovative research and development with a demand-driven and market oriented sustainable goal.
4. Promote the development and application of green technologies that promote Clean Development Mechanisms (CDM).
5. Develop STI Management System with indicators published periodically.

6. Promote Partnerships & Coordination with national and international agencies for ICT.
7. Expand Digital Infrastructure with private sector partners.
8. Expand Digital Skills Scheme to other LGAs.
9. Expand Digital School. Scheme to other LGAs.
10. Digital Financial Services hubs (FINTECH).
11. Promote Partnerships & Coordination with national and international agencies for ICT.

#### Long term

1. Facilitate the commercialization and diffusion of local technologies as well as establish system for acquiring and transfer of technologies.

#### Targets

1. Increase ICT literacy level by 30% annually.
2. Cut unemployment rate by 25% annually.
3. Automate all government process and systems by end of 2022.
4. Build at least 1 ICT centre in each local government by end of 2022.
5. Build at least 4 ICT Hubs by end of 2022.
6. Develop state Technology Plan.
7. Develop strategic plan to groom entrepreneurs.
8. Support through entrepreneurship Hubs.

The timeline for the different initiatives and targets on IT needs for Borno state is summarised in Table 11 below:

Table 11: Science Technology and Innovation timeline for Borno State

S/No	INFRASTRUCTURE	INDICATORS			IMPLEMENTATION TIMELINE / TERM		
		BASELINE	BENCHMARK	TARGET	IMMEDIATE	SHORT	LONG
	<b>BUILDING</b>						
	Computer Rooms	TBD	Every School should have a Computer school	Establish 1 standard computer room in each Primary, Secondary and Tertiary Institution	20	50	100
1	ICT Units in all MDAs	5	Every MDA should have an ICT Unit	Establish 1 standard ICT/MIS unit in each MDA	50	100	
	Labs	0		Establish 3 Tech Labs across the senatorial districts.	25	50	100
	Tech Hubs	1		Establish 3 Tech Labs across the senatorial districts.	25	50	100
2	<b>EQUIPMENT</b>	0	Fiber Optic Internet		25	50	
3	<b>SUPPORT SERVICES</b>	1	10	NITDA, NCC,	25	50	100

## Pillar II LEADERSHIP IN AGRICULTURE

### Introduction

Borno State occupies a total land area of 72,609 square kilometres land representing about 7.9% of Nigeria's total land mass. The state is located between two ecological zones namely; Sahel and Sudan Savannah ecological zones. Borno state shares additional boundaries with three states namely; Adamawa, Gombe and Yobe.

The main occupations in the state are Agriculture, trading, manufacturing and general services, with Agriculture employing about 80% of the inhabitants. It is therefore clear that Agriculture is the main stay of its economy.

This section examines the prevailing situation in the sector as it concerns livestock, crops, agricultural extensions, inputs marketing and finance, ICT in agriculture, agro - processing as well as entrepreneurial development specific to farmers. The thrust is to fully exploit agricultural value chain for the wealth and prosperity of Borno state and its denizens.

### Situation analysis

#### Livestock

Borno state is endowed with great potential for the production of livestock, fisheries and poultry. The state has an estimated 1.82 million Herds of cattle representing about 9% of National average and major supplier of live cattle to other parts of Nigeria, 5.23 million Sheep and Goat and about 1.7 million poultry (Table 12). It has gazetted grazing reserves, ranches, dairy farms, Artificial insemination centres, feed mills, Veterinary clinics, Abattoir and numerous slaughter slabs.

Table 12: Borno State Current Comparative Livestock Population Figures with National Averages

	Cattle (Million)	Sheep (Million)	Goats (Million)	Poultry (Million)
Borno State	1.82	2.59	2.64	1.70
National Average	20.23	45.62	79.99	193.58
Borno as % of National Average	9%	5.7%	3.3%	0.9%

Source: Federal Department of Animal Production and Husbandry Services as contained in the NAERLS National Report on Agricultural Performance Survey of 2018.

Note: The dwindled livestock population in Borno State which has been the highest in the country was occasioned by the effect of the 10 years of Insurgency.

### Fish

Borno state has great potential for the production of fish. The state has recorded about 80% of its fish catch from the Lake Chad waters, however the Lake Chad has shrunk from its 25,000 km<sup>2</sup> capacity to 5000 km<sup>2</sup> currently. Other source of fish production in the state is aquaculture, however about 400 fish farms are not functional within the state largely due to the insurgency. There are two government owned fish hatcheries in the state located at Galtimari and Fishery zonal office along Baga Road, Maiduguri with a combined production capacity of 400,000 fingerlings per cycle.

### Crops Production

The predominant crops being cultivated in Borno state in rain fed season are Rice, Groundnuts, Soya beans, Millet, Sorghum, Cowpea, Sesame seeds, Maize and cotton. In dry season, the major crops grown are Wheat, Tomatoes, Pepper, Onions and Chilli. However, the above priority crops were grouped in to tier 1 & 2 based on their comparative and competitive advantage to the economy of Borno state. Current annual production levels of these crops in the state are; Maize - 627.2 MT, Sorghum - 333.3 MT, Rice-186.6 MT, Cowpea - 1137.5 MT and Groundnuts - 190.1.MT (Table 13). Borno's rice production represents 1.7% of national average, its maize and sorghum represents 4.1% and 10% of national average respectively (Table 14).

Table 13: Production Figures for Major Crops over A Period Of Five Years

Borno Production Data ('000mt)								
	2013	2014	2015	2016	2017	5 Yr Avge	2018	%Chge 5yr vs 2018
Sorghum	674.6	474.6	215.7	319.2	327.2	402.3	333.3	-17.2
Maize	520.4	310.2	109.3	550.1	613.6	420.7	627.2	49.1
Rice	144.3	144.0	48.5	178.1	181.4	139.3	186.6	34.0
Millet	59.2	59.2	28.2	73.2	75.0	59.0	75.7	28.3
Cowpea	76.4	76.2	36.3	117.2	118.8	85.0	137.5	61.8
Groundnu	201.4	201.5	81.5	184.6	187.4	171.3	190.1	11.0

Source: NAERL, April 2019



Table 14: Borno State Current Comparative Crop Production Figures of Priority Crops with National Averages

	Rice (MT)	Maize (MT)	Sorghum (MT)	Cow pea (MT)	Groundnut (MT)
Borno State	144.3	520.4	674.6	76.4	201.4
National Average	8,403.6	12,759.99	6,721.18	4,007.83	4,247.76
Borno as % of National Average	1.7%	4.1%	10%	1.9%	4.7%

Source: NAERL, April 2019

**Agro - Processing**

There are many closed and nonperforming agro - processing companies in the state. These brown sites present a significant opportunity for joint ventures, PPP or direct investments. The capacity of farmers, especially the smallholder farmers who constitute about 80% of the farming population in the state is very weak. Many farmers' cooperatives do not have skills to develop bankable proposals or have an organized system of dealing with large companies. There is also apathy among farmers in the state to seek for bank loans due to cultural and religious considerations. Farmers in the state mainly obtain their inorganic fertilizers and agro - chemicals from the open market vendors who are unregulated with consequence of low-quality inputs. There was a Federal Government report through the office of the National security adviser to ban the sale of NPK and Urea fertilizers due to security reason without alternative sources.

**Sector Strategic Goal**

To improve productivity, achieve income and food security, end hunger, and improve nutrition for all in Borno state by 2030.

The goal entails a systematic shift from subsistence farming to modern/mechanized commercial agriculture through crop intensification, value addition and critical farming, infrastructural development anchored on private sector participation, working in partnership with the state and local government councils and active engagement with development partners locally and internationally.

## Strategic Objectives

1. Attainment of food security and promoting production of commodities with comparative advantage along the value chain having considerable potential for foreign exchange earnings and meeting the targeted growth of an expanding industrial sector and increasing population size.
2. Modernization/mechanization of agricultural production, processing, storage and distribution through the infusion of improved technologies and management, leveraging the value chain development strategy.
3. Provision of appropriate institutional thrust covering, human resource, finance, markets, standardization and quality control as well as legal framework.
4. To create abundant job opportunities and attainment of income security in Borno State through Agricultural value chain.

## Strategic Initiatives

The sector initiatives will focus on growth and assure that improved living standards and greater social cohesion will follow. The growth being sought is “pro-poor” equitable/shared or inclusive. There is strong conclusive evidence that the impact of economic growth on poverty reduction depends critically on the employment from the Agricultural sector, these jobs will bring the three desired transformations;

1. Economic growth,
2. Poverty reduction/increased living standards and
3. Social cohesion as identified in the SDGs.

The initiatives are largely focused on the rural and semi-urban areas of Borno state, given the share of population of the state in these areas. Employment and income growth are mainstreamed in all the initiatives to underscore the importance given to this objective. Below is the summary of the various strategic initiatives in the agriculture sector:

### *Objective 1*

Attainment of food security and promoting production of commodities with comparative advantage along the value chain having considerable potential for foreign exchange earnings and meeting the targeted growth of an expanding industrial sector and Increasing population.

#### Livestock Production

##### Sub-Sector Objective

Sustain and grow the huge livestock production in Borno state.

##### Strategic Initiatives

###### *Short term*

1. Encourage ranching in collaboration with private sector to reduce transhumance and farmer-harder conflict in the state.
2. Attract private sector investments by creating viable value chains in beef, dairy, leather processing and cold chain industries.
3. Facilitate cattle registration mechanism for security and traceability.
4. Facilitate the construction of additional laboratories and slaughterhouses/Meat processing plants to curtail spread of disease from meat.

###### *Medium term*

1. Upgrade genetic potentials of the local breeds through breed improvement schemes.
2. Rehabilitate and operationalise the existing grazing reserves with grass, water, schools, veterinary and human clinics.
3. Facilitate the establishment of hides and skin cottage industry in the state.

#### Veterinary Services

Borno state has the largest production of the cattle, sheep and goat in Nigeria with other huge population of other livestock as camels, horses and poultry. The current veterinary clinics in the state are grossly inadequate.

## Sub-Sector Objective

To ensure effective livestock health care in the state

### Strategic Initiatives

1. Embark on a state-wide vaccination campaign to ward-off livestock diseases in view of Borno state border sharing with three countries (Niger, Cameroon and Chad (Immediate).
2. Provide more vehicles/motorcycles to enhance ambulatory service delivery to rural farmers (Short Term).
3. Establish more pests and disease control service centres and veterinary clinics across the state. (Medium Term).

## Fisheries

Borno State possesses great potentials for fish production both from inland fisheries and aquaculture. The socio-economic and environmental production factors are suitable for fish production. If the potential of the State were well harnessed, it would be playing significant roles in achieving self-sufficiency in fish production in Nigeria. But the situation at the moment is that its fisheries potentials are not being optimally utilized largely due to insurgency and because the major source of fish - Lake Chad has shrunk significantly.

### Strategic Objective

Optimally utilize the fisheries potential in the state and play significant roles in achieving self-sufficiency in fish production in Nigeria.

### Strategic Initiatives

#### *Immediate*

1. Champion measures to address the shrinkage of Lake Chad as a matter of high priority.

#### *Short term*

1. Revive the model fish farms at Auno, Mainok, Makintakururi and Tamsu kawu.
2. Introduce mobile fishponds (fibre glass and trampoline) across the 27 LGAs.

3. Rehabilitate the 2 hatchery complexes in Maiduguri.
4. Establish fish feed mill in Maiduguri.
5. Procure fish farming and fishing inputs for distribution to fisher folks.
6. Construct fish hatchery complex at Monguno and Biu.
7. Make fishery extension services a priority thus bridging the gap between research results and the potential end users.

#### *Medium term*

1. Establishment of fishing villages at Lake Allo and Biu dam.

#### Crops Production

The selected priority value chains to be developed are grouped in to two:

1. Cereals and legumes: -Maize, sorghum, millet, Rice, Wheat and cow pea.
2. Oil seeds namely; Groundnuts, soya beans, Sesame seeds and cotton seed.

#### Strategic Objectives

1. Develop value chain in cereals and legumes: - Maize, sorghum, millet, Rice, Wheat and cow pea.
2. Develop value chain in oil seeds namely; Groundnuts, soya beans, Sesame seeds and cotton seed.

#### Strategic Initiatives

1. Support the development of at least 2 value chains in each of the local government areas as immediate target (immediate).

#### *Short term*

1. Facilitate commodity standards to meet national and international market requirements through stakeholder engagements as short term target (Short term).

#### *Medium term*

1. Facilitate the transformation of small-scale local production in to modern and viable commercial farming, as medium-term target.

### *Long term*

1. Facilitate private sector investment in medium and large-scale production, processing and marketing.

### Agricultural Extension Services

Extension services are crucial in supporting poverty reduction in rural areas and market competitiveness for commercial agriculture in the domestic and global markets.

#### Strategic Objective

Facilitate increased production and productivity through accessibility to market information and other essential support services and impart requisite knowledge and skills as well as ensuring farmers adhere to good agricultural practices.

#### Strategic Initiatives

##### *Short term*

1. Transform extension services to ensure timely provision of quality services with increased private sector participation.
2. Strengthen farmer's association for effective linkage and dissemination of technical information.
3. Establish data base on farmers organizations in the state.
4. Ensure adherence to performance standards, regulations, supervision and accountability of service providers.

##### *Medium term*

1. Promote participatory approaches and gender mainstreaming in the provision of extension services.

### Irrigation Development

#### Strategic Objective

Mitigate the vagaries of weather especially shortage of rainfall, whose intensity and frequency are reducing due to global climate change.



## Sub-Sector Initiatives

### *Short term*

1. Promote public and private sector participation in irrigation development for the state.
2. Strengthen irrigation schemes with special focus on value crops such as wheat, Paddy rice, Tomatoes, Onions and Pepper.
3. Strengthen irrigator's organization to ensure effective management of irrigation schemes and full participation in integrated water resource management.
4. Scale up water use efficiency and drainage to enhance water productivity and minimize water salinity in irrigation schemes.
5. Enhance the development of water harvesting techniques in an economically efficient, socially acceptable and environmentally responsive manner.

### *Medium Term*

1. Prioritize irrigation development to ensure high productivity and sustainability.
2. Establish an effective cost sharing and cost recovery mechanism for the development of irrigation in the state.

## Agricultural Inputs

Increased use of modern inputs (fertilizers, agro - chemicals, certified seeds etc.) is a pre - requisite for achieving optimal agricultural production and growth to meet economic development, poverty reduction, food security and nutritional status in Borno state.

## Strategic Objective

To make agricultural inputs available to farmers at reasonable cost and in timely manner

## Strategic Initiatives

### *Short term*

1. Facilitate the acquisition and distribution of high-quality inputs to farmers.

2. Partner with regulatory agencies and other stakeholders to safeguard farmers from the supply of substandard farm inputs.

#### *Medium term*

1. Structure and revamp Fertilizer blending plants and Government Agricultural input Supply Company in the state.
2. Encourage private sector participation in the manufacture and supply of quality inputs and farming implements in the state.
3. Supply of quality inputs and farming implements in the state.

#### *Agro- Processing*

Majority of the crops and livestock in Borno State are marketed in raw form with little or no value addition.

#### *Strategic Objective*

Increase incomes and create jobs along the value chain through the expansion of forward and backward linkages in the state economy.

#### *Sub-Sector Initiatives*

1. Incentivize private sector to establish Agro-processing industries to target export market. (immediate)

#### *Short term*

1. Promote mass production of agricultural commodities to meet processing requirements.

#### *Medium term*

1. Attract private Agro-processing and Agro-allied investments.
2. Enhance alternative sources of energy (solar power generation).
3. Facilitate the development of local fabrication of agricultural implement and equipment to enhance agricultural production and processing.
4. Develop the mechanism for handling and transporting of perishables.
5. Ensure quality control and enforce standards in production, processing, marketing, packaging and haulage of agricultural produce

## Objective 2

### Farm Machineries and Equipment

Farm machinery implements and equipment are important tools for increasing area cultivated under mechanized agricultural production. Despite its importance, the utilization of tractor and implements in Nigeria is very low (0.27hp/Ha.) and even lower in Borno state.

#### Strategic Objective

To increase area cultivated under mechanized agricultural production.

#### Strategic Initiatives

##### *Short term*

1. Promote the utilization of mechanization packages and mechanical technologies to local conditions.
2. Partner with the private sector to set up an Agricultural Equipment Hiring Enterprise Scheme under a robust & transparent framework, providing fee for service, commercially focussed on Tractor and related equipment rental market in Borno State anchored on Farmer Cooperative Movement across the Wards and Local Governments.

##### *Medium term*

1. Regulate the quality of agricultural machine, Implements, equipment and tools through the enforcement of quality standards.
2. Strengthen collaboration with private sector for the provision of different levels of training programmes on farm machinery, processing machines facilities and after sale services.

Table 15: Agricultural Machineries and Equipment Stockpile

S/No	Make /model machinery type	Quantity	Remarks
	Farm tractors (3 models)	845	NEW
	Grain Threshers	54	NEW
	Corn Shellers	38	NEW
	Planters	1,100	NEW
	Ground nuts diggers	100	NEW
	Fertilizer broadcasters	100	NEW

S/No	Make /model machinery type	Quantity	Remarks
	Rice millers (3 Models)	600	NEW
	Ground nuts oil mills	9	NEW
	Land levelers	10	NEW
	Mini rice harvesters	10	NEW
	Corn straw machine	8	NEW
	Implements Disc harrow	168	NEW
	Implements Disc plough	102	NEW
	Combine harvesters	25	NEW
	Hay balers	5	NEW
	Mold Board Plough	10	NEW
	Chisel ploughs	10	NEW
	Ground decorticators	7	NEW
	Bull dozers	7	2 in Yau
	Pay loaders	3	1 in Yau
	Graders	2	Good condition
	500sqm family Drip irrigation kits	10,000	NEW
	Sprinkler spray equipment	996	NEW
	1Ha capacity drip irrigation kits	100	NEW
	<b>200 M<sup>2</sup> Green house netting</b>	100	NEW
	14,000M <sup>2</sup> seeding facilities	1	NEW

### *Objective 3*

Provision of appropriate institutional thrust covering, human resource, finance, markets, standardization and quality control as well as legal framework.

### *Farmers Capacity Development*

Agricultural transformation in the state will require effective and productive human resource in the agricultural sector. There is need for a major shift towards introduction of new generation of farmers who shall be equipped with the necessary knowledge and skills to revitalize agriculture.

### Strategic Objective

Provision of appropriate institutional thrust covering, human resource, finance, markets, standardization and quality control as well as legal framework.

### Strategic Initiatives

#### *Immediate*

1. Empower farmers through training of new techniques as well as on new approaches focusing on individual women and men to enable them to reach levels of adequate productivity and self-sustainability.
2. Revive and strengthen farmer-based institutions such as farmer cooperatives.
3. Collaborate with the private and education sectors to strengthen human capacity development in agricultural related activities-short term target.

### Cooperative Associations

Producers, Processors, Marketers and Handlers cooperative association are important stakeholders in driving agricultural value chain development and policy changes capable of improving productivity, profitability and food security.

### Strategic Objective

Create an avenue for cost reduction of various services such as loan delivery, inputs supply, extension services, market information and accessibility.

### Strategic Initiatives

1. Facilitate the formation and management of viable and sustainable farmer cooperatives in the state (Short term).
2. Facilitate linking various associations within the value chains (Short term).
3. Support group cooperation and rural entrepreneurial skills development particularly to women and youths. (Medium term).

### Agricultural Marketing

In addition to agricultural product markets, infrastructures from production, transportation, storage and processing are vital in enhancing agricultural marketing.

### Strategic Objective

To develop agricultural commodities and stimulate growth of agricultural production.

## Strategic Initiatives

1. Government to create enabling environment for PPP. (Short term)
2. Re-opening of non-functional commodity market, cattle and fish markets in Gamboru Ngala, Dikwa, Bama/Banki, Chibok, Baga and Ngamdu. (Short term).
3. Establishment of cold chain facilities to support trade in good quality food materials and perishable products (fish tomatoes etc) (Medium term).
4. Strengthen Research/knowledge and data management in consumer demand/consumption trends, for the development of high-level commodity market intelligence in the state. (Medium term).

## Agricultural Finance

Agricultural finance is an important element in the modernization and development of the sector. Access to finance by the private sector in Borno state has been grossly inadequate.

## Strategic Objective

Facilitate access to finance by the private sector.

## Strategic Initiatives

### *Short term*

1. Facilitate the strengthening of micro finance institutions in the state in collaboration with private sector.
2. Facilitate and promote non-interest micro finance institution in the state in collaboration with private sector.
3. Put in place a policy framework for monitoring operations of the microfinance institutions to ensure their operations have positive effect on the agricultural sector.

## ICT in Agriculture

The application of information and communication technologies (ICTs) in agriculture is increasingly becoming important. E-agriculture is an emerging field focusing on the use of ICTs for improving efficiency in agricultural development processes and services. It involves the conceptualization, design, development, evaluation and



application of innovative ways of using ICTs in the agricultural value chains. It has the greatest potentials for engaging youths in agriculture.

#### Strategic Objective

To improve efficiency in agricultural development processes and services.

#### Strategic Initiatives

1. Establish a comprehensive data bank - for information on weather, agricultural opportunities/activities with push notification systems for farmers and agriculture entrepreneurs to receive real time, vital information for planning and action on their phones. (Short term).
2. Provision of trained manpower on, computers and internet services. (Short term).
3. Establish innovation and incubators centres to build the capacity of youths on ICT in Agriculture. (Medium term.)

#### Objective 4

To create abundant job opportunities and attainment of income security in Borno State through Agricultural value chain. Being primarily an agrarian state, many good job opportunities on and off the farm are available in agriculture.

#### Competitiveness and Innovation

##### Strategic Objective

To make the agricultural sector activities competitive through innovation, public investment in supportive rural public goods and services, and secondary town development to make them sufficiently attractive to young and older farmers alike.

##### Short term

1. Facilitate inclusion of women and youth.
2. Create Agric cities and Priority Crop Processing zones/clusters.
3. Provision of compressed targeted vocational/entrepreneurship trainings in a shorter duration (3-6 months), linked to a rapid job creation scheme (in priority sectors) for deployment of qualified labour directly into the rehabilitation efforts during the immediate stabilization phase.

4. Provision of start-up kits and further assistance to establish SME's.

*Medium term*

1. Establish incubators focusing on youth and women and mentor them to start new businesses.
2. Provision of rural infrastructure to the farming population to facilitate production and distribution of farm outputs as well as to ensure a decent quality of life in the rural area. This will also encourage youth participation in farming and curb rural urban migration.

**Pillar III HEALTHY CITIZENRY**

**Introduction**

The health status indicators of Borno compare poorly with the National average and the SDGs goals. The State's life expectancy of 43 years is the least in the North-East, and in Nigeria. Female life expectancy of 48 years, while male life expectancy of 42 years is (see Table below 16).

*Table 16: Human Development Index on Nigeria (2018)*

State	HDI	Life expectancy			Adolescent Fertility	Maternal Mortality
		Male	female	Total		
Borno	0.3276	42	48	43	128	2374.8
National	0.5114	47	51	49	120	567.5

Source: UNDP Human Development Report on Nigeria, 2018

Borno State health service delivery system is tiered along the primary, secondary and tertiary care of service. The primary level of healthcare is the entry point and the lowest level of health care to the people. It is situated closest to the community for the management of simple and primary level ailments. The focus of the Primary Health Care (PHC) is to provide general preventive, curative, health promotion, and pre-referral care.

