



Borno State **Strategy for Durable** **Solutions to Internal** **Displacement**



OFFICE OF THE EXECUTIVE GOVERNOR

**Government House Maiduguri
Borno State -Nigeria**

OUR COMMITMENT:

Over five million of the people of Borno State have been affected by the events that have led to the forced displacement of our people, having to leave their homes, lands, families, and livelihoods to find security and safety mostly in camps for over a decade. With all efforts being made to continue improving security, it is our duty individually and collectively to contribute to the development of "A secured, competitive agro-business and commercial hub anchored on prosperous people". It is our collective responsibility to "Build Back Borno Better".

The Borno State Strategy for durable solutions to Internal Displacement is designed to ensure that communities affected by displacement are given the opportunities they need to rebuild their lives and plan for a better future for their families. This strategy will actively work to address the root causes of displacement, mitigate against future occurrence and work with all communities to address the challenges of displacement and together build a successful, prosperous, and inclusive future for Borno. This will help us achieve a "self-reliant Borno with a highly productive population" and "A state where no one is left behind, and everyone has a place to call home".

The Borno State Government is committed to this historic opportunity to design a strategy for durable solutions which will serve to strengthen the dignity of all internally displaced persons as an ongoing priority. We are proud to be one of the first to lead on working with all communities to address the challenges of displacement and together build a successful, prosperous and inclusive future for Borno.

In line with the Borno State Government's 25-year Development Framework and 10-year Strategic Transformation Initiatives, the 3-year Borno State Strategy for Durable Solutions to Internal Displacement (2025 – 2027) underlines our commitment to address the complexities of internal displacement within its overall policy framework of prosperity and sustainable development for all the people of Borno.

I, the Executive Governor, as the custodian of the Strategy, will work with my team to ensure accountability in implementing this Strategy, in line with key international, regional and national standards upholding respect for individual and community rights and choices. We will work with partners working on humanitarian, development, stabilization, and peace building to provide a longer-term and sustainable pathway to solutions.

We will continue to respect, and listen to the people, working with them to support reclaiming their lives. We are excited to progress with this Strategy and continue working towards a peaceful and prosperous Borno which belongs to us all.

A handwritten signature in red ink, appearing to read 'Babagana Umara Zulum'.

Prof. Babagana Umara Zulum CON, mni, FNSE
The Executive Governor
Borno State

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1. Executive Summary

Introduction

The Borno State Government acknowledges the significance of this historic opportunity to design a strategy for durable solutions for internally displaced persons (IDPs) as part of its vision in which no one is left behind and everyone has a place to call home. In line with the Borno State Government's 25-year Development Framework and 10-year Strategic Transformation Initiatives, the 3-year Borno State Strategy for Durable Solutions to Internal Displacement (2025 – 2027) underlines the State Government's commitment to address the complexities of internal displacement within its overall policy framework of prosperity and sustainable

development for all.

The Government's participatory approach encompasses the sustainable (re)integration of IDPs as part of its broader focus on strengthening community resilience.

The Strategy's main aim is to deal with the needs of IDPs and impacted displacement-affected communities while addressing the root causes of conflict and other crises that can lead to displacement. Addressing these issues requires identifying and responding to needs and risks along a continuum. This comprises immediate needs in the shorter term, while progressing into solutions for displacement and building resilience in the longer-term.

Total three-year budget

USD 2.7 billion

Borno State Government
commitment: 15% of Annual
State budget

Target population

5.5 million

IDPs: 2 million

Returnees: 500,000
Other displacement-affected people:
3 million

Context

In Borno State, a prolonged conflict alongside natural disasters has resulted in a range of consequences affecting communities, including protracted internal displacement. There are currently about 2 million IDPs in camps, nearly 500,000 returnees and over 3 million people across different displacement-affected communities in the State, with many areas significantly damaged and affected by the crises. Consequences include loss of lives, displacement, widespread destruction of essential facilities, economic decline, lack of essential services, security and safety issues (such as possible presence of mines and other explosive

ordnance) gender-based violence and drug abuse. People affected by displacement include IDPs and host communities who have all faced challenges because of the conflict. Large number of IDPs have been living in and out of camps for over a decade with limited access to essential services (such as education and health), inadequate standard of living, food insecurity, shelter and livelihoods which has resulted in increased risks, vulnerabilities and negative coping mechanisms.