Secondary health care caters to general medical conditions, which include comprehensive laboratory services, specialized health services, such as surgery, paediatrics, obstetrics and gynaecology and other subspecialties.

The tertiary level of healthcare is the apex level of health care, and manages critical medical conditions referred from primary and secondary levels. These apex health care referral centres are enabled for teaching, learning and knowledge dissemination for the training of new health workers and research for improving evidence-based practice.

## Situation Analysis

Over three million (3,023,417) people are in need of health care in Borno State. Majority are IDPs 1,117,403, others are returnees (540,113); host community (603,521), and the people living in inaccessible (762,380) areas. Of the total no, 2,224,112 are children; 661,082 are adults; 138,224 are elderly. In total, they constitute 1,652,832 females and 1,370,586 males. (Nigeria Humanitarian Needs Overview 2019, OCHA)

Health service delivery continues to be hampered by the conflict; impeding movements of health workers, drugs and other medical supplies, and general breakdown of adequate health facilities and infrastructure.

Some effects of the conflict include

1. Limited secondary health care and referral services in inaccessible areas;
2. Financial barriers (direct and indirect costs) for vulnerable households to access health services and medicines of quality;
3. Severe shortage of skilled health care workers, particularly doctors, nurses and midwives, with many reluctant to work in inaccessible areas due to insecurity;
4. Shortage of GBV-specialized assistance, and of GBV-trained health care providers;
5. Shortage of specialized assistance and treatment for persons with disabilities and chronic injuries, including those due to UXO/IED incidents;
6. Continuous population displacement and influx of returnees, new arrivals and/or refugees disrupting and further straining already limited resources and challenging health programs implementation; unavailability of network coverage in newly accessible areas, affecting timely submission of health data for prompt decision-making and reporting to EWARS/IDSR system.

Due to security challenges in the State, it is difficult to get medicine, vaccine and health personnel in several parts of the state. It is estimated that some 926,000 persons remain in areas that are hard to reach for international humanitarian organizations (HeRAMS).

## Healthcare Coverage

Due to increased efforts from actors, the state service coverage with key cost effective, high impact interventions is in many areas higher than the national average (Table 17). However, it should be taken into consideration that there remains a significant population in hard to reach areas for which there is limited data and access to basic services.

Table 17: Coverage of Select Key Health Interventions

S/N	Health Services Coverage	Borno State (per cent)	North East (per cent)	National (per cent)
<b>A</b>	<b>Reproductive Health</b>			
1	Contraceptive Prevalence Rate (any modern)	5.3	6.1	10.8
2	Antenatal care by skilled provider	89.1	67	65.8
3	Deliveries skilled attendant	49	34	43
4	Children 0-5 months exclusively breastfed	29.5	21.3	23.7
<b>B</b>	<b>Immunisation</b>			
1	Pentavalent 3 Coverage	47.7	28.2	33.3
2	Measles Coverage	58.1	36.0	41.7
3	Full Vaccination	31.5	19.6	22.9
<b>C</b>	<b>Management of Childhood Illnesses</b>			
1	Children < 5 with ARI symptoms who sought for treatment from health facility/ provider	23.7 (National)	23.7 (National)	23.7
2	Children < 5 yrs with Diarrhea who sought for treatment from health provider	Not available	3.2	3.7
3	Children < 5 yrs with diarrhea received any ORS	Not Available	35.2	36.8
4	Children < 5 yrs with fever given ACT	4.0	3.5	7.6
<b>D</b>	<b>Malaria</b>			
1	Households who slept under ITNs	58	52	40.9
2	Children < 5 yrs who slept under ITNs	63.3	58	49.1
3	Pregnant women who received 2 or more IPT during ANC	45.3	39.5	31.1
<b>E</b>	<b>Water and Sanitation</b>			
1	Households improved source of drinking water	47	52.4	64.1
2	Households improved sanitation facility	52.3	39.2	35.9

### Maternal Mortality

Borno State's health indices are poor due to a number of factors including poverty, illiteracy and lack of access of Basic Health Care Services. The maternal mortality ratio is 1,600 per 100,000 live births as against the National average of 614/100,000 as shown in Table 12 and neonatal mortality rate is 26 per 1000 live births.

### Infant Mortality

Infant mortality rate in Nigeria is high at 37 per 1,000 live births, when compared with global rates of 29 per 1,000 live births but the situation is worse in Borno State at 42 per 1,000 live births. Under five mortality rate in State is still high at 82 per 1000 live births but better than the National average of 129/1000 (see Table18).

Family planning indicators remain very low in Borno state at 5.3% when compared to a global rate of 36%.

Table 18: Health Status of Borno State Population

Key Indicators	Indicator Value Borno State	Indicator Value Nigeria	Global Value
Infant Mortality rate	42/1000	37/1000	29/1000
U5 Mortality Rate	82/1000	120/1000	39/10000
U5 Stunting Rate	45%	36%	21.9%
U5 Wasting Rate	17%		
Maternal Mortality Ratio	1600/100,000	614/100,000	211/100,000
Children 0-5 months exclusively breastfed	29.5		

Source: MICS, 2018

### Life Expectancy

Available data shows that the State's life expectancy at birth is 43 years (42years – male and 48 – females) (UNDP Human Development Report on Nigeria, 2018)

### Malaria & Other Diseases

According to the WHO 2018 World Malaria at a Glance, five African countries contributed to half of the incidences of malaria with Nigeria at 25%. In children, the

major causes of mortality and morbidity are malaria, diarrhoea, acute respiratory infections (ARI), measles and other vaccine preventable diseases (VPD), and the exacerbating effect of children's malnutrition. These diseases are however preventable and/or can be treated at small cost.

Malaria endemic in Nigeria remains a major public health problem, taking its greatest toll on children under age 5 and pregnant women, although it is preventable, treatable, and curable. (MICS, 2016). The prevalence of Malaria in children U5 is 5.6% as shown in Table 19. In Borno State, malaria combined with malnutrition are the leading causes of morbidity and mortality, accounting for 45 per cent of cases and 33 per cent of reported deaths respectively. More than half of recorded deaths in the state in 2018 were due to malaria combined with malnutrition.

Other causes of death include cholera, hepatitis E and measles. Citizens remain at high risk of diarrhoea, cholera, measles, viral haemorrhagic fever and hepatitis due to low access to essential healthcare, seasonal patterns, lack of access to portable water and sanitation infrastructure.

*Table 19: Malaria & Other Diseases; Health Status of Borno State Population*

<b>Malaria Incidence per 1,000 Population</b>	
Prevalence of Malaria in Children U5-Urban	5.6%
Household who slept under LLIN	58
Number of New HIV Infections per 1000 uninfected population	1.2 (NAIS 2018)
Tuberculosis incidence per 1,000 population	2.48 (Borno State Data 2018)
<b>Hepatitis B incidences per 100,00 population</b>	
Coverage of treatment interventions (pharmacology, psychosocial and rehabilitation and after care services) for substance use disorder	14

Source: MICS, 2018

### *Nutrition*

Over one million (1,729,227) people are in need of nutrition in the state: IDP – 489,046, returnees - 250,238; host community dwellers – 756,784, inaccessible areas – 233,159. Of the total number, 1,286,880 are children, 442,347 are adults, in total they are 1,138,676 females and 590,551 adults.



About 9.1 per cent (460,000) of children 6-59 months suffer from GAM – global acute malnutrition; 0.8 per cent SAM and 8.3 per cent MAM. Although none exceed the WHO classification of critical situation (GAM >15 per cent), 7 LGAs report GAM rates above 10 per cent. (Nigeria Humanitarian Needs Overview 2019, OCHA)

*Vaccination*

Vaccinating in security compromised areas and internally displaced persons (IDP) camps continues to be a challenge.

In 2016, as indicated in Table 20, percentage of children fully immunized for routine vaccines per the expanded program on immunization (EPI) schedule was 32 per cent (North East average – 20 per cent). Coverage by antigens was 81 per cent for BCG, 42 per cent for OPV3, 48 per cent for DPT3 and 58 per cent for Measles (MICS, 2018). This shows significant gaps in the achievement of the required herd immunity to prevent outbreak of vaccine preventable diseases.

*Table 20: Vaccination Rates - Health Status of Borno State Population*

<b>Key Indicators</b>	<b>Indicator Value Borno State</b>
Percentage of children 12-23 months who received vaccinations recommended in the national immunisation schedule by their first birthday	32
Percentage of children 12-23 months who received BCG vaccine by their first birthday	81
Percentage of children 12-23 months who received OPV3 vaccine by their first birthday	42
Percentage of children 12-23 months who received DPT3 (Pentavalent) vaccine by their first birthday	48
Percentage of children 12-23 months who received measles vaccine by their first birthday	58

Source: MICS, 2018

*Water, Sanitation and Hygiene (WASH)*

Clean water, good toilets and hygiene are very important in preventing diseases. The percentage of households with improved source of drinking water in Borno State was

47% as at 2016 which is slightly better than the rest of the country still at 26.5%. Household with improved sanitation facility in the state was 52.3%. (MICS, 2018)

*Human Resources for Healthcare*

Four dimensions of the health care workforce are important: **availability**, **competence**, **responsiveness**, and **productivity**. In terms of absolute numbers, even though the State has a sizable number of health workforce, as shown in Table 21, there are clear indications that they are grossly inadequate to achieve universal health coverage in the State. Mal-distribution, poor skills-mix, and limited capacity are other challenges faced across the different health worker categories and cadres. Gross urban/rural disparity exists in the distribution of available human resource between LGAs.

The State has a total of 8,315 health personnel, of this number, only 54 per cent are clinical staff (4,506), the rest are non-clinical staff (3,809). Furthermore, the health worker population ratios are very low compared to WHO minimum threshold for HRH crises point. For instance, Borno has a 5.8/10,000 skilled health care worker to population ratio, which is grossly inadequate, compared to WHO standard of 23/10,000. Doctor to patient ratio is 5/100,000, nurses & midwives/patient ratio is 6.5/100,000, which is a far from the WHO recommendations 20/100,000 and 74/100,000 respectively. The HRH situation is further worsened by mal-distribution and skills mix issues. (Borno State Health Sector Workplan 2020-2029)

*Table 21: Human Resources for Health Distribution in Borno State*

S/No	Description	No. Available
1	Doctors	527
2	Nurses	1735
3	Midwives	638
4	Pharmacists	52
5	Medical Laboratory Scientists	134
6	Pharmacists/Technicians	1
7	Medical Laboratory Technicians	305
8	Community Health Officers	277
9	Community Health Extension Workers	1451
10	Mental Health Officers	3
11	Nutritionists	178
12	Environmental Health Officers	1763
13	Health Information Officer	141
<b>Total</b>		<b>7064</b>

Source: HeRAMS, 2018

The State is in urgent need of skilled health workers specialized in nutrition and mental health to cater to post emergency trauma, and malnutrition crisis in the State.

*Skilled Birth Health Workers*

There is large number of antenatal care provided by skilled health personnel in Borno State at 89% however this does not correspond with skilled attendance at birth as only 37% of deliveries are done in health facilities. (see Table 22)

*Table 22: Health Status of Borno State Population*

<b>Key Indicators</b>	<b>Indicator Value Borno State</b>
Antenatal Care provided by skilled health worker	89
Skilled attendance at birth	49
Percentage delivered in health facility	37
Adolescent birth rate (Aged 10-14; 15-49 years) per 1,000 women in that age group	128 (aged 15-19)

Source: MICS, 2018

*Healthcare Infrastructure*

Primary Health Centres are the fulcrum of health care, as they are expected to cater for over 70 per cent of the population. However, citizens rather seek basic health care in the Secondary Health Centres than visit the PHC due to a number of reasons including poor service delivery. SHC are therefore overburdened; they cater for most of the citizens' health needs including basic preventive and curative needs, in addition to managing referral cases.

Healthcare infrastructure is overstretched, thereby impacting negatively on health services. Based on HeRAMS 2018 report, Borno State has 85 PHCs, 317 health clinics, 294 health posts, 57 IDP clinics, 3 Tertiary hospitals and 53 Secondary health facilities, totalling 810 facilities as shown in Table 17 and Figures 10, 11 & 12. 31 per cent are fully damaged, 33 per cent partially damaged, 34 per cent are undamaged, 2 per cent are mobile clinics. Only 52 per cent (424) of the health facilities are functional, and 97 per cent of the functional facilities are fully accessible.

Others are not accessible due to physical barriers. About 78 per cent of the functional facilities have access to clean water, 46 per cent have access to power supply, 45 per cent have cold chain power supply and 83 per cent have safe waste disposal and management (Borno State, HeRAMS Report, 2018).

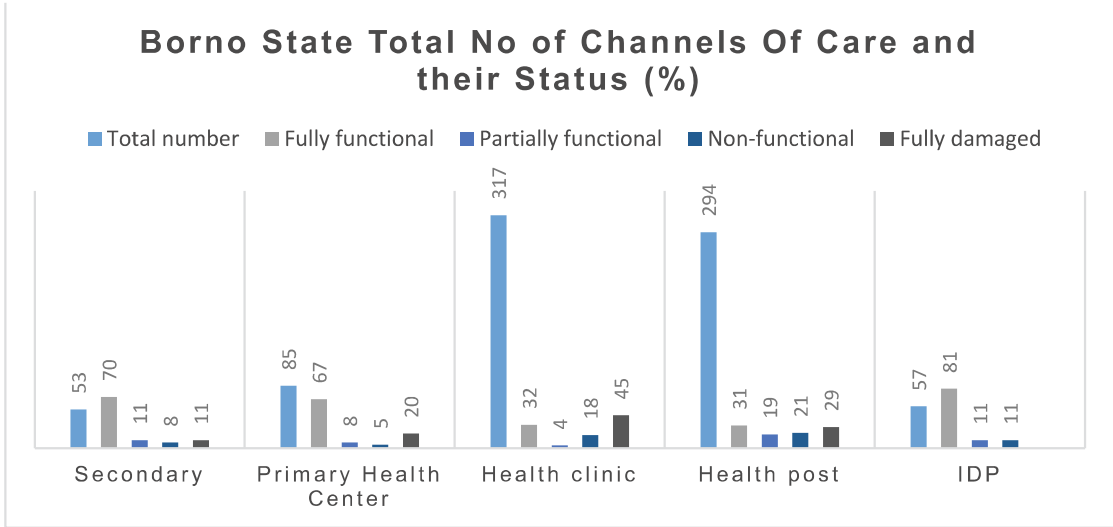


Figure 12: Status of Health Facilities in Borno State / Source: HeRAMS, 2018

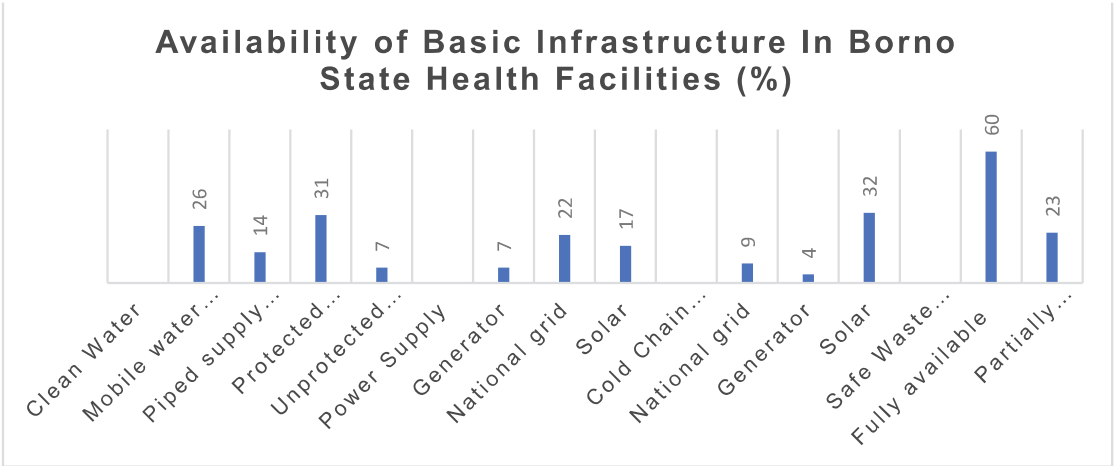


Figure 13: Availability of Basic Infrastructure In Borno State Health Facilities / Source: HeRAMS, 2018

Only eight (30 per cent) LGAs have up to 50 per cent functional health facilities: Maiduguri, Jere, Monguno, Chibok, Biu, Kwaya Kusar, Bayo, Shani. Abadam and Marte are worse hit by the insurgency and are inaccessible.

Table 23: Comparing Health Facilities by Functionality in 2017 & 2018

2017					2018					
Type of Health Facility	Fully functioning	Partially functioning	Non-functioning	Fully Damaged	Total	Fully functioning	Partially functioning	Non-functioning	Fully Damaged	Total
Type of Health Facility	2	0	0	0	2	3	0	0	0	3
Hospital (Secondary)	16	6	5	11	38	37	6	4	6	53
Primary Health Care Centre	10	6	2	9	27	57	7	4	17	85
Health Clinic	91	38	46	145	320	102	14	58	143	317
Health Post	64	78	46	125	313	90	57	61	86	294
IDP Camp Clinic	41	6	3	1	51	46	5	6	0	57
Other	0	0	0	0	0	0	0	1	0	1
<b>TOTAL</b>	<b>224</b>	<b>134</b>	<b>102</b>	<b>291</b>	<b>751</b>	<b>335</b>	<b>89</b>	<b>134</b>	<b>252</b>	<b>810</b>

Source: HeRAMS 2017 & 2018

Health facilities functional and damaged status  
Updated Aug 31, 2018

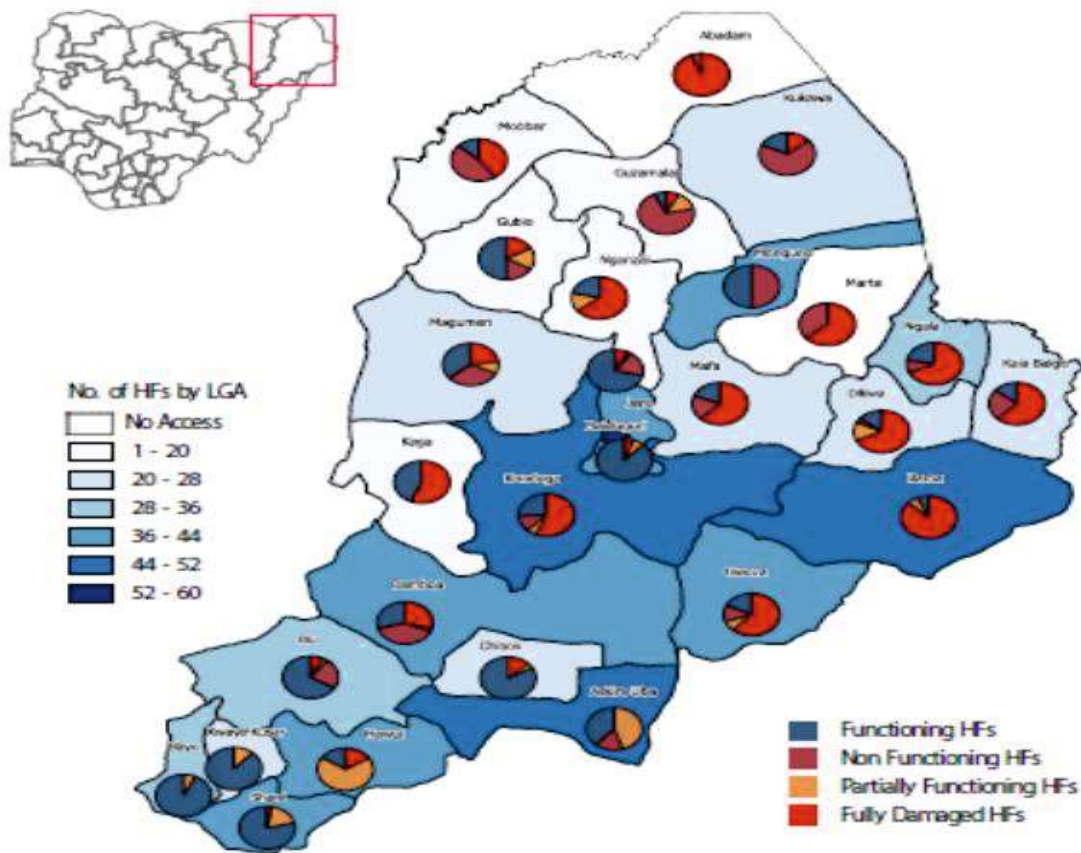


Figure 14: Status of Borno State Health Facilities -Functional & Damaged / Source: HeRAMS 2018

### Organization of the Health System

The health sector has four Ministries, Departments and Agencies (MDAs) with interlinked mandates to improve the state's health outcomes. The MDAs are State Ministry of Health (SMoH), Hospitals Management Board (HMB), State Primary Health Care Development Agency (SPHCDA) and Borno State Agency for the Control of AIDS and Malaria (BOSACAM).

The SPHCDA has been established through a Primary Health Care Under One Roof (PHCUOR) informed Law, which seeks to centralize PHC governance and integrate PHC functions for better coordination and delivery of quality health services. Although, the Agency is yet to fully implement PHCUOR, going by its implementation

rate- 35% and national position; 26th in the Scorecard IV report, active steps are being put in place to increase implementation. Some of these efforts include repositioning i.e. transfer of PHC resources (HRH, funds, programs) to the Agency.

The State does not have a Drug Management Agency (DMA) to facilitate local manufacturing, procurement and logistics of drugs and commodities. The Department of Pharmaceutical Services in the SMOH provides leadership for procurement, supply and management of drugs and commodities.

Also, a Logistics Management Coordinating Unit (LMCU) has been established to coordinate logistics and data for all health commodities in the state. However, this unit needs to be optimized to adequately deliver on its mandates, as parallel logistics systems exist in the state, causing duplication and wastage due to expiration of large quantities of drugs, thus further causing a public health concern – disposal of expired drugs.

The State is yet to establish a Local Government Health Authority (LGHA) structure. However, there are other existing sub-state level governance structures for health (Ward Development Committees, Health Facility Committees), although with varied levels of functionality.

#### *Partner & Stakeholder Coordination*

The State has a partners' coordination forum, which is aimed at improving information sharing and coordination of partners in the health sector, but the extent of its efficiency and effectiveness is unknown. The advent of Humanitarian Development Nexus (HDN), will cause the partners' coordination forum to be subsumed under the HDN forum. There is evidence of effective inter-sectoral collaboration involving all relevant MDAs directly engaged in the implementation of specific health programs in the state, but there is room for improvement. Implementing partners have been supporting the state in funding and implementing some health interventions, but there is no mechanism for resource coordination through common basket funding models such as Sector Wide Approaches (SWAPs), and sectoral multi-donor budget support. All partners in the state support at least one of the functional health facilities in the state.



Although the State is partnering with various health professional groups and other relevant stakeholders in setting standards for pre-service training health institutions, subsequent professional competency assessments are required to avail the institutions with highly skilled tutors, which will inadvertently reflect in the quality of health care workers produced. Partnership with the private sector that provides care remains weak. There is no organized platform for engagement with professional bodies in the State.

### *Community Participation*

In order to strengthen community participation and ownership, Borno state government has taken some giant strides in the establishment of health committees such as Ward Development Committees in all the 311 wards; the establishment of Local Government Health Authorities (LGHAs) is in process. These have resulted in significant improvement in community mobilization and ensured community representations at high level through community participation in Primary Health Care delivery.

The major issues and challenges facing community participation and ownership in healthcare delivery in the state, include issues of

1. lack of legitimacy of these committees (WDCs &HFCs),
2. lack of capacity to monitor the financial management systems of health facilities
3. lack of knowledge on the Minimum Service Package (MSP) due to inadequate support from both the State and LGAs.
4. Lack of operational funds to support community-based interventions, non-involvement of private sector,
5. poor community linkage between community volunteers and the health system,
6. gaps in record keeping and monitoring,
7. absence of policy document to enforce community participation, inadequate supportive supervision of existing community health committee,
8. inadequate awareness of the community on their roles and responsibilities and disrupted systems due to insurgency.

### *Public Health Emergencies: Preparedness and Response*

Integrated disease surveillance and response is in place in the State, although not in line with International Health Regulations (IHR). The State has some medical laboratories in public and private health facilities; however, they do not have the capacity to analyse some specimens (Ebola, Viral Haemorrhagic Fevers, etc.) in case of any emergency occurrence. When public health emergencies occur, most of the health facilities, especially at the PHC level, do not have the capacity (skills, drugs, equipment, etc.) to respond to such emergencies. When there is humanitarian crisis due to terrorist attack or epidemic, there is poor intra and inter sectoral coordination leading to lack of or delayed response. Community structures (CORPS, TBAs, etc.) are not engaged in IDSR activities.

### *SWOT Analysis*

Based on the situation analysis of the Borno State health sector, the key factors that could impact the activities of the state health authorities on delivering on their mandate are summarized below in:

*Table 24: SWOT Analysis Borno Health Care*

<b>STRENGTH</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>▪ The existence of health sector MDAs: State PHCDA, State Agency for the Control of AIDS and Malaria (BOSACAM), Hospitals Management Board which are expected to address constraints in health service delivery</li><li>▪ Strong political will and commitment of the State Government, evidenced by implementation of some key health reforms, e.g. PHCUOR</li><li>▪ Availability of sizable number of public &amp; private health facilities serving as channels for delivering essential health services to large proportion of the population</li><li>▪ Availability of health clinics in IDP camps; provision of free health services and institution of referral system for IDP camps</li></ul>	<ul style="list-style-type: none"><li>▪ Non-availability of Drugs and Management Supply Agency for the management and manufacture of essential drugs and commodities to meet state health needs</li><li>▪ SPHCDA not yet properly constituted</li><li>▪ Untimely and poor release of approved budget for the health sector</li><li>▪ Non implementation of a functional State health insurance scheme, which has created significant barrier to accessing healthcare, leading to very high out-of-pocket expenditures</li><li>▪ Lack of standard State public health laboratories to respond to public health emergencies in the State</li><li>▪ Poor access to improved water sources and basic sanitation Inadequate human resources for health (quantity, quality, skill mix) relative to population needs</li></ul>

<ul style="list-style-type: none"> <li>▪ Availability of numerous development and humanitarian partners that support in achieving the state's health vision</li> <li>▪ Presence of undamaged and fully functional tertiary health facilities to strengthen referrals and provide specialized healthcare services</li> <li>▪ Availability of health training institutions to meet human resources for health needs in the State</li> <li>▪ Good coordination of implementing partners in the health sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Damaged health facilities and poor state of health infrastructure, especially at the PHC level</li> <li>▪ Weak M&amp;E system, leading to poor quality evidence generation</li> <li>▪ Lack of health research culture resulting to low investment in health research</li> <li>▪ Fragmented and vertical supply chain management system, especially in donor supported (malaria, TB/L, HIV, etc) interventions. Weak Logistic management coordinating unit activities</li> </ul>
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Availability of the North East Development Commission</li> <li>▪ Increased global recognition and attention, availing funds for rebuilding the state</li> <li>▪ Availability of Saving One Million Lives (SOML) funds: an innovative financing mechanism for improving the poor MNCH indices in the State</li> <li>▪ Availability of the Nigeria State Health Investment Project (NSHIP) (World bank supported)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insecurity and terrorism leading to disruption of health sector plans and ad hoc interventions</li> <li>▪ High poverty rate could result to financial inaccessibility to healthcare services, especially among the vulnerable population</li> <li>▪ Prevalence of Gender-based violence</li> <li>▪ Inequity in accessing key RMNCHA-N services among various, socioeconomic groups leading to low coverage with MNCH interventions</li> <li>▪ High burden of communicable diseases (Malaria, TB, HIV, NTDs, VPDs)</li> <li>▪ Emergence of non-communicable diseases due to urbanization, lifestyle changes and ageing population</li> <li>▪ Presence of inaccessible areas for the provision of humanitarian services</li> </ul>

### *Key Challenges*

The State continues to grapple with various challenges despite all efforts to achieve desired goal of the health sector and these have slowed down the progress.

1. There is a growing burden of communicable diseases (Malaria, TB, HIV, NTDs, VPDs) in the State and this is further complicated by insurgency, and the rising burden of non-communicable conditions, largely due to ageing population,

lifestyle changes and insufficient preventive and curative programmes. This could either be due to inadequate funds released to the health sector or the population is experiencing heightened financial risk due to costs of healthcare, thereby preventing them from accessing the healthcare.

2. The State Health Contributory Scheme which is a pre-condition for the State to access the Basic Healthcare Provision Fund (BHCPF) is yet to be institutionalized.
3. Problems with human resources for health, health care financing, health infrastructure and health information systems.
4. Poor-availability of medicines, vaccines and Management Supply Agency (MSA) for the management and manufacture of essential drugs and health commodities to meet state health needs.
5. Untimely and poor release of approved budget for the health sector
6. Lack of standard State public health laboratories to respond to public health emergencies in the State.
7. Poor access to improved water sources and basic sanitation.
8. Weak HMIS/M&E system, leading to poor quality evidence generation
9. Lack of health research culture resulting to low investment in health research.
10. Insecurity and terrorism leading to disruption of health sector plans and ad hoc interventions.
11. Limited coverage of mental health and psychosocial services across all health facilities.
12. Very weak health promotion and preventive health initiatives.

### Strategic Goal

Ensure health and wellbeing of Borno people through prevention, health promotion and the development of a strengthened and sustainable health care delivery system.

### Strategic Objectives & Initiatives

The following primary objectives have been identified which cut across the focus areas highlighted subsequently:

1. Improve access and quality of health care.
2. Establish strong Health Promotion and Prevention Culture.
3. Provide adequate Human Resource for Healthcare.

4. Establish efficient and cost effective infrastructure / Logistics-Supply. Chain and Health Information Management for Healthcare.
5. Ensure strong and robust Leadership and Governance for healthcare.
6. Ensure robust health disaster preparedness and management.
7. Establish adequately financed healthcare system.

### *Access & Quality of Healthcare*

#### *Primary Healthcare*

##### *Strategic Objective 1*

To reduce maternal mortality and morbidity through the provision of timely, safe, appropriate and effective healthcare services before, during and after childbirth

##### *Initiatives*

1. Improve access to focused antenatal and postnatal care.
2. Expand coverage of skilled delivery services.
3. Promote advocacy, community mobilization and behaviour Change communication for safe motherhood services.
4. Increase access to basic and comprehensive Emergency Obstetric Services.
5. Improve quality of care for safe motherhood services.
6. Strengthen referral and feedback mechanisms.
7. Expand access to life saving commodities.
8. Improve Maternal and Perinatal Death Surveillance and Response.

##### *Strategic Objective 2*

To reduce neonatal and childhood mortality and ensure optimal growth, protection and development for all newborns and children under-five.

##### *Initiatives*

1. Strengthen postnatal and newborn care.
2. Strengthen emergency obstetric, newborn and childhood care.
3. Intensify the promotion of exclusive breastfeeding for the first six months of life and appropriate complimentary feeding.

4. Strengthen routine child immunization including new antigens.
5. Promote advocacy, community mobilization and behavioural change communication for newborn and child healthcare services.
6. Expand neonatal and child healthcare including community risk detection and welfare.
7. Expand coverage of IMCI (Community-IMCI, Community Case Management (ICCM) & IMCI)

### Strategic Objective 3

To promote demand and increase access to sexual and reproductive health services (family planning and post abortion care).

#### *Initiatives*

1. Expand access to comprehensive, quality family planning services.
2. Increase demand for and scale up sexual and reproductive health services.
3. Strengthen and integrate family planning and post abortion care services at all levels.
4. Promote prevention of harmful traditional practices and gender-based violence.
5. Scale up prevention, counselling and treatment of rape and other gender-based violence such as rape, intimate partner violence etc.

### Strategic Objective 4

To improve the nutritional status of the people of Borno State throughout their lifecycle, with a particular focus on vulnerable groups especially women of reproductive age and children under five years of age.

#### *Initiatives*

1. Promote hospital baby friendly initiative.
2. Expand coverage with micronutrient powder supplementation.
3. Scale-up prevention, detection, control and management of acute malnutrition.

4. Scale up nutrition for children with special nutritional needs including (children born to HIV positive mothers; infants and young children in emergencies with persistent **diarrhoea** etc.).
5. Foster Iron and Folic Acid supplementation in pregnant women; and Vit A supplementation in lactating women.

### Strategic Objective 5

To reduce significantly morbidity and mortality due to Malaria and move towards pre-elimination levels.

#### *Initiatives*

1. Expand access to integrated vector control interventions.
2. Strengthen laboratory services for diagnosis of malaria at all levels.
3. Build capacity of personnel in public and private health facilities for parasitological confirmation of malaria.
4. Promote the local production of quality artemisinin-based combination therapy (ACT) to make antimalarial drugs widely affordable.
5. Improve availability of and access to commodities and supplies for treatment of uncomplicated and severe malaria.
6. Expand use of IPTp among pregnant women attending ANC.
7. Strengthen systems for quality assurance and quality control of malaria diagnosis and treatment.
8. Promote active community participation in malaria control initiative.

### Strategic Objective 6

To significantly reduce the incidence and prevalence of HIV/AIDS in Borno State by 2022.

#### *Initiatives*

1. Expand access to Minimum Package of Preventive Interventions (MPPI) for HIV targeting key and general populations.
2. Expand access of people living with HIV and AIDS to ART and co-infection management services.
3. Promote universal access to quality PMTCT services



4. Strengthen referral and linkages between HIV/AIDS services and other health and social services.
5. Improve access to safe blood and blood products.
6. Promote injection safety and health care waste management practices.
7. Strengthen community systems to support HIV/AIDS programming for key and general populations.
8. Improve the logistics and supply chain management for all HIV/AIDS- related drugs and commodities.
9. Strengthen advocacy, legislation, social mobilization and behaviour change communication for improved HIV response.

### Strategic Objective 7

To reduce the morbidity and mortality due to NCDs in Borno State by 20 per cent from current levels by 2022.

#### *Initiatives*

1. Promote generation of evidence for decision-making for planning and implementation of NCD interventions.
2. Intensify advocacy, legislation, social mobilization and behaviour change communication for NCD prevention and control.
3. Expand access (geographic and financial etc.) to NCD prevention, screening, control and treatment services.
4. Build capacity of health care providers, especially at lower levels (PHC) in prevention and screening for NCDs.

### Strategic Objective 8

To reduce morbidity, disability and mortality due to targeted Neglected Tropical Diseases (NTDs) and improve quality of life of those affected.

#### *Initiatives*

1. Strengthen advocacy, social mobilization and behaviour change communication for NTD
2. Scale up delivery of integrated preventive chemotherapy packages and other packages.

3. Strengthen integrated vector, management, and activities for health education, access to clean water, sanitation, and environmental improvement for targeted NTDs.
4. Increase access to integrated case management for NTDs (Buruli Ulcer, Leishmaniasis, Trypanosomiasis, Loasis, Schistosomiasis, Zoonosis, soil-transmitted helminthic infections, onchocerciasis, filariasis)
5. Strengthen capacity for NTD programming and implementation.
6. Strengthen and foster partnerships and foster inter-sectoral collaboration at all levels.

### Strategic Objective 9

To promote the health and wellbeing of the elderly in Borno State.

#### *Initiatives*

1. Promote generation of evidence for planning, implementation and monitoring of geriatric services.
2. Promote enabling policy environment for programming for the elderly.
3. Scale-up appropriate health services for the promotion of health and care of the elderly at all levels of care.
4. Build human resource capacity for the care and support of elderly at all levels of the health care system.
5. Strengthen Behaviour Change Communication (BCC) and Social Mobilization interventions for the elderly.
6. Promote community participation and partnerships for sustainability of health programmes for the elderly.

### Strategic Objective 10

To improve provision, access, quality and responsiveness of ambulatory (outpatient) services at all levels of health care.

#### *Initiatives*

1. Promote the development of practice standards and guidelines for ambulatory services.

2. Scale-up functional and integrated ambulatory services (general, and specialized) in all facilities according to standards.
3. Promote & enhance capacity (human and institutional) for continuous quality improvement of Outpatient services.

## Secondary & Tertiary Healthcare

### Strategic Objective 11

To reduce the incidence, morbidity and mortality due to viral hepatitis.

#### *Initiatives*

1. Strengthen advocacy, social mobilization and behaviour change communication on viral hepatitis.
2. Expand access of key and general populations to viral hepatitis prevention, screening and treatment services.
3. Scale-up interventions for the prevention of iatrogenic transmission of viral Hepatitis.
4. Expand coverage of interventions for prevention of mother-to-child transmission of viral hepatitis Strengthen HBV vaccination for adult populations, especially those at occupational risk.
5. Promote universal coverage of HBV vaccination at birth and other doses according to national schedule.

### Strategic Objective 12

To strengthen prevention, treatment and rehabilitation services for fistula care in Borno State.

#### *Initiatives*

1. Promote Obstetric Fistula preventive interventions
2. Strengthen /expand services for treatment of obstetric fistula
3. Foster community participation for the rehabilitation and re-integration of fistula

### Strategic Objective 13

To ensure universal access to high quality, client-centred TB/Leprosy diagnosis and treatment services for the reduction in the incidence and prevalence of tuberculosis/leprosy in Borno State.

#### *Initiatives*

1. Expand access to TB diagnosis and treatment services for persons co-infected by TS-TB, DR-TB, MDT-DR, Collaborative TB&HIV Care, TB in Children, TB in Prison, Leprosy and IPC services at all levels of care.
1. Improve coordination of the TBL Control program at all levels of the health care system in Borno State.
2. To enhance governance, leadership and coordination of TBL practices and services in Borno State.
3. To develop and maintain partnerships within and beyond the health sector in order to respond to TBL needs of the State.
4. Promote innovative advocacy, social mobilization and behaviour change intervention for the prevention and control of TB
5. Build capacity of all cadres of health staff (GHW, Physicians, and specialists) and community members on Leprosy case finding and case management.
6. Strengthen physical and socio-economic rehabilitation for leprosy

### Strategic Objective 14

To improve the mental health and psychosocial wellbeing of Borno State populace by reducing prevalence of serious, moderate and mild mental illnesses; and substance use disorders.

#### *Initiatives*

1. Promote legal framework for mental health practice and services in Nigeria.
2. Strengthen the generation of evidence for planning and programming.
3. Scale-up provision of comprehensive, integrated and responsive mental health services particularly, in primary health care and community-based settings.
4. Expand access to psychosocial support services as component of mental health services in communities.

5. Strengthen interventions for mental health promotion and prevention at all levels.
6. Strengthen coordination mechanism for mental health service delivery at all levels.
7. Promote advocacy for improved financing for mental health.
8. Strengthen the supply chain system for the sustainable supply of mental health drugs and commodities at all levels.
9. Build capacity of health care providers for mental health service delivery at all levels.

### Strategic Objective 15

To promote optimal oral health in Borno State.

#### *Initiatives*

1. Scale-up BCC for oral health promotion, disease prevention and early care seeking for oral diseases.
2. Expand access to oral health care services by integrating oral health into the mainstream of service delivery at all levels of the health care system.
3. Strengthen capacity of health workers at all levels to deliver oral health care services.
4. Promote regulations, policies, and legislation that address oral health.
5. Promote school based oral health programming (to link to school health programme).

### Strategic Objective 16

To eliminate avoidable blindness and reduce the burden of various visual impairment conditions.

#### *Initiatives*

1. Expand access (financial, geographical, social etc.) to comprehensive (promotive, preventive, curative and rehabilitative), appropriate and quality eye health services at all levels.
2. Improve coordination of eye care services.

3. Strengthen advocacy, social mobilization and behaviour change communication on eye health.

### Strategic Objective 17

To strengthen the provision of health services at public and private health facilities that are appropriate, accessible and meet minimum quality and safety standard for optimized health outcomes.

#### *Initiatives*

1. Promote the development and implementation of policies, plans, legislations, regulations and clinical standards for safety and quality improvement of medical services across levels of care.
2. Intensify continuous quality improvement in medical service provision at all levels.
3. Build capacity of health care providers for quality medical services.
4. Strengthen Infection, Prevention and Control (IPC) practices in health care settings.

### Strategic Objective 18

To increase provision and access to quality, affordable & integrated emergency and trauma care.

#### *Initiatives*

1. Strengthen coordination and regulation mechanisms for emergency referral and trauma services at all levels care.
2. Ensure provision and access to emergency and trauma services.
3. Strengthen integrated functional local government, state and federal referral systems.
4. Strengthen coordinated and integrated transport systems for emergency and trauma services.
5. Intensify multi-sectoral and intra-sectoral collaboration and partnerships for emergency care and trauma service.

## Strategic Objective 19

To promote provision of and access to effective, safe blood and blood products at appropriate levels of health care.

### *Initiatives*

1. Promote the development and implementation of policies, plans, legislations, regulations and clinical standards for safe blood and safe blood products transfusion.
2. Expand the availability of and access to safe blood and blood products including strengthening of linkages between hospitals and NBTS screening centres.
3. Promote and increase public awareness on blood transfusion services including voluntary non-remunerated blood donation.
4. Strengthen resource mobilization for blood transfusion services including promotion of PPP.
5. Develop quality management system and institutionalize haemo-vigilance for Blood and blood products services in all blood-screening centres.

## Strategic Objective 20

To provide appropriate, efficient, quality, equitable and cost-effective public health and medical laboratory services at all levels of health care delivery

### *Initiatives*

1. Promote the development and implementation of policies, plans, legislations, regulations and clinical standards for laboratory services.
2. Ensure the availability and accessibility of quality laboratory services at all levels.
3. Strengthen coordination and networking of public health and medical laboratories for effective health care delivery.
4. Implement quality assurance (QA) and continuous quality improvement of laboratory services.
5. Build capacity of health care workers for delivery of effective laboratory services.



6. Promote a laboratory information system for integrated laboratory services that links with the NHMIS.

### Strategic Objective 21

To promote the provision of and access to palliative and End-of-life care services at public.

#### *Initiatives*

1. Promote the development and implementation of policies, plans, legislations, regulations and clinical standards for palliative and end-of -life care services.
2. Build capacity (human and institutional) for continuous quality improvement of palliative and End-of-life care services.
3. Strengthen community systems to support Palliative and End-of-life care services.

### Health Promotion & Prevention

#### Strategic Objective 22

To promote Health Information Dissemination, encourage positive healthy practices and diseases reduction including use of traditional values and norms.

#### *Initiatives*

1. Intensify Maternal and Child health promotion especially around Childhood Nutrition, deworming, Immunization, Hygiene, Reproductive Health, Girls Education and Drug Abuse Prevention.
2. Strengthen partnerships with the National Orientation Agency at National, State and LGA levels for Health Prevention and Promotion Information Dissemination.
3. Build Capacity of Traditional and Religious leaders as advocates for Health Prevention and Promotion in Borno State; with specific focus on Childhood Nutrition, deworming, Immunization, Hygiene, Reproductive Health, Girls Education and Drug Abuse Prevention.

4. Strengthen and focus Radio and TV health programmes on specific objectives
  - Childhood Nutrition, deworming, Immunization, Hygiene, Reproductive Health, Girls Education and Drug Abuse Prevention.

### Strategic Objective 23

To strengthen community engagement in the implementation, monitoring and evaluation of health programs.

#### *Initiatives*

1. Strengthen capacities of communities to facilitate the implementation of community and facility level Minimum Service Package (MSP).
2. Strengthen mechanisms for data collection, analysis, storage, utilization and accountability at community level.

### Strategic Objective 24

To improve access to adolescent health information and services.

#### *Initiatives*

1. Intensify advocacy, social mobilization and behaviour change communication for positive adolescent behaviour.
2. Expand access to quality adolescent reproductive health services.
3. Strengthen prevention, detection, and management of HIV and STIs among adolescents.
4. Promote menstrual hygiene among adolescents.
5. Scale-up implementation of adolescent reproductive health education in the school curriculum.
6. Scale up screening and management of drug use, internet addiction, self-harm, mental health, nutrition disorders and other leading adolescent health problems.
7. Promote school health services including deworming.

## Human Resources for Healthcare

### Strategic Objective 25

To ensure coordination and partnership with healthcare tertiary institutions to upscale the capacity of health workers for aligning investment of current and future needs and institutional strengthening for HRH agenda.

#### *Initiatives*

1. Execute MoU with university teaching hospital Maiduguri for capacity building of health workers.
2. Introduce secondment scheme for resident doctors in secondary health institutions.
3. Send healthcare workers for continuous professional development courses.

### Strategic Objective 26

To ensure effective health workforce management through retention, deployment, work condition, motivation and performance management.

#### *Initiatives*

1. Strengthen mechanism for deployment and retention of HRH at all levels  
Improve HRH performance management systems at all levels.
2. Strengthen the task-shifting and task-sharing implementation with required guidelines.
3. Design and institutionalize an incentivization and reward system for the efficient performance of the health sector at all levels.

### Strategic Objective 27

To ensure the production of adequate numbers of qualified health workers.

#### *Initiatives*

1. Strengthen the quality assurance for HRH training institutions esp. for producing frontline health workers.
2. Establish Remedial classes to prepare students entry into the Health Training Institutions.
3. Establish Additional Schools of Nursing and Midwifery in the state.
4. Provide Scholarships for Training Nurse/ Midwifery Tutors for the state.

5. Strengthen the platform between HRH training institutions, regulatory bodies and other stakeholders to increase health workforce production.
6. Improve gender sensitivity in the production of health work force for all cadres at all levels.
7. Establish special initiatives and incentives for females at secondary school to join Health Profession Training.

### Strategic Objective 28

To strengthen health workforce planning for effective management

#### *Initiatives*

1. Improve capacity for HRH planning at all levels.
2. Promote effective partnership with professional groups and other relevant stakeholders through jointly setting standards of training by health institutions, subsequent practice and professional competency assessments.

### Strategic Objective 29

To ensure the development of monitoring and evaluation for HRH including systems for HRH-MIS and Registry

#### *Initiatives*

1. Audit HRH in the state to establish baseline for monitoring, learning and Evaluation.
2. Strengthen/establish HRHIS at state level.
3. Establish mechanisms for annual HRH reviews and reporting for evidence and decision making at the State and LGA levels.
4. Improve the production of HRH research evidence through monitoring and evaluation mechanisms.

### *Healthcare Finance*

### Strategic Objective 30

Increase sustainable and predictable revenue for health.

## Initiatives

1. Alignment of health budgetary allocations to State priorities.
2. Digitalise all payment systems in the State Health Care Services.
3. Expand the BHCPF by crowding in Donor Funding and Funding from other sources (including the private sector).
4. Advocate for increase in government annual budget and spending on health.

## Strategic Objective 31

Enhance financial risk protection through pooled funds in Borno State.

## Initiatives

1. Engage Stakeholders to increase enrolment and contribution to Health Insurance.
2. Strengthen regulations for the implementation of the SHIS.
3. Strengthen technical capacity of health personnel on health insurance and contributory schemes.
4. Implement and expand Mandatory State Health Insurance and contributory Schemes in the State.

## Strategic Objective 32

To ensure that collaborative mechanisms are put in place for involving all partners in the development and sustenance of the health sector.

## Initiatives

1. Establish a framework for PPP.
2. Establish a single Development Partners Forum at state level, which comprises of all health development partners.
3. Promote joint (public and private sector) monitoring and evaluation of health programs.
4. Establish mechanisms for resource coordination through common basket funding models such as Joint funding Agreement, Sector Wide Approaches, and sectoral multi-donor budget support.
5. Leverage human resources for health from partners, health professionals, other levels of government to optimize resource use and improve service delivery

6. Strengthen implementation of Health Service Charters at all levels, with Civil Society Organizations, traditional and religious institutions to promote the concept of citizen's rights and entitlement to quality, accessible basic health services.

### Strategic Objective 33

To enhance transparency and accountability in strategic purchasing of Health Services.

#### Initiatives

1. Review Provider Payment mechanisms in the Nigerian health sector to focus on Results Based Financing (RBF)

### Health Infrastructure & Supplies

### Strategic Objective 34

To improve availability and functionality of health infrastructure required optimizing service delivery at all levels and ensuring equitable access to effective and responsive health services throughout Borno State.

#### Initiatives

1. Strengthen legal, policies, standards and institutional framework and coordinating mechanism for health infrastructure planning and maintenance in the state.
2. Ensure availability of equipment and other health infrastructure for the different levels of health care and other health institutions.
3. Strengthen the monitoring of health infrastructure, including inventories and performance.
4. Promote partnerships between Equipment Manufacturers/ Suppliers and government at all levels for technology transfer/training/ maintenance agreements.
5. Scale up training of Biomedical Engineers and health infrastructure equipment maintenance officers, in order to increase stock availability.

6. Accelerate the revitalization of primary health infrastructure for improved access to health service ensuring one functional primary health care per ward by 2022.
7. Upgrading the College of Health Technology.

### Strategic Objective 35

To strengthen the availability and use of affordable, accessible and quality medicines, vaccines, and other health commodities and technologies at all levels.

#### Initiatives

1. Strengthen integrated supply chain management system and quality assurance models for medicines, vaccines, commodities and other technologies with a functional logistics management information system (LMIS).
2. Strengthen effective procurement systems (forecasting, orders, and procurement) to ensure (40 per cent local content) and commodity security for on a sustainable basis at all levels.
3. Strengthen existing systems for the management of biological and non-biological wastes including expired of medicines, vaccines and other commodities at all levels.
4. Strengthen the development of traditional medicine in Borno State.

### *Health Disaster Preparedness and Management*

### Strategic Objective 36

To reduce incidence and impact of public health emergencies in Borno State.

#### Initiatives

1. Scale-up public education and awareness creation on public health emergencies.
2. Promote the development and implementation of legal, regulatory framework, policies and plans for emergency preparedness at all levels.
3. Promote an integrated state disease surveillance system in line with International Health Regulation (IHR) and IDSR.
4. Expand/strengthen a network of health laboratories in Borno State.



5. Strengthen coordination mechanisms for public health emergencies at all levels.
6. Promote community participation in disease surveillance activities.

### *Borno State Strategic Health Priorities*

#### ONE YEAR (Immediate)

1. Establish Strong Health Prevention and Promotion.
2. Borno State is included in the National Basic Health Care Provision Fund Scheme
3. Increase HRH by engaging at least 200 Health Care workers at Primary Health Care level across the state (including contract staff at community level)
4. Provide Scholarships for 30 Nurse / midwifery Tutors on bond to return and serve the state
5. Establish one additional School of Nursing and Midwifery in the state.
6. All newly built PHC are made functional throughout the state
7. Conduct Human Resources for Health Audit
8. Digitalise all Health Care Payments in the state
9. Establish On the job Training for all health care professional cadres.
10. Improve PHC governance Structure through partnerships with Kaduna State
11. Train 300 VHW/CHIP in communities including mental health counselling

Indicators for Tracking Progress would be based of SDG targets e.g., MMR, CMR, CPR, Immunization Coverage, Malnutrition Indicators etc.

#### Three Years (Short Term)

1. Provide Scholarships Annually for 30 Nurse /Midwifery tutors on bond to return and serve the state
2. Establish Schools of Nursing and Midwifery in each Senatorial District of Borno State.
3. Establish Faculty of Health Sciences and Medicine in Borno State University.
4. Start two academic sessions per annum in School of Health Sciences and Technology Maiduguri.
5. Establish Community Health Insurance Scheme in Borno State

6. 50% of all wards have one **functional** Primary Health Centre linked to a secondary facility
7. Digitalise 50% of Borno State Health Management Data System.
8. Digitalise all Primary and Secondary Health Service Payments in Borno State
9. Establish Borno State Drug Management Agency purchasing all essential drugs from manufacturers.
10. Establish a strong Primary Health Care Under One Roof Scheme and Basket Funding with Development Partners.
11. Increase Health Care Providers in the state by 30%
12. Annually train 200 VHW/CHIPS including Mental Health Counselling
13. Improve Maternal and Child health indicators by at least 10% from the current value

#### Seven Years (medium Term)

1. Faculty of Health and Medical Sciences at Born State University is functional.
2. Borno State University Teaching Hospital Established with Public Private Partnership
3. 70% of all wards have one **functional** Primary Health Centre linked to a secondary health facility.
4. Digitalise 70% of Borno State Health Management Data System.
5. Primary Health Care Under One Roof and Basket Funding with Partners well established.
6. Health System Governance fully established.
7. Increase Health Care Providers in the State by 50%.
8. Increase Maternal and Child health indicators by at least 30% of current baseline.

#### Ten Years (Long Term)

1. Establish Community Health Insurance in at 50% of wards in Borno State.
2. Establish one Functional Secondary Health Care Facility in every LGA in Borno State.
3. Increase Health Care providers in the state by 70%.
4. Attract at least one tertiary private sector investment in health in Borno State.
5. Improve all health indices by at least 50 percent from current baseline.

## Pillar IV SUSTAINABLE ENVIRONMENT

### Introduction

This Pillar looks at the part of the human environment that includes purely physical factors (as soil, climate, water supply); Borno, the most north-easterly state in Nigeria, with an area of 72,609 sq. km has a physical setting which arises from an amalgam of factors relating to location, geology, climate as well as the intensity of resources exploitation in the area. Its physical setting is bound to be varied.

A greater part of the state lies on the Chad Formation. Physio graphically, Borno State could be divided into two broad relief regions, namely, the hilly/mountainous area of generally over 600m above sea-level; and the plains of less than 600 metres above sea-level. The highlands dominate the south and south eastern parts of the state, covering about one-third of the total land area of Borno. The remaining two-thirds of the land area is dominated by plains of generally less than 600m above sea-level.

Borno State is faced with dire environmental challenges which are discussed here. These include in a broad sense, Environmental degradation, as well as the rapid disappearance of Lake Chad. The discussion puts forward, a current situation analysis, and presents proposed goals and initiatives for achieving environmental sustainability.

### Situation Analysis

#### *Environmental Degradation*

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 km<sup>2</sup> of Nigeria's landed area, 580,800 km<sup>2</sup> 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.<sup>37</sup>

### *Green Culture*

The attitude of the people towards tree planting and indiscriminate cutting is very poor, this is particularly disturbing because Borno State is battling with desertification, and planting of trees is one of the ways in which desertification can be reversed. However, many factors contribute to the rapid cutting of trees by people. Energy for cooking like gas and its facilities is too expensive for a majority of Nigerians to afford. Charcoal is now the most widely used fuel for cooking this has led to over logging and deforestation because it is more affordable in the short run and has cheaper stoves. Scarcity of an increase in the price of kerosene in Nigeria has made charcoal even more popular as a fuel. Indiscriminate felling of trees for firewood and charcoal has become very common in Nigeria and Borno state.

Nigeria in May 2016 put a ban on charcoal production after producers and exporters refused to adhere to the cut-one plant-two policy. The ban had to be rolled back two months later as charcoal is the lone energy source to a major Nigerian population<sup>38</sup>. This indiscriminate felling of trees is very dangerous as it destroys the ozone layer and increases heat. It is particularly worrisome that trees are not getting planted to replace the ones cut.

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<sup>37</sup> Buhari Plan, 2015

<sup>38</sup> S Goswami 2018 *Growing appetite for charcoal destroying Nigeria's tropical forests* Down To Earth <<https://www.downtoearth.org.in/news/energy/global-charcoal-needs-are-eating-up-nigeria-s-tropical-forests-59655>>

The reasons for the rapid deforestation and desertification in the North East Region are multi-dimensional. These include the continuous and unsustainable clearing of forests for agricultural activities, logging, fuel woods, over-grazing and lately the effects of the global warming and climate change. The Governments at the centre and the State level have a number of interventions in the sector but remain largely inadequate, uncoordinated and unsustainable.

### *The Shrinking Lake Chad*

A predominant geographic feature of Borno state is the presence of Lake Chad, which played a significant role in economy and livelihoods of people. Lake Chad is a shallow lake made up of areas of open waters and permanent, seasonal, or more occasionally flooded marshland. Estimates of the lake's surface area differ depending on whether the open waters alone are counted or the marshland areas are included (Figure 16).<sup>39</sup> Lake Chad's surface area and water level are dictated by the balance of inflows (inflows from the rivers and, secondarily, direct rainfall) and losses (mainly evaporation and infiltration towards the water table). Main inflows are from the Chari River (85% of the total), which in turn are dependent on rainfall over the basin. The other tributaries (Yobe, El Beid, and Yedseram) provide less than 10% of the water, with the remaining inflows being from rainfall over the lake. Human activities in the basin significantly exposed the natural environment of the lake to the harsh impact of climate change.

The lake has shrunk dramatically over the past decades, affecting livelihoods in Borno and surrounding countries in the Basin. In terms of the drastic diminution of the lake, three factors figure prominently: climatic changes, unsustainable exploitation of its resources by countries within the basin, and demographic pressure. Climate change in turn has compounded the shrinkage of the lake by squeezing its natural resilience. Put more simply, human pressure on the lake is the result of poor rainfall, itself the consequence of climate variation triggered by human actions. The dramatic shrinking of the lake has left adverse impacts on the environment, economic activities and livelihoods, thus creating a situation conducive to conflicts.<sup>40</sup>

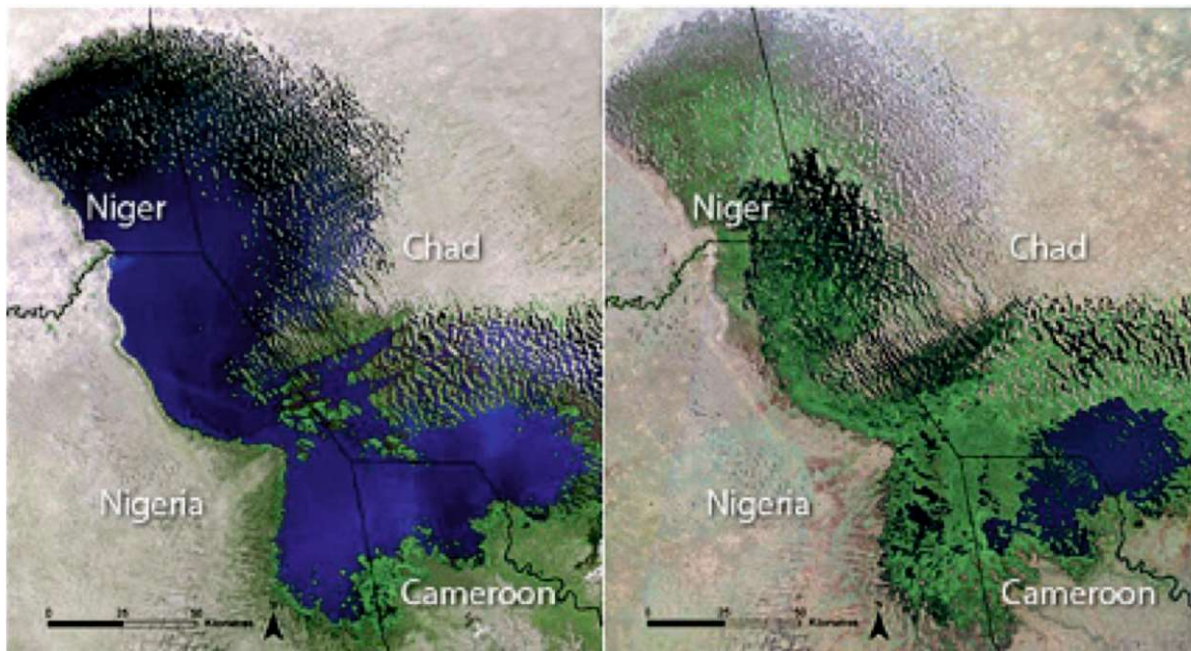
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<sup>39</sup> Lake Chad Crisis and Development Report 2018

<sup>40</sup> Environmental Degradation, Livelihood and Conflicts the Implications of the Diminishing Water Resources of Lake Chad for North-Eastern Nigeria, Freedom C. Onuah, African Journal on Conflict Resolution, Vol 8, No. 2, 2008

The Issues and challenges in this sector in the Borno State include the following:

1. Inadequate funding and coordination of interventions in the sector.
2. Poor physical conditions of the soils, vegetation as well as climatic variability.
3. Improper waste disposal and poor sanitation.



Source:[https://www.google.com/search?q=receding+water+of+lake+chad&tbn=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwjvp\\_n4k4DcAhUIZVAKHeQXC2oQsAQJAJ&biw=1391&bih=690#imgrc=pRkw1-SbgCDwdM:&spf=1530525749600](https://www.google.com/search?q=receding+water+of+lake+chad&tbn=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwjvp_n4k4DcAhUIZVAKHeQXC2oQsAQJAJ&biw=1391&bih=690#imgrc=pRkw1-SbgCDwdM:&spf=1530525749600)

Figure 15: Receding Waters of Lake Chad in 1972 (left) and 2007 (right)<sup>41</sup>

### Strategic Goal

Promote and Champion responsible interaction with the environment to avoid the depletion or degradation of natural resources and allow for long-term environmental quality.

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<sup>41</sup> UNDP National Human Development Report 2018: Achieving Human Development in North East Nigeria



## Strategic Objectives & Initiatives

### *Strategic Objective 1*

Securing the quality of environment for health and well-being of the population and ensuring the conservation of the environment and natural resources for the benefit of present and future generations.

### *Strategic Initiatives*

#### Short term

1. Mitigate the effects of the Climate Change by the adoption of clean energy and climate smart technologies.
2. Combat deforestation and desertification by Curbing illegal logging and other types of forest degradation.
3. Promote agro-forestry and community-based conservation schemes.
4. Promote tree planting and reforestation programmes.
5. Enforce legislation to protect environment by limiting indiscriminate cutting of trees, refuse dumping etc.
6. Enforce standards on recycling of waste especially single use plastic bags.

### *Strategic Objective 2*


Restoring, maintaining and enhancing the ecosystem and ecological processes essential for the functioning of the biosphere to preserve biological diversity

### *Strategic Initiatives*

#### Short term

1. Champion the process of recharging the Lake Chad otherwise known as the Lake Chad Water Transfer Project is aimed at restoration of the water body of the Lake to its normal level with water contribution from the Ubangi River in the Democratic Republic of Congo.
2. Fast track participation in the Green Wall Initiative: The Great Green Wall initiative is a cross-continental environment programme aimed at checking desertification and reducing poverty in the region.



- 
3. Create value-chain around waste disposal (Turn-Waste-To-Wealth).
  4. Reduce Borno States carbon footprint thereby reducing carbon dioxide emissions, which contribute to global warming.
  5. Prioritize the use of Alternative energy, which include solar, wind, geothermal, biomass, wave power, nuclear, hydropower. Etc.
  6. Develop policy and enforcement around Responsible Waste Management.
  7. Develop Policy and regulatory context for environmental sustainability in Borno state.
  8. Build strong advocacy around environmental sustainability.

## Pillar V ECONOMIC DEVELOPMENT: Regional Trade Hub

### Introduction

Borno state has been seriously hit by the ten- year insurgency. Core economic indicators are the worst in the northeast sub region and critical compared to other states in the country. This has affected consumption, production, prices and welfare of individuals, households, communities and the entire state.

Three key areas that impact the economic development of Borno state are discussed here. The first category discusses core economic issues like aggregate price level, unemployment, price fluctuations, consumption, production and macroeconomic policy framework. The second category focuses on trade flow, finance and private and other cross cutting issues such as revenue and different tax system. The third category treats livelihood and its linkages. This category discusses the agriculture and value chain analysis, clusters, value addition of produced goods as well as its implications for the growth and development of the state.

Previous economic development plans referenced are as follows; Economic Recovery and Growth Plan, National economic Transformation Agenda, Recovery and Peacebuilding Assessment (RPBA), Buhari Plan, Economic Development plan by MRRR, Agricultural development plan, FG livestock development plan, livelihoods strategies and several documents from many MDAs of Borno State.

Essentially, this pillar provides a situational analysis of prevailing economic environment in terms of Gross State Product (GSP), sectoral performance, mineral endowment, sector goals and strategies as well as initiatives. The overall impact of the economic situation on agriculture, commerce, wealth creation and employment generation is evaluated.

### Situation Analysis

#### *Economy*

Borno's GDP was 1.3 percent of Nigeria's GDP in 2017, the largest in the North-East, 10<sup>th</sup> in the North, and 17<sup>th</sup> in the country. Agriculture was 62 percent of the GSP,

Services, 35 percent and Non-Oil Industry, 3 percent. The State's Per Capita GSP, however, is the highest in the North-East, 11<sup>th</sup> in the North and 18<sup>th</sup> in the country.

Borno's estimated Gross State Product (GSP) in 2017 was N1.5 trillion or 1.3 percent of Nigeria's GDP, the largest in the Northeast, 10th in the North, and 17th in the country. Agriculture was 62 percent of the State's GSP, Services, 35 percent and Non-Oil Industry, 3 percent. Gross State Products (GSPs) are states' shares of Nigeria's 2017 Gross Domestic Product (GDP) as estimated by Economic Associates. States' sectoral data are states' shares of Nigeria's 2017 sectoral output as estimated by Economic Associates. In Figure 13a & b the structure of GSP as at 2017 with respect to sectoral contributions and composition of major economic sectors are shown. Agriculture remained the main stain of the economy, the sector which is dominated by crop production.

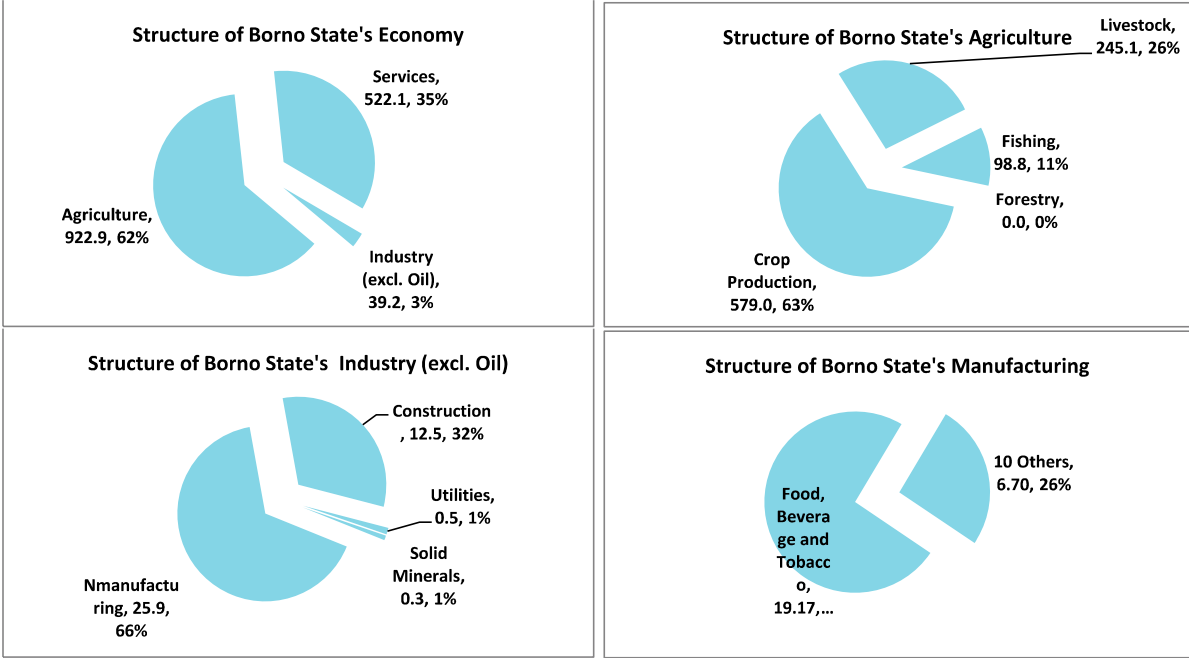


Figure 16: Structure of Economic and Sectoral Composition/Source: National Bureau of Statistics (NBS), 2018

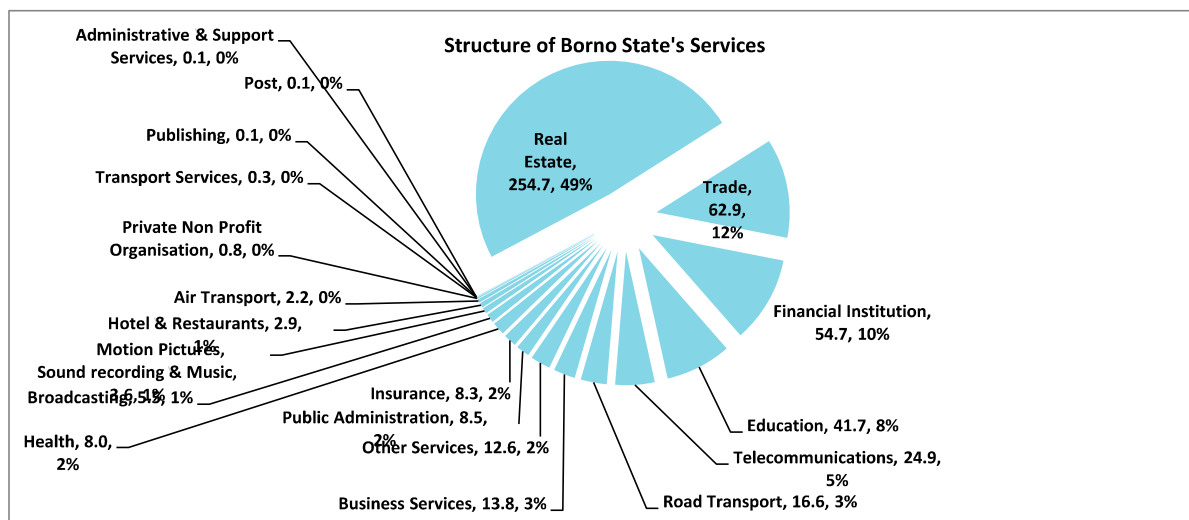


Figure 17: Structure of Economic and Sectoral Composition (2)/Source: National Bureau of Statistics (NBS), 2018

Borno State's N922.9 billion **Agricultural** output was 3.8 percent, the largest in the North-East, 10<sup>th</sup> in the North and the country.

N579.0 billion in **crops** was 63 percent of the State's agricultural output,

N245.1 billion in **livestock** was 26 percent and

N98.8 billion in **fishery** was 11 percent

N39.2 billion 2017 Non-Oil Industrial output in Borno State was 0.3 percent of the gross Non-Oil Industrial output in Nigeria, 3<sup>rd</sup> in the North-East, 13<sup>th</sup> in the North and 28<sup>th</sup> among the 36 States and the FCT. Manufacturing (majorly Food, Beverage and Tobacco) was 66 percent of the State's Non-Oil output, Construction was 32 percent.

Borno State's N522.1 billion Service output was 0.8 percent of Nigeria's Service output, 2<sup>nd</sup> in the North-East, 9<sup>th</sup> in the North 22<sup>nd</sup> in the country.

### Inter-State Comparisons

With a Gross State Product (GSP) of N1.5 trillion or 1.3 percent of Nigeria's GDP in 2017, the largest in the North-East, 10<sup>th</sup> in the North, and 17<sup>th</sup> in the country (Figure 14a & b).

Borno State's 5.9 million population is 2.9 percent of national population, 2<sup>nd</sup> most populated State in the North-East, 7<sup>th</sup> in the North and 11<sup>th</sup> in the country. Land Area

of 72,600/km<sup>2</sup> is 7.9 percent of Nigeria's land mass, the largest in the North-East, the North and in the country. Borno's revenue of N54.4 billion is 1.8 percent of all States' total revenue, the 4<sup>th</sup> in the North-East, 13<sup>th</sup> in the North, and 26<sup>th</sup> among the 36 State and the FCT.

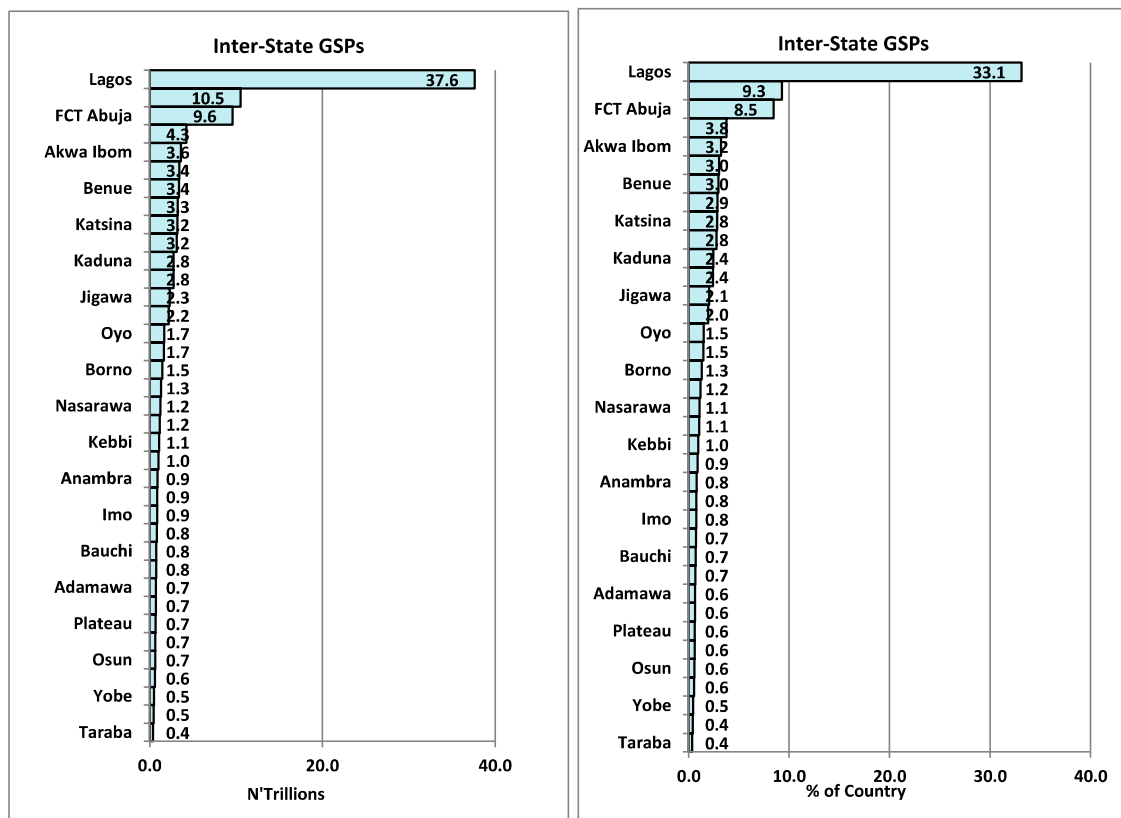


Figure 18: Inter-State and Regional Comparison of GDPs/Source: National Bureau of Statistics (NBS), 2018

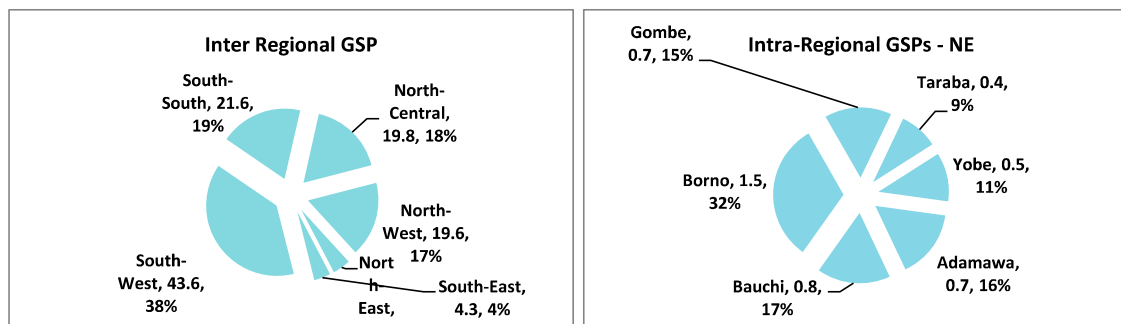


Figure 19: Inter-State and Regional Comparison of GDPs(2)/Source: National Bureau of Statistics (NBS), 2018

Table 25: Sectoral Distribution of GDP

	Value N'billion	% of Country	Country Position	% of North	North Position	% of North-East	North-East
■ <b>Agriculture</b>	922,863	3.85	10 <sup>th</sup>	4.22	10 <sup>th</sup>	49.37	1 <sup>st</sup>
□ Crops	578,987	2.74	10 <sup>th</sup>	2.92	10 <sup>th</sup>	60.39	1 <sup>st</sup>
□ Livestock	245,105	12.41	1 <sup>st</sup>	13.66	1 <sup>st</sup>	32.05	1 <sup>st</sup>
□ Fishery	98,770	15.81	2 <sup>nd</sup>	36.84	1 <sup>st</sup>	67.66	1 <sup>st</sup>
□ Forestry	0.00	0.00	16 <sup>th</sup>	0.00	4 <sup>th</sup>	0.00	3 <sup>rd</sup>
■ <b>Industry</b>	26,686	0.1	28 <sup>th</sup>	0.9	13 <sup>th</sup>	20.0	3 <sup>rd</sup>
■ Manufacturing	25,869	0.3	26 <sup>th</sup>	1.0	11 <sup>th</sup>	19.9	3 <sup>rd</sup>
■ Utilities	478	0.06	28 <sup>th</sup>	0.1	13 <sup>th</sup>	19.9	3 <sup>rd</sup>
□ Water	478	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
□ Electricity							

▪ Solid Minerals	340	0.3	27 <sup>th</sup>	1.2	12 <sup>th</sup>	18.5	4 <sup>th</sup>
- Quarrying	317	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Metal Ores	23	0.3	28 <sup>th</sup>	1.2	12 <sup>th</sup>	9.5	4 <sup>th</sup>
- Coal Mining							
▪ Oil							
▪ Services	534,629	0.8	22 <sup>nd</sup>	2.8	9 <sup>th</sup>	20.0	2 <sup>nd</sup>
<b>Gross State</b>	<b>1,484,177</b>	<b>1.31</b>	<b>17<sup>th</sup></b>	<b>3.37</b>	<b>10<sup>th</sup></b>	<b>31.9</b>	<b>1<sup>st</sup></b>

### Manufacturing

	Value N'billion	% of Country	Country Position	% of North	North Position	% of North- East	North- East Position
▫ Manufacturing	25,869	0.3	26 <sup>th</sup>	1.0	11 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Food, Beverage	19,166	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Wood and Wood	1,029	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Other	968	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Non-Metallic	497	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Basic Metal, Iron	371	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Plastic and Rubber	282	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Chemical and	210	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Pulp, Paper and	203	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Motor Vehicles &	183	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Electrical and	21	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Electricity, Gas,	-	-	-	-	-	-	-
- Cement							
- Oil Refining							

### Services

	Value N'billion	% of Country	Country Position	% of North	North Position	% of North- East	North- East
▪ Services	534,629	0.8	22 <sup>nd</sup>	2.8	9 <sup>th</sup>	20.0	2 <sup>nd</sup>
- Real Estate	254,745	2.97	11 <sup>th</sup>	5.53	7 <sup>th</sup>	21.8	2 <sup>nd</sup>
- Trade	62,877	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Financial	54,705	1.64	16 <sup>th</sup>	5.48	4 <sup>th</sup>	25.3	1 <sup>st</sup>
- Education	41,658	1.6	27 <sup>th</sup>	3.7	13 <sup>th</sup>	15.2	5 <sup>th</sup>
- Telecoms and	24,943	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Road Transport	16,580	1.06	21 <sup>st</sup>	3.03	9 <sup>th</sup>	23.33	1 <sup>st</sup>
- Business Services	13,776	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Construction	12,479	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Public	8,515	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Insurance	8,307	1.64	16 <sup>th</sup>	5.48	25.30	4 <sup>th</sup>	1 <sup>st</sup>
- Health	7,973	1.0	24 <sup>th</sup>	2.1	11 <sup>th</sup>	67.7	1 <sup>st</sup>
- Broadcasting	5,476	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Motion Pics,	3,642	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Accommodation	2,868	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Private Non-	766	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Transport	252	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Publishing	94	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Administrative &	79	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>
- Post	60	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>

- Air Transport	2,218	2.1	8 <sup>th</sup>	4.4	3 <sup>rd</sup>	64.7	1 <sup>st</sup>
- Water Transport							
- Rail Transport &	33	10.0	4 <sup>th</sup>	16.6	3 <sup>rd</sup>	100	1 <sup>st</sup>
- Other Services	12,581	0.3	25 <sup>th</sup>	1.3	10 <sup>th</sup>	19.9	3 <sup>rd</sup>

Source: National Bureau of Statistics (NBS), 2018

Overall, the continuous insurgent activities that have engrossed the northeast have had negative effects on the general economy of Borno state in terms loss in production and rise in cost of living brought about by rising prices (Table 27)

Table 26: Comparison of Northeast Region GDP Loss and Inflation

	Adamawa	Bauchi	Borno	Gombe	Taraba	Yobe	Region
GDP - Estimated Loss for 2011-2015 (Naira Billions)	-314	-86.3	<b>-708.2</b>	-280.9	-49.1	-222.3	-1660.8
Inflation, All Items (%)	10.4	-4.5	<b>10</b>	12.7	-2.9	6.6	5.4
Inflation, Food (%)	9	-22.6	<b>11.3</b>	46.3	0	0.7	7.4

Source: National Bureau of Statistics (NBS), 2018

### Trade and Commerce

Commerce is the second most common occupation after Agriculture due to Borno's strategic location. The fact that it shares borders with three countries has resulted in the opportunity for a lot of people to engage in buying and selling across borders. This trade is however informal and is as such not recorded as import or export.

The major problems of commerce in Borno State are:

1. Insufficient capital.
2. Incessant Custom raids.
3. Insecurity.
4. Porous Borders.
5. Fluctuation of currency.
6. Instability in the market.

Establishment of border markets at Banki, Ngala, Damasak and Baga will go a long way in formalising the trade, while government support to traders through soft loans will empower them.



Trade and commercial activities between have been high Borno, Niger, Tchad, and Cameroon, however, these have witnessed some distortions due to the insurgency in the north eastern part of Nigeria. Specifically, the Boko Haram insurgency has disrupted economic activities in Nigeria with Borno hardest hit. Borno State is noted for its boisterous international trade; there exists healthy exchange of factors between the State and Niamey, Tillabari, Fada Gouma, Boi, Banki, Daso, Maradi, Zindar, Tahoua Nguelkolo, Parakon, e.t.c. The flow of livestock (cattle, goat, sheep, camel e.t.c ) and cash/crops, food (rice wheat groundnut gum Arabic sorghum e.t.c) to and from Borno state and her neighbours is unprecedented and can be explained by the long historical ties between the ethnic nationalities in this region. The ethnic groups along the borders have the same sociological and anthropological characteristics and historical background (same language, religion and cultural belief) Balami (2000).

With Nigeria joining other African countries to sign the agreement establishing the African Continental Free Trade Area (AfCFTA), there could be tremendous opportunities for Nigeria and indeed Borno State in the medium term.

### *Manufacturing Industries*

Over the years, Borno state has also established commercial and manufacturing industries; these include Borno plastic industry, Borno wire industry, NEITAL Shoe Company, Borno Supply Company (BOSCO), Borno Investment Company, Entrepreneurship Development and Ibrahim Ali Industrial Park with the aim of utilising existing raw material, providing employment and promoting industrialisation. The government effort has been complemented by other private sector investment through establishment of different companies. However, noteworthy is the fact that while only few of these firms are still active and operational, a majority are either dormant or in the process reactivation (Table 27).

Table 27: List of Industries/Companies in Borno State

S/No	Company	Ownership	Location	Status
1	Neital Shoes Nig Ltd	BOSG	Abattoir Road Near Kasuwan Shanu M/guri	Skeletal Services
2	Maiduguri Flour Mills Ltd	Borno/ Yobe State Govt	Bursari Road M/Guri	In the process of reactivation.
3	Borno Plastic Industry	BOSG	Near Santana furniture factory off Baga Road	In process of reactivation
4	Pioneer enamel ware Ltd	Private	Baga road Maiduguri	Dormant
5	Haske sweet and confectionaries	Private	Baga road Bolori industrial layout m/guri	Dormant
6	Borno Wire Industries	BOSG	Baga Road M/guri	Dormant
7	Borno Fertilizer Co.	BOSG	Gambaru Road Near College of Agric	
8	Crown Shoe Ltd	Private	Baga road near Haske Sweet M/guri	Dormant
9	Gama Flour Mills	Private	Baga Road Bolori Industrial Layout	Dormant
10	Dagash Plastic Ltd	Private	Near Deribe Hotal Bolori Store	Dormant
11	Borno Aluminium Co. Ltd	Private	Off Bursari Bolori ind Estate M/guri	Operational
12	Borno Recycling Plant Ltd	Private	Pompomari Road Bolori Ind. Estate.	Operational
13	Nigeria Bottling Co. Ltd (coca cola plant)	Private	Pompomari ind. Estate M/Guri	Operational
14	Ferobe Genery Ltd	Private	Ngurosoye Bama LGA	Dormant
15	Biu Cotton Genery Ltd	Private	Biu LGA	Dormant
16	Borno Cottage Ind Ltd	Private	Pompomari Ind. Estate M/guri	Dormant
17	Mashidemami Plastic Ind. Ltd	Private	Damboia Road Near International Hotel M/guri	Dormant
18	Biba Foam Ltd	Private	Biu LGA	Dormant

S/No	Company	Ownership	Location	Status
19	Borno Clay Products Ltd	Private	Near Gongalang village jere Ltd	Dormant
20	Bagam Oil Mills Ltd	Private	Oid Maiduguri Borno State	Dormant
21	Dalaram Bottling Co. Ltd	Private	Off Bursari Road M/Guri	Dormant
22	Maiduguri aoail amaills Ltd	Borno/ yobe state.	Off Baga Road Near BOPLAS M/Guri	Dormant
23	Vegru (Savana Intergrated Ind.) Ltd.	Private	Jauro Garga Biu	Dormant
24	Allied Biscuits Co. Ltd	Private	Near BOWIL M/Guri	Dormant
25	M&W Pump	Private	Pompomari Light Ind. Estate	Dormant
26	Borno State Small Scale Ind.	Private	Pompomari Light Ind. Estate	Dormant
27	Sahel Plastic Mats	Private	Baga Road	Dormant
28	Soada Ash	BOSG/RMRDC	Pompomari Ind. Estate.	Dormant
29	Maiduguri Feed MILL	Private	Yerima Road Off Baga Road M/Guri	Dormant
30	Biu Feed Mill	Private	Gombe Road Nassarawa Biu LGA	Dormant
31	Yerwa Soap and Detergent	Private	Gamboru Road After Custom Office M/Guri	Dormant
32	Biu Oil Mill	Private	Yamarkumi Km 7, Biu LGA	Dormant
33	Sahel Products	Private	Pompomari Industrial Estate	Dormant
34	Gama Flour Mills	Private	Bolori Industrial Estate	Dormant
35	Jitech ICT/Energy Solutions Ltd	Private	Kashim Ibrahim way, <u>Maiduguri</u>	Operational
36	Ibrahim Ali Industrial Park	Public (BOSG)/Private Partnership	Njimtilo Village, Borno State	In the process of completion / Just commenced operations

Source: Borno State Investment Company, Company and Location Mapping (2018)

## Mining & Solid Minerals

Solid minerals extraction plays a vital role in the economies of many sub-Saharan African countries, Nigeria inclusive. Borno State has also been blessed with an appreciable quantity of solid minerals; however, despite the fact that wealth generated from the exploitation of these natural resources would quite significantly and positively contribute to the exports and revenue generation of the State, Borno is yet to fully tap into this activity. The solid minerals and agro raw materials distribution are summarised in Table 28.

Table 28: Geographical Distribution of Solid Minerals in Borno State (Senatorial)

Senatorial District	Local Government Areas	Mineral Resources
Borno Central	Bama, Dikwa, Jere, Kala/Balge, Konduga Mafa, Maiduguri, Ngala	Sorghum, Millet, Cowpea, Groundnut, Bambara Nuts, Tamarind, Onions, Rice, Okro, Cowpea, Cotton, Cucumber, Sorrel (Zobo Fruits), Okro, Carrots, Mango, Guava, Acacia Nilotica, Garden Egg, Neem Tree, Kenaf, Beniseed, Aya, Poultry, Livestock, Gum Arabic, Sorrel (Zobo Fruits), Maize, Water Melon, Citrus, Tomatoes, Pepper,
Borno South	Askira/Uba, Bayo, Biu, Chibok, Damboa, Gwoza, Hawul, Kwaya Kusar, Shani	Sorghum, Millet, Cow Pea, Cotton, Groundnut, Maize, Bambara Nut, Beniseed, Cassava, Tamarind, Rice, Sugar Cane, Mango, Neem Tree, Okro, Guava, Citrus, Timber, Piggery, Poultry, Livestock, Sorrel (Zobo Fruits), Kenaf, Sugar Cane, Pawpaw, Pepper, Aya (Cipru Rutendus)
Borno North	Abadam, Gubio, Guzamala, Kaga, Kukawa, Magumeri, Marte, Mobbar, Monguno, Nганzai	Sorghum, Millet, Maize, Groundnut. Cowpea, Okro, Neem Tree, Gum Arabic, Tomatoes, Pepper, Kenaf, Mango, Livestock, Sorrel (Zobo Fruits), Bambara Nuts, Fishery, Rice, Black Caraway, Sweet Potatoes, Water Melon, Acacia Nilotica, Wheat, Cucumber, Cotton,

Source: Field Survey, 2014

### *Tourism Sector*

Borno state has some historical and natural tourist attraction locations, which are not well developed. The locations/sites include Rabi fort in Dikwa, Lake Chad, Lake Alau and Gwoza Hills. Durbar Festivities in Borno are also a historic tourist attraction. Unfortunately, the sites are not developed or accessible in some cases and the state has no plan for tourism development. Prior to Boko Haram insurgency, people from all walks of life visited these places for leisure and site seeing. They came with resources; spent them on local markets i.e hotels, transports, guards and guides etc. However, the fear of possible abduction or being killed has halted these activities, thereby reducing the income from the sector.

Despite the challenges faced by Borno, UNCTAD reports indicate that the State not only has potential but is in fact doing well in some of the pillars of Ease of Doing Business. UNCTAD ranked Borno as #1 in Nigeria on Access to Land in 2015. In 2018, Borno was ranked 13th in Ease of Starting a Business and also in Registering Property; 16th in Dealing with Construction Permits and 4th in Enforcing Contracts.

### *Overall Economic Challenges*

The potentials for development are being confronted by basic challenges including but not limited to:

1. The security situation in Borno State affects daily activities thereby hindering international trade within the borders, displacing people, resulting in loss of lives & livelihood, affecting farming and commercial activities and causes an increase in poverty level.
2. Lack of electricity to sustain and manage the industrial activities in the state making the cost of production of goods extremely high.
3. Lack of access to finance by locals: Source of funding for industry is predominantly government; accessibility to other financial sources is very difficult.
4. The aversion of interest due to religious beliefs and an individualized attitude in approach to business (as opposed to a cooperative and collective approach) limit access to finance.

5. Government businesses are run as government entities not as businesses; personal interest, mismanagement of resources and lack of accountability result in the business not being viable.
6. Individualism/lack of business exposure of local entrepreneurs inhibiting joint venture partnership.
7. Inadequate infrastructure.
8. Merchant based rather than industry based local entrepreneurs.

### *Strengths/Opportunities*

1. Borno is traditionally part of the trans-Saharan trade route.
2. Borno shares International border with 3 countries of Tchad, Niger and Cameroun.
3. Gateway to Central Africa for West African and Nigerian goods.
4. Access to a large part of the lake chad/lake Alou.
5. Conducive climatic condition that is supportive of agricultural activities such as crop and livestock production, fisheries etc
6. Occurrence of abundant mineral resources.

### *Competitive Advantage*

In spite of its numerous socio-economic challenges, Borno state has several competitive advantages that could be leveraged upon to deliver the desired development. Some of these advantages are listed below:

1. Longer hours of daylight and luminosity for solar energy.
2. Fisheries: booming dried fish business supported by mass body of water in Lake Chad.
3. Gum Arabic: Large naturally occurring Gum Arabic Trees in Yobe/Borno placing Nigeria as the third highest producer in the world after Sudan.
4. Large production of Onions. (dried) for Industries that is currently served by imports, established onions dehydration plant,
5. Production of hides and skin/tannery.
6. Largest Cattle Market in Yobe/Borno.
7. Large scale production of Chilli/grains (maize, millet, sorghum, Soyabeans).
8. Secondary commodities: sesame, hibiscus/Sorrel/Moringa (kenaf).
9. Fruits (orange, guava etc. in Southern Borno) for concentrate/juice making,

10. Fashion, Skin Care & Perfume Industry: Zanna Bukar caps, Babban Riga/Kaftan embroidery, Incense (Kaaji or Turare wuta), defoliation products (dilke).
11. Farming of exotic vegetables at Lake Alau e.g. beet root, parsley, broccoli etc. for urban market/export.

### Sector Strategic Goal

Achieve sustainable and inclusive poverty reduction and job creation through value chain development and commerce.

### Strategic Objectives & Initiatives

#### *Strategic Objective 1:*

Facilitation of economic development across the state.

#### Strategic Initiatives

1. Commission the development of State Industrial Master Plan.
2. Improve the Ease of Doing of Business environment.
3. Operationalise the Industrial Park and establish two more parks.
4. Review and upgrade the Investment Promotion Agency with incentives and well-articulated investment promotion programme especially for Agro-Allied firms.
5. Initiate programmes to support local businesses.

### *Agriculture Value Chain*

#### Strategic Objective 2

Economic development of the state achieved through the optimization of the agricultural value chain.

#### Strategic Initiatives

1. Increase the market share of Borno produced agro products in the country and Lake Chad border countries.
2. Develop the value chains of Tier one in cereals and legumes: - Maize, sorghum, millet, Rice, Wheat and cow pea.
3. Develop the value chains of Tier two in oil seeds namely; Groundnuts, soya beans, Sesame seeds and cotton seed.



4. Greater participation in the agricultural value chain of the rural poor, Women and Youth.
5. Develop a diary industry (milk, cheese, butter etc), leather and tannery.
6. Facilitate the establishment of modern feed mills.
7. Promote the establishment of hatcheries.
8. Improve aqua culture, fish hatcheries, cage culture Create fish estates, etc.
9. Improve the fish processing facilities, improve storage facilities, Mills etc.
10. Adoption of drip irrigation technology (fruits and vegetables i.e tomatoes, pepper and onion).
11. Establish community-based storage facilities/warehouses and cold-rooms for agricultural products.
12. Develop cottage industry for processing and packaging of agro products for export.

#### Sector Targets

1. Increased crop yield per kilogram per year by 50%.
2. Increase the proportion of laying birds per egg per kg per year by 50%.
3. Increase the percentage of meat production per kilogram per year by 25%.
4. Increase fish production per Kilogram per year.
5. Achieve consistent quality across all product classes in the agro value chain in Borno

#### *Trade and Commerce*

A hub for international, national and cross border trade and commerce.

#### Strategic Objectives

1. To meet the service needs of the increased commercial activities.
2. Improve the trade supports institutions and promote trade and commercial related activities.
3. Improvement of the trade performance indicators.

#### Sector Targets

1. Attain pre insurgency status in agri-business.
2. Double the value of trade in agri-business by 2025.

3. Maximize the volume of exports of all traded goods.

## Strategic Initiatives

### *Immediate*

1. Strengthen the state Investment Promotion Company (to be lean, sector focused and target oriented), clearly outline monitoring mechanism for all proposed investment.

### *Short term*

1. Develop and deploy an e-commerce platform.
2. Increase exports of agro processed goods and expand the export base to other goods.
3. Create forum of the business community and government official to meet regularly to help develop the private sector, BOCCIMA should be assisted to be proactive, effective and well organised.

### *Medium term*

1. Establish border markets at Banki, Ngala, Damasak and Baga.
2. Encourage influx of key financial providers in every local government.
3. Re-establish the commodity corridor that conveys processed goods to markets beyond Nigeria.

### *Long term*

1. Government liaison with PMI's and other relevant financial institutions to encourage the development of real estates and hospitality and warehouses.
2. The establishment of freight station or dry port will also boost the economy of the state.
3. Strategically position the State as a route (Logistics hub) for AfCFTA by reviving the traditional trans-saharan trade route (Dry Port, International Market).

## Key Performance Indicators

1. Increase in per capita income
2. Increase in food crop production

## *Promotion of MSMEs*

Reduced poverty through access to land, markets and microcredit; and development of MSMEs and the tourism industry, thereby creating wealth and employment generation.

## *Strategic Objectives*

1. Enhancing the development of MSMEs and promotion of climate friendly economic activities and improvement in livelihoods of forest/savannah dependent people in Borno state.
2. Effective Poverty alleviation service delivery.
3. Completion of abandoned tourism industry project, rehabilitating, reconstruction and securing existing tourism industry of the state to attract tourists.
4. Fully functional and operational tourism businesses with capacity and standards that meet the demand of tourists.
5. Annual planting of minimum of 1000 economic trees like the Shea tree, etc across the State.

## *Sector Targets*

1. Contribute to the national and local disaster risk reduction and emergency management through the systematic application of integrated disaster management and response system.
2. Enhance welfare of indigenes and reduce poverty among the poverty
3. Annual planting of minimum of 1000 economic trees like the Shea tree, eucalyptus etc across the State.

## *Strategic Initiatives*

### *Short term*

1. Increase access to concessionary credit schemes, such as BOI and CBN for micro, small and medium enterprises and reactivate small-scale industries credit scheme. Set up MSME Fund to be privately managed by MFB.
2. Establishment of MSME Agency – engagement of Bank of Industry, World Bank etc regarding resuscitation of SME Agency to facilitate credit and provide MSME development support services.

### *Medium term*

1. Provide support for establishment of more micro financial institutions in the state.

### *Long term*

1. Promote the development of real estates, hotels and warehouses.

### *Key Performance Indicators*

1. Percentage increase in the number of MSME on yearly basis.
2. Specific number of jobs created, and people lifted out of unemployment.
3. Creation of a special tree planting day every year.
4. Percentage increase in number of trees planted every year.
5. New document for effective poverty alleviation service delivery in place.
6. Effective and Efficient service delivery on poverty alleviation available.
7. Enough number of staffs in poverty alleviation facilities locations.
8. Availability of drainages, wells, roads, market.
9. Modern structure in rural areas available.
10. Number of functional bakery machines upgraded.
11. Disaster affected community in need assisted.
12. Support people's business activities
13. Alleviating suffering of victims.

### *Manufacturing Value Chain*

A paradigm shift of the manufacturing sector geared towards helping the country and the state to shift from primary products through value chain development into high end products

### *Strategic Objective*

A paradigm shift of the manufacturing sector for an inclusive, sustainable and green growth of Borno state economy.

### *Sector Targets*

1. Increase Borno State GDP by 10% annually

2. Facilitate the establishment of 10 sustainable manufacturing facilities annually in Borno State

### Strategic Initiatives

#### *Immediate*

3. There should be a clear and concrete state policies on, PPPs and industrialisation.
4. Develop plans on involving Private Sector in the revival / resuscitation of the Businesses.

#### *Short term*

1. Develop the capacities of the state government to design and implement high impact and innovative investment, industrial and trade development interventions.
2. Define and map out plan for the development of the Industrial park.
3. Develop the industrial skills needed to promote competitiveness of the manufacturing sector and MSMEs.

#### *Long term*

Resuscitate and develop industrial estate with good infrastructural facilities

### Key Performance Indicators

1. Easiness of trade between Borno and neighbouring states
2. Borno becomes commercial hub for national and international trade (**SDG 1, 8, 9, 10**)
3. The service needs of the increased commercial activities are met
4. Increase in number of trade supports institutions and promote trade and commercial related activities
5. influx of key financial providers in every local government
6. Borno a sustainable and profitable state

# 7

## The FOUR TRANSFORMATION ENABLING PILLARS



*Reconstruct, Rehabilitate & Resettle*

*Purposeful Infrastructure*

*Accountable Governance*

*Peace & Security*



## Pillar VI RECONSTRUCT, REHABILITATE & RESETTLE

Aside from loss of lives and destruction of socio-economic relations in Borno State, the impact of insurgency and violent conflicts is most felt in massive destruction of physical infrastructure for providing basic and other essential socio-political and economic services. The summary of needs across the three recovery and stabilization intervention areas in Borno State shows that infrastructure and social services will require the sum of 751.78 billion Naira, compared to 7.56 billion Naira for peace building and social cohesion, and 13.76 billion naira for economic recovery.<sup>42</sup>

Hence, rehabilitation and construction needs for infrastructure in Borno State for services that will contribute to the vision to “Secure, competitive agri-business and commercial hub anchored on prosperous people” are addressed. It focuses on key areas of agriculture, education, energy, environment, health, private housing, public buildings, transport, water and sanitation (WASH), and private enterprise.

### Situation Analysis

Infrastructural facilities in Borno can be classified along three major categories: a) those destroyed over the years due to insurgent activities; b) those being rehabilitated but unfinished; and c) newly projects or facilities and those whose rehabilitation is still ongoing (Figure 15). The total damaged infrastructure and social services in Borno State amount to 1,379,706 million of naira.<sup>43</sup> Private housing infrastructure destroyed accounts for 635,800 million of naira (about 46.1%), agriculture infrastructure damaged is 475,546 million of naira (about 34.5%), and destroyed private enterprise infrastructure in the state amount to 152,729 million naira as indicated below in Table 29.

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<sup>42</sup> See summary of needs across the three component / areas of intervention in North East Nigeria Recovery and Peace building Assessment (RPBA), State Report, Vol.III, pg.38.

<sup>43</sup> See RPBA State Report, Vol.III, pg.41



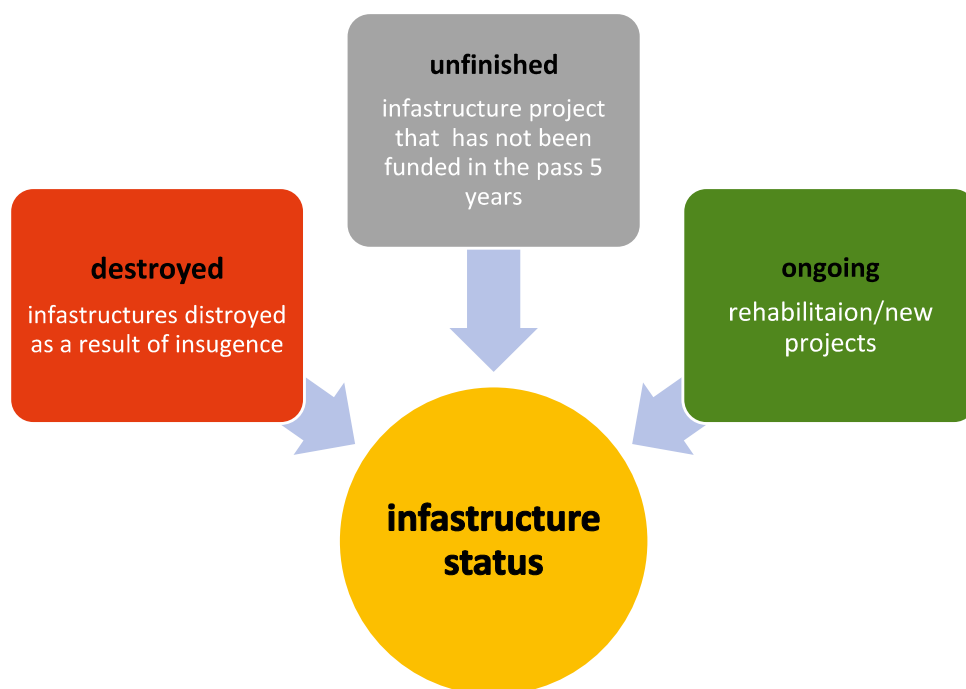


Figure 20: Situation of infrastructure in Borno

Table 29: Summary of damages: Infrastructure and social services

	US\$ (millions)	Naira (millions)	%
Agriculture	2377.73	475,546	35
Education	143.80	28,760	2
Energy	16.03	3,207	0.2
Environment	2.90	579	0.04
Health	59.00	11,799	1
Private housing	3179.00	635,800	46
Public building	15.27	3,053	0.2
Transport	306.14	61,228	4
Water and sanitation	35.02	7,004	1
Private enterprise	763.65	152,729	11
<b>Total</b>	<b>6,898.53</b>	<b>1,379,706</b>	

Source: Recovery and Peace building Assessment (RPBA)

It is clear from the above that the challenges of closing infrastructure deficit in Borno state has been compounded by the Boko Haram insurgency. In addition to this general insecurity situation, there are crosscutting and specific challenges that hinder different sub-sectors from achieving their set objectives in infrastructure and social services.

## Housing & Public Building Reconstruction

### Strategic Objective

Affordable housing rehabilitated and constructed to cater to all accommodation needs of the population.

### Strategic Initiatives

1. Rehabilitation of destroyed private buildings (residential houses) of destroyed private housing in selected communities across the state.

### Strategic Objective

Public and private buildings rehabilitated and constructed to enhance service delivery and welfare of the people.

### Initiatives

1. Rehabilitation of destroyed community governance and livelihoods facilities.
  - a. Rehabilitation of community town halls.
  - b. Rehabilitation of Community Police Posts.
  - c. Rehabilitation of Local Government Council Secretariats.
  - d. Rehabilitation of Community markets and shopping complexes.

## Water Supply Restoration

### Strategic Objective

Access to *safe water supply* for domestic and livestock consumption improved.

### Strategic Initiatives

1. 1. Rehabilitate and maintain existing water facilities.
  - a. Rehabilitate the water supply scheme of MMC and other prioritised LGAs.

## Road Network Rehabilitation

### Strategic Objective

Good quality *road networks* created to connect all rural areas and LGAs to Maiduguri to enhance agri-business and commerce.

1. Rehabilitation of destroyed existing roads.

- a. Rehabilitation of 100km ward feeder roads in each of the 3 Borno senatorial districts.
- b. Rehabilitation of 250km ward feeder roads in each of the 3 Borno senatorial districts.
- c. Rehabilitation of 500km ward feeder roads in each of the 3 Borno senatorial districts.

## Pillar VII PURPOSEFUL INFRASTRUCTURE

### Introduction

The plan provides a description of current status of infrastructure facilities across every segment of the society in Borno state. It evaluates the extent of infrastructural deficit in the state arising from massive devastation caused by insurgent activities in the northeast. It considered the number of infrastructure project destroyed, abandoned and on-going, and the areas not covered by existing infrastructure in the state. It projects into what should be the expected status of infrastructure in the state for the next 25 years.

Strategic goals and objectives of the infrastructure development plan are laid out, and key initiatives for achieving them outlined. The cross-cutting and specific challenges confronted by each sector in providing infrastructure are also considered

### Situation Analysis

#### *Housing*

The housing gap is a key challenge that pre-dates the insurgency. The challenges around housing include the cost and the availability of building materials due to the geographical terrain of Borno state, lack of access to long term mortgage financing<sup>44</sup>, continued use of outdated and outmoded forms of construction in rural communities. The insurgency has put further strain on the housing demand in the capital, with many displaced persons coming to Maiduguri. There is high demand for housing but with the high capital requirement for construction, funding is not sufficient. Owner-occupier schemes are underway but there is need for a greater degree of private sector involvement.

There are two components of the housing demand in Borno State, the first is Resettlement Housing for internally displaced persons in either host communities or restored communities. This housing component will require innovative long term

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<sup>44</sup> *Funding Housing Deficit in Nigeria: A Review of the Efforts, Challenges and the Way Forward*, International Journal of Business and Social Science Vol. 5, No. 13; December 2014

approaches to financing where the State Government will provide the initial capital and the beneficiaries will be empowered with titles of ownership and livelihood support to facilitate their capacity to pay for such housing over the long term. This approach will ensure sustainability and foster a sense of ownership. Financing Resettlement housing may require partnering with Federal entities such as the National Housing Fund to create a viable financing mix.

The second component targets housing needs in the States urban centres such as Maiduguri metropolis. The lack of access to mortgage financing hinders development and growth in this sector.

The policy thrust of the new administration is the provision of affordable housing for low/middle income level income households living in urban and rural areas.

### *Equipment*

A major crosscutting challenge in the provision of infrastructure to all Ministries, Departments and Agencies (MDAs) of Borno State Government is the issue of inadequate, obsolete and high cost of infrastructure machineries, plants and equipment.

The number of machineries, plants and equipment available to Borno State Government to provide infrastructure is grossly inadequate. The few available ones are out-dated, and incapable of providing infrastructure that can render modern social services. This challenge is also compounded by high cost of purchasing these machineries, plants and equipment, which is far beyond the little resources available to Borno State Government.

### *Manpower*

Similarly, the over two-decade embargo on recruitment and insufficient capacity building for a depleted public service in Borno State have created a manpower deficit for provision of infrastructure and social services. An ageing public service has denied the state of knowledge of contemporary engineering and technological advancements and expertise required for a paradigm shift in the provision and maintenance of infrastructure for modern social services. Worse still, motivation,

training and re-training programs that ought to enhance performance of the ageing manpower remain inadequate.

#### *Infrastructure ownership and sustainability*

Also, the attitude, orientation and ignorance of general public constitute challenges to the maintenance and protection of infrastructure and social services in Borno State. Community ownership of infrastructure and social services is insufficient, and community capacity for sanctioning destruction of public infrastructure has declined. This may perhaps be due to inadequate community consultation and involvement in infrastructure intervention project process. Community traditional, religious, women and youth leaders are ignorant of their roles in sustainability of infrastructure projects as a result of inadequate involvement in planning, implementation, monitoring and evaluation processes.

#### *Water and Sanitation (WASH)*

Supply of water has been identified as a topmost priority in most of the LGAs covered assessed. Community members can walk over a kilometre to get access to clean water in places such as Askira Uba and Shani LGAs. Aside from the cross-cutting issues, some of the specific challenges encountered in water and sanitation thematic area of infrastructure are stealing and pilfering of equipment, ageing water distribution networks, difficult terrain and environmental issues, receding water aquifer, non-availability of sewage management policy and open defecation.

The environment thematic area is specifically challenged by displacement and concentration of internally displaced persons (IDPs) in selected areas, indiscriminate waste disposal, blockages of drainages, climate change and flooding.

A large number of facilities have been damaged as a consequence of the insurgency including the necessary drilling equipment. Projects outside the state capital particularly in the northern part of the state are stalled due to security challenges.

Ownership and buy in of the community in the water projects has been a challenge as many of them feel that the water should be paid for completely free by the state. There is no formal water tariff system to provide for the necessary maintenance. The

charges for maintenance therefore are not covered by the beneficiaries, putting a strain on already scarce funding.

### *Educational Infrastructure*

The provision of infrastructure in the Education is precisely affected by political interference in establishment of schools, inadequate coordination among education MDAs, and poor planning.

### *Agriculture Infrastructure*

Provision of infrastructure in Agriculture is exactly challenged by farming in grazing areas, tree felling, and the Land Use Act. While provision of infrastructure in transport thematic area is definitely limited by inadequate specialized skills of mechanics and machine operators.

### *Strategic Goal*

The infrastructure sector goal is to ensure availability of resilient and sustainable infrastructure that promotes inclusive social services and economic opportunities in Borno State.

### *Strategic Objectives & Initiatives*

#### *Roads*

##### *Strategic Objective*

Good quality *road networks* created to connect all rural areas and LGAs to Maiduguri to enhance agri-business and commerce.

##### *Initiatives*

1. Construction of new roads in Maiduguri metropolis and other major cities.
  1. Construction of 5 flyovers within Maiduguri metropolis.
  2. Construct 10 pedestrian bridges within Maiduguri metropolis.
  3. Construction of 10.6km 4 lane carriage way from Federal High Court polo to Post Office round about through Government House roundabout up to the old welcome roundabout.



4. Construction of a 5km dual carriage way from Bama bridge to welcome gate near Umar ibn Elkanemi College of Education, Science and Technology, Bama. (10km drainage with double street lighting).
  5. Construction of a 5km dual carriage way from Nyamele roundabout to Nigerian Army University (2km) and Nyamele roundabout to Yimirshaika road (3km) with 10km drainages and double street lighting.
  6. Construction of 16km (32km drainages) selected roads and drainages within MMC, Jere and Mafa LGAs.
2. Construction of new inter-LGA roads.
    1. Construction of 13 inter LGA roads in all the 3 Borno senatorial districts.
    2. Construction of 14 inter LGA roads in all the 3 Borno senatorial districts.
    3. Construction of 5km asphalt roads, drainages and hunches in each of the 27 LGAs HQs.
    4. Construction of 96km of dual carriage Dikwa/Gulumba/Banki road.
  3. Construction of inter ward feeder roads.
    1. Construction of 100km ward feeder roads in each of the 3 Borno senatorial districts.
    2. Construction of 250km ward feeder roads in each of the 3 Borno senatorial districts.
    3. Construction of 500km ward feeder roads in each of the 3 Borno senatorial districts.
  4. Rehabilitation and Reconstruction of Drainages in cities and towns to prevent flooding and improve public health.
    1. Rehabilitation of destroyed/dilapidated/damaged drainages.
    2. Construction of new drainages in cities and towns.
  5. Repair of destroyed/ dilapidated/damaged streetlights and installation of new streetlights in major cities and towns.

Table 30 gives a summary of major construction works needed to be done in Borno state, with their level of prioritization.

Table 30: Summary of Road, Drainage and other Construction Works

S/N	SECTOR PRIORITY INITIATIVES	IMPLEMENTATION TIMELINE			RANKING
		Short-term	Medium-term	Long-term	
1	Construction of Road and Drainage in Stadium Area. 8km road and 19.7km drain to outfall	8km			1
2	Construction of Roads and Drainage linking Ahmadu Bello Way with Mogaram Road. 1km road, 2km drainage and 1 Box Culvert	2km			1
3	Construction of Roads and Drainages in Bulumkuttu Main Area (Abuja). 18km road with 37km drain to outfall	18km			1
4	Construction of Damboa-Chibok Road. 30km road	30km			1
	Construction of additional lane from Welcome roundabout to Borno State University off Kano Jos road. 17km	17km			1
5	Rehabilitation of Liaison offices in Kaduna, Abuja and Lagos.	3			1
	Dualization of Maiduguri-Dikwa-Gamboru Ngala Road from Custom Roundabout to Muna Welcome Gate. 10km road	10km			1
6	Repairs and maintenance of road construction plants and equipment	20			1
	Refurbishing of industrial plants	3			1
7	Maintenance of roads, culverts and road fitting	50			1
	Provision of Electrical and Technical Services	50			1
8	Purchase of road construction plants and equipment	70	200		1
	Construction of 5 Flyovers within the metropolis	2	3		1
9	10 Pedestrian bridges within the Metropolis	3	7		1
10	Provision of street lightening and Traffic Lights all over the state. 5,340 galvanized poles and	3,000	2,340		1
11	Trunk C: 5km feeder roads and access roads with hunches in all the 27 Local Government Area. 135km feeder roads and 270km hunches	10	17		1
12	Trunk B: 5km asphaltting road, drainage and hunches within 27 Local Government each. 135km road, 270km drainage and 270km hunches	7	20		2
13	Purchase/Acquisition of land for office building. (Area Engineer's Offices)	3	7		2
14	Contract for the construction of selected Roads and Drainages within Maiduguri Metropolitan, Jere and Mafa Local Government Areas. 16km road with 32km drainage		16km		2

15	Construction of Roads and Drainage in Dikwa town in Dikwa Local Government.		5km		2
16	Construction of roads and drainage within Goni Kachallari area of Jere Local Government Area.		5.5km		2
17	Construction of roads and drainage within Jiddari polo Area.		7.5km		2
18	Construction of 4 lane carriage way from Federal High court Polo to Post office Round about through Government House Roundabout upto old Welcome Roundabout (Big Roundabout) 10.6km		10.6		2
19	Construction of Dual Carriage way from Bama Bridge to Welcome Gate near Umar ibn Ibrahim Elkanemi college of Education, science and Technology (UIECEST) Bama. 6km road 12km drainage with double street lightening.		6km		2
20	Construction of Dual carriage way from Ya mele Roundabout up to Nigeria Army University Biu. 2km road and 4km drainage with double street lightening. Biu Local Government.		2km		2
21	Construction of Dual carriage way from Ya mele Roundabout through Emir's palace to Yimirshika Road. 3km road and 6km drainage with double street lightening.		3km		2
22	Construction of Road from Gamboru to Wulgo in Ngala Local Government Area. 36km road			36km	3
23	Construction of Dual Carriageway between Gamboru and Ngala Towns and Construction of Roads and Drainage within the two Towns in Ngala Local Government. 7km road with 14km drainage			7km	3
24	Construction of Dikwa-Gulumba-Banki Road. 96km road			96km	3

Note: 1 = most priority (most urgent), 2 =priority and 3=least priority (least urgent)

### Public Buildings

#### Strategic Objective

Public and private buildings rehabilitated and constructed to enhance service delivery and welfare of the people.

#### Initiatives

1. Construction of new community governance and livelihoods facilities.
  - a. Construction of new community town halls.
  - b. Construction of new Community Police Posts.

- c. Construction of new Local Government Council Secretariats.
- d. Construction of new Community markets and shopping complexes.
- e. Construction of 4 units of shopping complexes of 50 shops each to be built at 4 cardinal points of MMC/ Jere.
- f. Construction of Shopping Complexes of 20 shops each across the Local Government Headquarters and some selected Rural & Urban areas.
- g. Construction and modernization of Gamboru and Custom markets.

### *Housing*

1. Construction of government staff quarters.
  - a. Construction of 60 units of 3 bedrooms flats for senior staff quarters at L.G. zonal offices.
  - b. Construction of 200 units of two bedrooms flats intermediate staff quarters at L.G. Zonal offices.
  - c. Construction of 300 units of one-bedroom flats Junior Staff Quarters at L.G. Zonal offices.
2. Construction of new private buildings (residential houses).
  - a. Construction of 11,770 units of two bedrooms flats for Urban and Rural Housing.
  - b. Construction of 1,700 units of two bedrooms flats urban Housing to be built in MMC, Jere, & Biu LGAs to be funded by family Homes.
  - c. Construction of 2000 units of three bedrooms flats Urban Housing.
  - d. Construction of 1000 units of four bedrooms flats urban Housing.

### *Water Supply*

#### *Strategic Objective*

*Access to safe water supply for domestic and livestock consumption improved.*

#### *Strategic Initiatives*

1. Rehabilitate and maintain existing water facilities.
  - a. Rehabilitate the water supply scheme of MMC and other prioritised LGAs.
  - b. Expand the reticulation of the MMC water supply to new communities and layouts of the city.

- c. Expand the reticulation of the water supply to new communities in prioritised local governments.
  - d. Rehabilitate all damaged Boreholes of all communities in all accessible LGA's in the State.
  - e. Initiate the commercialisation and sustainability of the MMC water scheme with a water-metering programme.
  - f. Provide an integrated solar power plant to power the MMC water scheme.
2. Expand capacity of existing water facilities with reticulation of the non-surface area boreholes to endure the water supply reaches the outskirts of communities.
3. Construction of new water facilities.
  - a. Construct mini Water schemes and reticulation to key social services such as Schools and Primary Healthcare Centres in prioritised LGAs.
  - b. Construct Boreholes schemes,
  - c. Construct Water Gallery Schemes.
  - d. Construct Water Ponds Schemes.
  - e. Provide solar powered boreholes for domestic use and community sanitation in all accessible LGAs in the State.
  - f. Improve the water quality (expansion of water treatment plants).
4. Promote capacity building through training and provision of relevant equipment.
5. Establish performance management and data management framework.
6. Engage stakeholders through advocacy and campaign and encourage the formation of water consumer associations to ensure suitability of access to water.

Table 31: Prioritisation of Infrastructure

S/N	SECTOR PRIORITY INITIATIVES	IMPLEMENTATION TIMELINE			RANKING
		Short-term	Medium-term	Long-term	
<b>A.</b>	<b>IMPROVING WATER SUPPLY AND ACCESS</b>				
1.	MINI WATER SCHEMES			✓	<b>2</b>
2.	<b>BOREHOLES SCHEMES</b>				
	i. Hand pump boreholes	✓			<b>1</b>
	ii. Motorized boreholes		✓		<b>2</b>
	iii. solar powered boreholes	✓			<b>2</b>
3.	Water Gallery Scheme		✓		<b>2</b>
4.	Water ponds Schemes		✓		<b>2</b>
5.	Water pipe Network			✓	<b>2</b>
6.	Development of alternative Energy sources to power water plant			✓	<b>2</b>
<b>B.</b>	<b>REHABILITATION AND MAINTENANCE OF WATER FACILITIES</b>				
1.	Procurement of heavy duty Gen.			✓	<b>2</b>
2.	Procurement of light duty Gen.	✓			<b>2</b>
3.	Procurement of submersible pump	✓			<b>1</b>
4.	Procurement of pipes & fittings			✓	<b>2</b>
5.	Procurement of equipment & Tools			✓	<b>2</b>
6.	Maintenance of Generators, Submersible pump, clarifiers, filter media overhead tanks e.t.c.			✓	<b>1</b>
7.	Maintenance of water Generator rooms and offices	✓			<b>2</b>
8.	Procurement of Water Treatment chemicals			✓	<b>1</b>
9.	Procurement of fuels & Lubricant	✓			<b>1</b>
10.	Procurement of solar panels			✓	<b>2</b>
11.	Procurement of Water Tankers	✓			<b>2</b>
12.	Procurement of Service Rigs	✓			<b>1</b>
13.	Procurement of Lorry mounted Cranes	✓			<b>1</b>
<b>C.</b>	<b>IMPROVING WATER QUALITY (EXPANSION OF WATER TREATMENT PLANT PHASE II AND III)</b>				
1.	Engineering Design	✓			<b>1</b>
2.	Raw Transmission Lines (Raw Water)	✓			<b>1</b>
3.	Civil Works	✓			<b>1</b>
4.	Electromechanical Works			✓	<b>1</b>
5.	Transmission Lines (Clear Water)			✓	<b>1</b>
6.	Construction of ground Reservoir	✓			<b>1</b>
7.	Construction of elevated concrete tank	✓			<b>1</b>
8.	Engineering Supervision	✓			<b>1</b>
9.	Procurement of 150mm distribution pipes	✓			<b>1</b>
10.	Household Connection	✓			<b>1</b>
11.	Excavation, Backfilling and plumbing (Km)	✓			<b>1</b>

Note: 1 = more priority (more urgent), 2 =priority

## Sanitation

### Strategic Objective

Sanitation and hygiene practices improved to meet international benchmark.

### Initiatives

1. Eradicate open defecation and public urination

2. Provide more public toilets in communities with emphasis on schools, hospitals and market areas.
3. Survey open defaecation prevalence and formulate relevant policies.
4. Sensitisation and advocacy to enlighten community members on open defecation.

Table 32: Infrastructure Priorities (2)

S/N	SECTOR PRIORITY INITIATIVES	IMPLEMENTATION TIMELINE			RANKING <sup>1</sup>
		Short-term	Medium-term	Long-term	
<b>D.</b>	<b>IMPROVING SANITATION &amp; HYGIENE</b>				
1.	Construction of VIP Latrines	✓			1
2.	Construction of Dump sites	✓			2
3.	Provision of hand washing facilities	✓			1
4.	Dislodging of Latrines	✓			1
5.	Sensitization Campaigns	✓			1
6.	Procurement of hygiene kits for women	✓			1
7.	Laboratory Equipment	✓			1
8.	Reagents for Test			✓	1
9.	Sample Exercises			✓	1
<b>E.</b>	<b>CAPACITY BUILDING</b>				
1.	Training Programme	✓			1
2.	Provision of Computer & Accessories	✓			1
	<b>PERFORMANCE MANAGEMENT</b>				
1.	Equipment for water sanitation (MID)	✓			1
2.	Specialised Software for data management	✓			1
3.	Support for CBO's & CSO's	✓			1
4.	Data collection exercise (Routine data collection and survey)	✓			1
5.	Motor Vehicle for M&E	✓			1
<b>F.</b>	<b>STAKE HOLDERS CONSULTATION PROJECTS</b>				
1.	Community stakeholders advocacy	✓			1
2.	Community Mobilization/Sensitization	✓			1
3.	Capacity Building to community Vanguarders	✓			1
4.	Logistic Support for CBO's/CSO's and FBO's	✓			1
5.	Public/Private consultative forum	✓			1
6.	Formation of Water Consumers Association (WCA)	✓			1

Note: 1 = more priority (more urgent), 2 =priority

### Power Supply

#### Strategic Objective

Ensure sufficient energy supply to meet the requirements in the State for domestic and industrial use.

#### Initiatives

1. Replace and rehabilitate damaged power equipment.



- a. Replace and reconstruct damaged / destroyed transformers, Inter-Town Connections (ITC) and Inter-Town Distribution Network (IDN).
- b. Provide new transformers and construct new ITCs and IDNs.
2. Facilitate the establishment of renewable energy Independent Power Plants in the state.
3. Facilitate embedded power contracts with Yola Distribution Company for dedicated supply to Maiduguri and the entire State.
4. Engage the Rural Electrification Agency for targeted power plants in prioritised communities and LGAs to support economic growth.
5. Commission an energy consumption survey and forecast study to establish the energy requirements for a Borno State in 25 years.

#### Prioritisation

Table 33: Power Sector Infrastructure Priority

S/N	SECTOR PRIORITY INITIATIVE	SHORT TERM	MEDIUM TERM	LONG TERM	RANK
1.	Inter Town Connection (ITC)	38	30	30	1
2.	Town Distribution Network (TDN)	38	30	30	1
3.	Electrification of Housing	4950	6750	6750	1
4.	Transformer 2.5 MVA 33/11KV Power Station	17	13	13	1
5.	Transformer 1 MVA 33/11KV	4	4	4	
6.	Transformer 750/33/11KV	3	1	1	1
7.	Transformer 500KVA 11/0.415KV	1118	1050	1050	1
8.	Transformer 300KVA 11/0.415KV	117	30	30	1
9.	Transformer 200KVA 33/0.415KV	13	0	0	1
10.	Transformer 100KVA 33/0.415KV	1	0	0	1
11.	Transformer 50KVA 33/11/0.415KV	1	0	0	1
12.	Wind Power Generating Plant	1	0	0	2
13.	Solar Power Generating Plant	0	0	1	2
14.	Hydro-power Generating Plant	0	0	1	2
15.	Installation of in-built compact Solar Street Light for Estate, Local Govt. H/quarters, Schools, Hospitals & Rural Areas	8,000	6,000	6,000	1

#### Transportation

##### Strategic Objective

Provide affordable and sustainable mass transit systems for the citizens of Borno state.

##### Initiatives

1. Set up of Borno State Transport Management Agency to regulate and manage all transport services within the state.

2. Construction of trailer parks.
3. Renovation of motor parks.
4. Set up of bus network for both inter and intra state transportation.
5. Set up of inner-city taxi service.
6. Development of water transport system.

## Prioritisation

Table 34: Transport Sector Priority Initiatives

S/N	SECTOR PRIORITY INITIATIVES	IMPLEMENTATION TIMELINE			RANKING
		Short-term	Medium-term	Long-term	
1.	Procurement Of 32 Seater Coaster Buses for inter-state services	100	100	0	1
2.	Procurement of 18 Seater homer Buses for metropolitan services	0	150	0	2
3.	Procurement of, 18 Seater homer buses for intra-state services	54	216	0	2
4.	Procurement of taxi for inter city service	50	100	200	2
5.	Procurement of patrol van	3	0	0	1
6.	Procurement of towing van	3	0	0	1
7.	Rehabilitation of Borno express terminus	1	0	0	1
8.	Rehabilitation of Borno express mechanical workshop	1	0	0	1
9.	Constructions of guest house / inn at Maiduguri, Kano Motor park	1	0	0	1
10.	Rehabilitation of Maiduguri, Kano motor park	1	0	0	1
11.	Rehabilitation of Borno express transport corporation office	0	1	0	1
12.	Rehabilitation and upgrading Borno express guest inn	0	1	0	2
13.	Construction Of Bus Stop Within MMC / Jere	50	0	0	1
14.	Construction trailer park at Bama, Gamboru Ngala, Monguno, Biu and Banki towns	0	6	0	2
15.	Renovation/ reconstructuion of bama motor pack <i>tashan bama</i>	1	0	0	1
16.	Construction of computerized vehicle testing center	1	0	0	1
17.	Construction of Borno State driving school in maiduguri and the three senatorial districts	1	3	0	1
18.	Construction of mobile weight bridges	5	0	0	1
19.	Procurement of cargo boats for water transportation	0	4	6	2
20.	Procurement/ lease of two air craft, (Borno State airline)	0	0	2	3
21.	Installation of cctv camera in all motor packs, mechanical workshop and busstop for monitoring	-	-	-	2



## *Land Administration*

### Strategic Objective

Ensure best practise in development, documentation and access of land data, for structured community development planning.

### Initiatives

1. Review of Maiduguri master plan.
2. Digitisation of land records.
3. Enable E-payments for land charges.
4. Banning of Sand mining along riverbanks in Maiduguri and Environs.
5. Banning of Illegal Motor parks in Maiduguri and Environs.

## VIII ACCOUNTABLE GOVERNANCE

### Good Governance & Strategic Communication

#### Introduction

The characteristics of good governance are participation, consensus orientation, accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness and rule of law<sup>45</sup>. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

Good governance is important for the achievement of overall development of a state, whereas bad governance, erodes public confidence, undermines public service delivery and embeds insecurity in the country. Consequently, an essential instrument for driving any development plan is good governance. This governance enabler provides an x-ray of situation analysis of prevailing governance process in Borno state. It focuses on public service delivery, budget and budgeting processes, administration of justice, and capacity requirement within the public sector.

#### Situation Analysis

The new approach to governance is the economic transformation of the State which is the cardinal objective of the Development Strategy. Just like in many other states and at national level, governance remains a big challenge in Borno state. This is due to several factors such as weak service delivery processes occasion by overlaps and inadequate role delineation among Ministries, Departments and Agencies (MDAs), and inadequate capacity within the civil service. In addition, the recruitment freeze for the public service that has been ongoing for decades is resulting in massive inefficiencies, excess workloads, and loss of critical knowledge around service delivery. Some MDAs in Borno are expected to lose 40 to 80% of their most seasoned personnel over the course of the next four years. This is leading to a loss of institutional and organizational memory.

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<sup>45</sup> Macdonald, B. (1998), "Good' governance and Pacific island states", in Larmour, P. (Ed.),

Since the incumbent administration in the state came to power the planning /budgeting processes have been significantly improved upon, in that planned projects are being executed within the budgeting framework resulting in budget discipline. Fiscal guidelines and financial regulations are being put in place to ensure prudence in Government expenditure. The trend of Government expenditure in the past years shows clearly the dominance of recurrent cost over capital development projects. This trend is what the current administration is working towards changing as we believe that capital projects will create the desired value addition for our State economy. Therefore, we will strike a balance between recurrent and capital expenditure in order to bring wealth and development to grassroots.

### *Public Service Delivery*

Public service delivery is characterized by delays, red tape and undue bureaucracy, all of which hamper business. A number of support services such as permits/licenses, applications for land (Certificate of Ownership, and Governor's consent), and resolution of disputes (legal and administrative) are hardly done with dispatch. Often, these services are typically characterised by inefficient procedures. The institutions charged with the responsibility of providing services are weak and prefer (often) to do things at their own pace. Yet the enterprise system must depend on them for those services they provide.

### *Accountability*

Accountability is the capacity of state and non-state institutions interrelate to ensure good governance. The accountability indicators review by DfID shows that:

1. the legal rights of men, women and other normally excluded groups to government information;
2. scrutiny of the State budget processes by the State House of Assembly (SHoA);
3. public scrutiny of the budget; oversight by SHoA of budget implementation;
4. release of reports on public hearings. media (public/private) assessment of government performance; and
5. media freedom of expression.

From the Borno State Governance Review Report 2019 review, the following observations were made:

1. The State has not yet domesticated the Freedom of Information Act (Fol), hence there is no legal basis for accessing information freely. Very little information on sector plans by MDAs is publicly available. The State budget cycle does not include civil society or citizen participation. The budget cycle remains strictly under the control of the civil service.
2. The SHoA handling of the budget scrutiny would require additional capacity.
3. The SHoA performance of oversight functions to track budget implementation has not been robust. The need to support state legislators to appreciate their role in being accountable to citizens, and a vehicle to hold the Executive accountable is a priority for consideration.
4. Until recently, the state budget was not subjected to public scrutiny before being passed into appropriation law. The public does not have access to the budget preparation process and the budget document is only available in English.
5. People freely express their views in both public and private media outlets. The CSOs interviewed confirmed that state and private media houses conduct their businesses unhindered. Regular radio and television programmes with call-in segments allow citizens to air their views on state issues.

### *Responsiveness*

This comprises two basic elements – government response, open government and fighting corruption.

### *Government Response*

The government response to public opinion and needs is weak due to the following reasons:

1. There is no process in place to capture citizens' needs and no documented evidence that citizens' needs inform state priorities. No MDA in Borno State has prepared a service charter as a mechanism to improve service delivery.
2. The citizens are aware of SHoA proceedings but show little interest in the outcomes as no feedback mechanism exists to show citizens' approval or disapproval of the activities of the SHoA.

### *Open Government*

The degree of publicizing of government data and implementation of citizen complaint mechanism still needs improvement as:

1. Public awareness about laws enacted in the state is extremely low and basic laws/legal rights are available only in English.
2. There appeared to be no documented complaint and feedback procedure across the MDAs.

### *Fighting Corruption*

The perceptions of corruption and government's ability to fight corruption were both rated as average as:

1. There is limited information in this area, with no change in the perceived level of corruption within the past year.
2. Although the government claims to have zero tolerance for corruption. CSO expressed concern about the lack of mechanisms for due diligence, such as the Bureau for Public Procurement and Fiscal Responsibility Commission.

### *Policy and Strategy*

The Borno State Government needs to have a published State Development Plan that sets out the state's developmental goals and strategies for the medium term. Policies, strategies and programmes are therefore not articulated and coordinated to facilitate planning.

There is no Central Planning support MDA in place; this undermines policy coordination and all-inclusive growth and development. As a result, MDAs anchor their plans on national plans. The Department of Budget & Planning has also expressed a need for skills development to be able to support other MDAs to develop their plans.

At the same time, the state does not have an effective Performance Framework for Information Management/M&E. A robust M&E framework would support planning and monitoring of projects implementation, beyond field visits and budget release monitoring.



### *Public Service Management*

Mandates and structures for the majority of MDAs in Borno State have not been reviewed in the last 5 years. Consequently, structures are not aligned to functions, which are not aligned to organisational mandates and has led to overlap/conflict of mandates.

1. The Borno State public service rules have not been reviewed for a long time, since 2008.
2. No evidence of framework for an organisational performance management system for MDAs.
3. Information and administrative functions are weak. A procedure to manage documents is lacking registry activities are manual, non-secure, could be better organised and prone to manipulation (cases of missing files were cited as examples). While documents such as policies, laws and regulations are available to some public servants, these are not available to all.

### *Public Financial Management*

1. Budget preparations are not based on macro-economic analysis and fiscal forecast are limited because of the limited capacities of the relevant agencies.
2. Budget submissions are not based on coherent and comprehensive SDP.
3. No periodic budget reports are issued to the public.
4. Low Internally Generated Revenue (IGR) performance is due to lack of comprehensive reform of the State Internal Revenue Service (SIRS).
5. There is no articulated PFM system in the state; rather the state operates an expenditure control system with a manual accounting system. The state conducted biometric data capture of the civil servants, but the system produces monthly bank pay slips without payroll.
6. Treasury Single Account (TSA) is yet to be adopted.
7. The report from the Auditor General is submitted to the SHoA at least 23 months after the year end and the outcomes of the SHoA deliberations are not published.

The State does not have Consolidated Debt Service Accounts but the debt records are satisfactory. Reconciliations are carried out in accordance with the directives of the National Debt Management Office. Debt sustainability analysis and a credit rating

have not been conducted in the recent past. However, a record of contract liabilities is not available.

The state's legislative and institutional framework as it pertains to PFM is weak, as the state is yet to legislate on the critical laws relating to public accountability and transparency in governance.

The Appropriation Law is available online and hard copies are available for sale. The audited Financial Statements are also accessible to the public in hard copy, but public awareness of its availability is limited.

### *Strategic Goal*

Institutionalise the conduct of public affairs and management of public resources that enhance the achievement of sustainable development in Borno state.

### *Public Service Delivery*

#### *Strategic Objective 1*

Secure efficiency in service delivery.

#### *Strategic Initiatives*

Leverage technology to improve efficiency of processes and systems streamline and simplify processes.

### *Accountability*

#### *Strategic Objective 2*

To ensure the government is accountable.

#### *Strategic Initiatives*

1. Domesticate freedom of information act.
2. Build capacity of SHoA for effective oversight function.
3. Make budgetary process transparent and inclusive.

### *Responsiveness*

#### *Strategic Objective 3*

Ensure the government is responsive to public opinion and needs of stakeholders

## Strategic Initiatives

### Immediate

1. Put in place policies and process for responding to citizen's need.
2. Put in place feedback mechanism for citizens to assess SHoA proceedings.
3. Codify laws and make accessible to public in the language they can easily understand.
4. Implement and operationalise the law on public procurement and domesticate fiscal responsibility act.

## Strategic Objective 4

To finalise and implement an inclusive State Development and Sectoral Plans (SDSP) and improve on the State's statistics and data system.

## Strategic Initiatives

Finalise and implement a robust performance measurement framework to report on implementation and measure results achieved (Immediate).

## *Budget Planning, Preparation and Approval*

## Strategic Objective 5

To ensure effective and comprehensive budget cycle.

## Strategic Initiatives

### Immediate

1. Implement capacity assessment for personnel and identify gaps.
2. Enhance capacity building for planning officers in the core budget and planning departments as well as across MDAs and LGAs. Establish oversight functions and roles to promote participatory governance and ensure citizens can play in the process.
3. Provide support to the legislature to enhance their understanding of the budget process,
4. Sustenance of the citizens' budget initiative programme by intensifying the town hall meeting with all stakeholders.

## Short term

1. Upgrading skills of the planning officers particularly in the core budget and planning departments and other MDAs on macro-economic and fiscal forecasting.
2. Put in place a framework designing and implementing an effective and holistic budget planning process.

## *Budget Implementation & Monitoring*

### Strategic Objective 6

To ensure effective budget implementation and monitoring in the state.

### Strategic Initiatives

#### Immediate

1. Improve the implementation of budget from its current level about 45% especially for capital budget.
2. Fully equipped workstation and functional data base for budget and planning offices.

## Short term

1. Put in place the medium-term expenditure framework for the state.
2. Develop and implement a framework that would include civil society organisations and the organised private sector participation in budget implementation monitoring, e.g., need for open public hearing at the HoA
3. Strengthen the capacity of monitoring and evaluation departments by infusing with skilled personnel and continuous training of personnel.

## *External Scrutiny*

### Strategic Objective 7

Reform and enhance the capacity of the Office of the State Auditor General.

### Strategic Initiatives

#### Short term

1. Develop a framework and relevant processes to strengthen the interface between the Office of the State Auditor General and the Public Accounts Committee (PAC) of the SHoA.

2. Review and refine process for preparation and dissemination of the state Auditor general's annual reports.

### *Accounting, Auditing & Reporting*

#### Strategic Objective 8

Ensure standardized accounting and audit reporting in accordance with international best practices.

#### Strategic Initiative

Adopt the National Chart of Accounts (NCOA) and International Public Sector Accounting, Standards (IPSAS) reporting (Immediate).

### *Internally Generated Revenue*

#### Strategic Objective 9

Improve Internally Generated Revenue (IGR) in the State MDAs.

#### Strategic Initiatives

##### Immediate

1. Constitute board and/or committee to drive internal generation of revenue.
2. Use revenue consultants to drive the day-to-day operations of IGR
3. Reforms in the state – technology, manpower, taxpayer enlightenment, collection procedures, and enforcement.

##### Short term

1. Develop, codify and fast-track relevant legislation to improve IGR.

### *Public Service Management Reforms*

#### Strategic Objectives 10

1. To establish a government that is E-enabled (E-government) and to enable the delivery of consistently efficient and qualitative service at all levels of government.

#### Strategic Initiatives

##### Immediate

1. Commence review and redesign of processes in the key MDAs such as Ministry of Finance, Budget and Planning, Internal revenue service, Education, Health, MRRR, audit etc.

### Short term

1. Identify, adopt and implement appropriate technology/systems to enable and support the re-engineering of business process in key MDAs

### Strategic Objective 11

Revive ethos of hard work, integrity, honesty, meritocracy and patriotism and combat corruption, impunity and nepotism, insulating staff from undue political influence.

### Strategic Initiatives

#### Immediate

1. Define and implement a comprehensive HR Policy with competitive remuneration structure - Pay and allowances, Pensions, benefits.

### Short term

1. Develop and implement effective performance management processes and practices.
2. Manpower development through training and retooling.

### Strategic objective 12

To right-size the civil service for optimal performance and fiscal sustainability;

### Strategic Initiatives

#### Immediate

1. Conduct manpower needs analysis to ascertain optimal numbers for the civil service.
2. Conduct targeted recruitment and selection exercise to attract qualified staff with appropriate skills and capabilities.

### Short term

1. Re-engineer recruitment and selection process to be skill and competency based.

### *Administration of Justice*

### Strategic Objective 14

To provide an enabling environment for administration of justice.

## Strategic Initiatives

### Immediate

1. Review and implement framework for administration of justice.
2. Continue and intensify orientation of security officers, judicial officers and the general public to the rule of law and order.
3. Ensure all citizens have equal access to justice through simplification of justice processes.

### Short term

1. Review the administration of criminal just act 2015 in the state and the penal codes.
2. Reconstruct courts across all LGAs in the state.
3. Employ more legal and non-legal personnel and ICT staff for effective administration of justice.
4. Digitalisation of administration of justice in the state.

## *Public Procurement Bureau*

### Strategic Objective 15

Enhance procurement process for efficient management of contracts and assets.

#### Strategic Initiatives

##### Immediate

1. Initiate capacity building (workshops & seminars) for procurement officers in the MDAs and LGAs.
2. Enforce zero tolerance policy on corruption in procurement processes.
3. Create public awareness on the existence of the public procurement law in the state.

## *Pension Reforms*

### Strategic Objective 16

Ensure prompt payment of pension and gratuity to retirees and clear all backlogs.

#### Strategic Initiative

##### Immediate

1. Reform of the pension system, structural pension reform is needed to facilitate payment of the backlog.



2. Establish information data system for standard record and effective pension management.
3. Commence a sustainable and fully funded contributory pension scheme.

### *Strategic Objective 2*

To ensure efficient delivery of public sector services and create jobs.

### *Strategic Initiatives*

#### *Short term*

1. Reform of the pension system, structural pension reform is needed to facilitate payment of the backlog.
2. Establish information data system for standard record and effective pension management.
3. Commence a sustainable and fully funded contributory pension scheme.

### *Data Management & Coordination*

Due to the large number of actors involved in the recovery and rehabilitation of the state, the need for proper coordination cannot be overemphasised. The coordination efforts at different levels should ensure proper stakeholder management; required information flow to different actors depended on their scope of activity, level of involvement and level of influence.

The success of the recovery and development efforts will be underpinned by a strong framework for information synthesis, collation, analysis, and dissemination. This also needs to be backed by an institutional framework that ensures sustainability of the projects, as well as keeping track of the overall 'big picture' of the Borno 2045 plan.

The government of Borno State has mandated the Ministry of Reconstruction, Rehabilitation and Resettlement to harmonise and coordinate all governmental and non-governmental organisations activities in the reconstruction, rehabilitation and resettlement of the displaced communities. By virtue of this mandate, the ministry will serve as a focal point for activities which directly relate to achieving the vision of the Borno Development Plan.

The ministry will establish a partnership and coordination unit, to

1. Achieve greater alignment of Humanitarian interventions with Borno State plans.  
Strengthen collaboration for humanitarian, early warning, development and peace building projects implementation between MRRR and other MDAs of Borno State Government.
2. Strengthen cross – sector collaboration for humanitarian projects implementation among MDAs of Borno State Government.
3. Promote learning between local and international humanitarian organisations in Borno State

In relation to the Borno 2045 plan beyond the duties of the ministry to implement projects , it will work to create a platform for building and strengthening collaboration with key stakeholders (including Multi-lateral and Bi-lateral partners, UN agencies , International Non-Governmental organisations (INGOs), Civil Society Organisations (CSOs), and Faith Based Organisations (FBOs) ).<sup>46</sup>

The second key actor is the state Ministry of budget and planning, which is responsible for tracking plans for the state and the development of the budget. The tie in of the budget and the plan is necessary to ensure plan priorities are properly accounted for in the state's annual budgetary preparation process. The ministry will also be responsible for warehousing data necessary for tracking and monitoring of project achievements and progress to meet objectives. These will also include monitoring of process towards achieving the sustainable development goals.

### Strategic Goal

Ensure proper stakeholder management; required information flow to different actors depended ton their scope of activity, level of involvement and level of influence.

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<sup>46</sup> Strategic Plan for Borno State Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR) 2019 - 2022



## Strategic Objective

Build a strong framework for information synthesis, collation, analysis, and dissemination.

## Strategic Initiatives

1. Set up of regular partnership and coordination meetings.
2. Provision of access to quality data for effective coordination including a data centre and dashboards.

## PILLAR IX: PEACE & SECURITY

### Introduction

Socio-economic development thrives under conditions of peace and stability where people move, produce and provide freely with consequent economic growth. Following the unprecedented devastation brought about by the insurgency in North East Nigeria, and the attendant deep polarization it has brought within and across communities, the need has arisen for mobilization and re-orientation of citizens to foster sustainable long-term peace and development.

The repeated but unpredictable incidences of violence have created widespread suspicion, mistrust, and apprehension, leading to fragmentation along religious, ethnic, and other cultural fault lines and undermining the social contract between the Government and its citizens. Traditional institutions and community-level conflict management mechanisms (such as local government councils, local courts, and religious institutions) have been undermined by the conflict, leaving significant gaps in the capacity of these institutions to mediate and manage conflicts. Restoring and enhancing peace, stability and social cohesion constitute the backbone of the overall recovery efforts, and build the foundation for the effective and smooth implementation of all programmatic interventions

### Security & Peace Building

#### Strategic Goal

To create a peaceful, just and inclusive society for all citizens of Borno state.

#### Strategic Objectives

1. To develop community capacities for sustainable peace-building initiatives through effective socialisation, orientation and reorientation processes.
2. To enhance sustainable research and documentation on conflict trends and dynamics in the Borno state for conflict mitigation and peace enhancement
3. To establish a comprehensive, workable and self-sustaining Early Warning Response Mechanism that is community driven

4. To harness the existing local and international peace infrastructures in the zone by consolidating on the gains recorded by these peace initiatives for conflict mitigation and peace enhancement
5. To convene, facilitate and sustain a strong multi-levels forum for interreligious, intra-religious and inter-cultural dialogue and reconciliation.

### Strategic Initiatives

This plan seeks the realisation of the seven different functions of Peace building, namely, protection, monitoring, advocacy, socialisation, social cohesion, intermediation and facilitation, and service delivery.

1. Conflict Sensitivity Training.
2. This should be a requirement for actors in the field to ensure that interventions are not inadvertently detrimental to social cohesion building efforts, in particular with Internally Displaced Persons.
3. Conflict Early Warning and Early Response System.
4. This system would, through collation and analysis of data from the activities within the community can identify activities and trends that could trigger conflicts within the communities. An appropriate response can then be made to forestall incidence or escalation of conflict.
5. Transitional Justice Framework
6. A comprehensive framework for transitional justice should be implemented across the state to encourage reintegration of communities. This would include training and sensitisation for local leaders and workers in the legal system.
7. Dialogue and Reconciliation programmes
8. Through setting up of platforms for regular engagement such as peace groups, sustained dialogue to promote a peaceful coexistence and social cohesion among the various groups in the community. It also provides avenue for alternate dispute resolution.
9. Promotion of Cultural and Sports Activities
10. These activities that encourage intergroup interaction and common identity, bringing the community members together to foster unity.
11. Increase communal security, build resilience particularly around the border communities in Borno State by facilitating communal information and

intelligence gathering/sharing that will better align with the community needs as well as to compliment the Federal Government's security apparatus.

### Humanitarian Efforts

For the purposes of the plan, this section will focus on the resettlement and early recovery efforts.

### Strategic Goal

The goal of the Return and Resettlement Strategy is to ensure the early and sustainable return, resettlement and re-integration of all IDP's & returning Refugees and Rehabilitated insurgents into Borno state and civil society.

### Strategic Objectives

#### *Set minimum conditions for return.*

It is imperative that any prospective Returns and Resettlement Strategy for Borno state should be done in a structured and phased manner. The minimum conditions have been met for any particular area of return are outlined below:

#### *Full Participation and Involvement:*

IDPs and returning refugees must have full access to accurate and objective information on the general situation in the community of origin, LGA Headquarter, with full and equal participation in the return decision making process of the potential return population through existing local leadership structures.

#### *Favourable Protection Environment and Physical Safety*

Restoration of security in areas of return is the main concern of IDPs and returning refugees. IDPs and returning refugees must be protected from violence, threats and intimidation, undue restrictions to their freedom of movement, improvised explosive devices, mines, unexploded and abandoned ordinances and any other threats to their rights and security.

A minimal presence of civilian law enforcement, administrative, judicial, criminal justice and human rights institutions to protect returnees and their resources are necessary conditions to ensure a sense of security and trust among civilians.

### *Freedom of Movement*

Areas of return should be safely accessible to populations of concern, as well as humanitarian and development actors, and the population's access to basic services and livelihoods without limitations and discrimination must be guaranteed.

### *Voluntariness of Return*

IDPs, refugee returnees (including those who returned spontaneously) and refugees should be protected from direct coercion through, among others, physical force, harassment or intimidation, and also indirect coercion, including through the provision of erroneous information, the denial of basic services, or the closure of IDP camps or facilities without the provision of an acceptable alternative.

Humanitarian actors should not reduce services in an area of displacement when there has been no change in the needs of that population.

### *Availability of Basic Socio - Economic Services*

IDPs and returning refugees should have equal access to basic services, including potable water, food, housing, health services and education, along with measures to underpin sustainable reintegration including livelihoods, return of sustained public services, authorities and infrastructure, as well as access to farming land, markets and employment opportunities.

### *Spontaneous returns*

Refugees or IDPs may spontaneously opt to return even when informed that conditions remain objectively not conducive for return. In such cases, it is appropriate for humanitarian and development actors to assist. This assistance needs to reduce risks and address needs while also ensuring that a pull-factor is not created.

## Strategic Initiatives

### *The Short-term interventions:*

Focus primarily on ensuring that minimum conditions are met. Community participation initiatives such as go and see visits for the returning community as well as consultations with and sensitization of the host community (if present in the return location).

1. Return intention survey.
2. Registration of IDPs. NIN system in partnership with NIMC to provide economic benefits.
3. Ensure basic service provision at proposed sites; safe drinking water, health care, solar electricity and other forms of lighting.
4. Provision of return packages including food for a minimum period of 3 months, livelihood start-up kit (other components to be determined).
5. Restoration of civilian administration including police stations, traditional leader resource centre.
6. Providing immediate Livelihood opportunities/incentives, farmlands (safe access to farmlands whenever possible) and fishing whenever possible.
7. Freedom of movement.
8. Shelter reconstruction and rehabilitation of public and private building.
9. Engaging on Housing Land and property (HLP) intervention.
10. Psychosocial and trauma counselling programs, as well as specific GBV service provision and programs for the most vulnerable population.
11. Mine risk awareness, surveys, marking of hazardous areas and clearance of explosives.
12. Conflict mapping.

### *Medium-term interventions:*

Focus on transition from humanitarian response to development and peace building programming.

1. Mine risk awareness and continuation of surveys, marking and clearance operations.
2. Psychosocial and trauma counseling programs.



3. Disarmament and de-radicalization programs.
4. Safe access to farmlands (including land mine clearance and advocacy for increased access to farmlands with relevant authorities).
5. Restoration of economic and agricultural livelihoods.
6. Promotion of sustainable livelihood opportunities, such as farmlands and fishing.
7. HLP intervention, transitional justice programs, programs for accountability to the affected population, reintegration program, local integration and cohesion including peace building programs, vocational training and community policing and post-return monitoring. Advocacy for restoration of civil authorities and restoration of sustainable delivery of services.
8. Access to justice.

#### *Longer term interventions*

These focus on community development and permanent presence of the relevant civil administration.

1. Reconstruction of infrastructure.
2. Local integration and cohesion including peace building programs.
3. Domestication of laws for example the child rights act, the Safe School Declaration and the Kampala Convention.
4. Mobilization of state resources and deployment of LGA labour forces, sustain functioning markets, stabilizing financial system including banking services.
5. Policy planning and programming.
6. Surveys, marking and clearance of explosives.
7. Develop sustainable livelihoods programs relevant to LGA specific needs and priorities.
8. Development of location specific returns plan.

# 8.

## The WAY FORWARD



*Implementation & Coordination*

*Funding the Plan*

*Effective Monitoring & Evaluation*

## Implementation & Coordination

Proper coordination is essential for the successful achievement of the vision of Borno state in the next 25 years. A robust framework is required to harness the individual capacity and of the various government and non government organisations, ensuring effective synergy and partnerships with an enabling environment for planning and execution of each of the interventions. At various levels, implementation of the strategic initiatives will be coordinated across multiple Ministries, Departments and Agencies (MDAs). A summary of the implementation framework is shown in Figure 21.

The implementation of each initiative will be coordinated by an execution leader which will be the lead implementing Ministry. The execution lead will be primarily accountable for the programme delivery and results. To ensure this is done inclusively and sustainably, the execution lead will set up an execution team that should comprise relevant officers from MDAs, which will handle the following:

1. Design and development of the detailed implementation plan for the initiative including relevant information on locations, timelines and costing to ensure projects are feasible and costing is realistic.
2. Setting up and coordination of the execution teams from relevant MDAs.
3. Oversight and monitoring of project execution in partnership with Ministry of Planning and Agency for Sustainable Development and Humanitarian Response.
4. Establishment of necessary partnerships with non-governmental organisations for complementarity and synergy in the project execution.
5. Preparation / review of project budgets and reporting.
6. Preparation of Quarterly Progress Report and Presentation to the Governor.
7. Work closely with the STI Coordination Support Team domiciled in Agency for Sustainable Development and Humanitarian Response.
8. Alongside the execution leader, the team will be responsible for actions taken and results achieved.

The Borno State Agency for the Coordination of Sustainable Development and Humanitarian Response in its role shall;

1. Work with Ministry of Finance to design the resource allocation model to ensure alignment to the strategic priorities.
2. Facilitate resource allocation to strategic priorities; specifically, the Strategic Transformation Initiatives.
3. Work across the MDAs to ensure the Commissioners, Permanent Secretaries and leaders of such institutions involve the right people as project members in the Strategic Transformation Initiatives.
4. Source and Provide Technical Assistance to the Execution Team to ensure implementation of the Strategic Transformation Initiatives.
5. Source resources from within and outside government including Private Sector partnerships for the implementation of STIs and the Borno State Plan.
6. Foster strategic dialogues across the critical level of government and with MDAs & LGAs.
7. Facilitate quarterly strategy review using a tiered structure focused on addressing barriers to execution and issues at STI level, MDA level, and roll-up to Executive level.
8. Ensure timely performance review – through a robust Monitoring & Evaluation framework
9. Enable faster decision making on strategic issues with quarterly review.
10. Create a dynamic process to test and adapt the strategy.
11. Support change management and provide quality assurance as necessary to the Execution Leaders and Teams.

In its coordinating role, the Agency will also ensure each of the pillars' synergy and complementarity with information alignment towards a common goal i.e. the vision for Borno State.

There will be regular partnership with private sector for modular implementation and expansion working strategies. Beyond the direct implementation of the projects, the government bears the responsibility to provide a conducive environment to stimulate and encourage greater private sector participation towards achievement of the

vision across all intervention areas. In the execution for the programmes, innovative ways to develop and leverage private sector participation will be explored.

STIs	Execution Leader	Execution Team
Employability, Entrepreneurship, lifelong learning and incentives	Ministry of Science, Technology & Innovation	Ministry of Science Technology & Innovation, Ministry for Higher Education, MRRR, Ministry of Youth, Ministry of poverty alleviation, Ministry of Education, Ministry of Agric and Natural Resources, Ministry of women Affairs and Social Development, Organised Private Sector, NEDC
Pride in Borno: social re-orientation for inclusive participation and development	Executive Governor Min of Religious Affairs	Ministries of Information, Home Affairs and Cultures, Education, Religious affairs, women affairs, Local government and chieftaincy Affairs. Organized private sector (Entertainment industry), NEDC
Human Resource Enhancement and Standards	Ministry of Higher Education	Ministries of Higher Education, Education, Poverty Alleviation, Youth and sports, Commerce and Industry, STI, Agric and Natural Resources, Animal and Fisheries, Health, Women and social development, Organized private sector, NEDC
Access to Education	Ministry of Education	Ministries of Education, Poverty Alleviation, Youth and sports, Commerce and Industry, STI, Agric and Natural Resources, Animal and Fisheries, Health, Women and social development, Organized private sector, NEDC, Religious Affairs
Enrolment, retention and transition	Ministry of Education	State Universal Basic Education Board, Ministries of Education, Higher Education, Health, Women Affairs, Religious Affairs, Information and Justice
Cluster-based Agriculture Value Chains	Executive Governor, Ministry of Agriculture & Ministry of Animals	Ministries of Agriculture; Animal resources and Fisheries Development; Trade Investment and Tourism; Science Technology and Innovation; Finance; Housing & Energy; Works; and Higher Education.   Borno state University, Private sector Agriculture Industrialist Water Resources
Human Resource for Health	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment
Health Infrastructure, Technologies, Supplies and Equipment	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment
Health Prevention, Promotion and Wellness	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, Traditional and religious institutions, HCs Religious affairs, Information, Education
Financing for Health	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, Traditional and religious institutions, Community leaders, HCs Religious affairs, Information, Education, Insurance operators
Health Information, Research & Development	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment
Light-Up Borno	Ministry of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs, Min of Commerce Tourism and Industries, Min. of Science, Technology and Innovation, Eco-solution experts, Min of RRR, Min of Religious Affairs.
Plant Roots in Borno	Executive Governor & Ministry of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs and Min. of Agriculture, Min. of Science, Technology and Innovation, Min of Religious Affairs
Healthy Environment, Healthy Living	Min of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs Min. of Agriculture, Min. of Commerce Tourism and Industries, Min. of Poverty Alleviation, Min. of Science, Technology and Innovation, Min. of Health, Min of Religious Affairs
Regional Trade Eco-system	Min of Trade & Investment	Min of Trade, Investment Promotion, Min of Agriculture: Animal resources and Fisheries Development; Tourism; Science Technology and Innovation; Finance; Housing & Energy; Works; Higher Education, MRRR
Infrastructure development and livelihoods restoration and enhancement	MRRR	MRRR, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs
Sustainable thriving communities incentivized for the right behaviours.	MRRR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs, Ministry of communication
Integrated connectivity for economic productivity	MRRR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs
Improvement of access to clean water	MRRR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs
eGovernment	Min. of Science, Technology and Innovation,	Min. of Science, Technology and Innovation, Ministry of Finance, Ministry of communication, and all MDAs and LGAs to be involved as necessary
<b>MDAs</b>	Projects & Operational Activities aligned to the strategy	Commissioners & Boards Commissioners, Permanent Secretaries, EXCO and institutional leaders and teams
<b>LGAs</b>	Projects & Operational Activities aligned to the strategy	Chairman & EXCO LGA Executives, Management & Leaders, and teams
<b>Partners</b>	Projects & Operational Activities aligned to the strategy	Heads / Leaders/ Executives Respective teams and partners

Figure 21: Implementation Teams

## Funding the Plan

Beyond the investment of its own resources, the Government of Borno state will leverage the resources of partners from the Federal Government Ministries Departments and Agencies such as the North East Development Commission, Lake Chad Regional Stabilisation Fund, Central Bank of Nigeria, Bank of Industry, Bank of Agriculture, Development Bank of Nigeria, Nigerian Sovereign Investment Authority, African Finance Corporation, Infrastructure Development Fund, NDE, SMEDAN, UBEC, etc. It will also continue to aggressively foster partnerships with international development partners, both domestic and international private sector. In addition, it will create structures and frameworks where necessary to attract private sector investments.

The rigorous costing supported by effective monitoring and evaluation will serve to ensure greatest value for money on the investments made and transparency.

Subsequent to the detailed costing analysis for the interventions, the government has committed to devote a percentage of its annual capital budget to fund strategic initiatives outlined.

The Borno State Ministry of Finance is responsible for ensuring the State Budget is aligned to the strategy. Thus, it must work with each MDA and LGA to facilitate a transparent and accountable budgeting process. A medium-term expenditure framework will be developed in alignment to the plan aspirations, with a 3-year cycle for review and update. Observed gaps in funding will be addressed through partnerships with institutions listed above.

## Effective Monitoring & Evaluation

The targets of the plan are closely aligned to the Sustainable Development Goals (SDGs) and the indicators developed tie into Nigeria plan for the achievement of (SDGs) as presented in the report on integrated model for SDGs. A detailed monitoring and evaluation framework will be developed for effective implementation. Indicators for each of the strategic initiatives are contained in Borno Execution Strategy document.



Abadam

Mobbar

Kukawa

Guzamala

Gubio

Nganzai

Monguno

Marte

Magumeri

Ngala

Jere

Mafa

Kala/Balge

Maiduguri

Dikwa

Kaga

Konduga

Bama

Damboa

Gwoza

Biu

Chibok

Askira/Uba

Kwaya Kusar  
Bayo

Hawul

Shani