Other causes of displacement are the effects of disasters and the impact of climate change including flooding, desert encroachment, seasonal wildfires and erosion. Scarcity of water due to the receding of the Lake

Chad has contributed to community displacement and increases the risks of resource-based conflicts. Furthermore, extreme weather events, such as torrential rains and floods, have led to additional displacement, particularly in the southern regions of Borno State.

Strategic vision »»

All the people of Borno – including IDPs, returnees and host communities – attain long term solutions and resilience. The Borno State Government works alongside communities and partners to end protracted displacement, prevent its causes and invest in the future of Borno and its people.

Principles »»

The Strategy and related action/implementation plans will be founded on the following principles with the intention to comply with international, regional and national standards. The Strategy recognizes the need for combined efforts of partners working on humanitarian, development and stabilization to provide a longer-term and sustainable pathway to solutions.

- **Government-led approach:** In line with its policies, the State Government will identify resources to be committed, the financing needed from other sources (including the international community and private sector), and key activities to be implemented. In addition, the State will lead coordination and monitor the progress of implementation with a view to any necessary course correction to activities. Together with partners, the State Government will endeavour to continue building capacity within its institutions to implement this strategy and related plans as efficiently and effectively as possible.
- **People-Centred Approach:** Working together with all people and communities, it is essential to ensure an approach that is dignified, safe and voluntary. People will be included, able to make informed decisions about their lives, and achieve a sustainable solution. This includes accountability to affected populations, as well as an age, gender and diversity approach in planning and engagement with communities. Freedom of choice and voluntariness are also central components to a participatory

approach in alignment with the cultural norms and traditions. Working with people to identify their specific needs and perspectives will help to ensure that implementation of the strategy is relevant and sustainable.

- **Alignment with existing policies, plans and procedures:** The Strategy will be firmly placed within all efforts to address the immediate needs, durable solutions and resilience efforts for the people of Borno.
- **Criteria for each durable solution:** As part of preparing a package for each solutions pathway (return, local integration, relocation elsewhere), the following criteria adopted and contextualised from the UN Inter-Agency Standing Committee (IASC) Durable Solutions Framework) are useful:

- (1) safety and security;
- (2) adequate standard of living;
- (3) access to livelihoods;
- (4) effective and accessible mechanisms to restore housing, land, property;
- (5) access to personal documentation;
- (6) family reunification;
- (7) participation in public affairs; and
- (8) access to effective remedies and justice.

- **Safety and security:** The solutions pathways will be governed by security and safety assessments that ensure the solutions packages are not subjecting people to any risks or harms. This will include a strategic and participatory approach to empowering IDPs to choose their path for rebuilding their lives that will take them out of camps and strengthen their capacities and those of displacement-affected communities.
- **Rights-based approach:** The Strategy has a rights-based approach and will strive to ensure the protection and promotion of the human, political and socio-economic rights of all people (including IDPs and returnees) as citizens of Nigeria.
- **Monitoring, Evaluation, Accountability and Learning:** A strong monitoring, learning and evaluation framework will ensure continuous

learning and improvement throughout the implementation of the Strategy and associated processes. This will offer opportunity to learn from experiences, build in learning and course correct as relevant.

Strategic response

The Borno State Government has committed to work with communities and relevant partners to address the immediate needs and root causes of displacement. This entails a commitment to give IDPs what they need to reclaim their lives, rights, and dignity as well as restore and develop infrastructure, ensure safety and security, encourage economic growth, strengthen gender equity, and foster sustainable development that will ensure no one is left behind.

This Strategy, which aligns with the United Nations Secretary-General's Action Agenda on Internal Displacement, is a means to attaining the Borno State 25-year Development Framework and 10-year Strategic Transformation Plan. It aims to end protracted displacement, prevent its causes, and invest in the future of Borno and its people. The Strategy is further informed by a range of ongoing and planned state-led policies and initiatives designed to provide a holistic and broad approach to strengthening sustainable solutions and resilience. Some of these include the following:

- Borno State Government Policy on Resettlement of IDPs and Camp Closure (2021)
- Borno Model for Peace, Reconciliation and Development (2023)
- Multi-sectoral Crisis Recovery Project (MCRP)
- Borno State Reforestation (tree planting) Initiative

Durable solutions: minimum requirements for populations in areas of solutions pathways

- **Voluntariness:** All processes are voluntary and respect every individual's rights and community rights, norms, and values.

- **Security of location:** Involves security clearance by relevant security agency. This also includes increased security reinforcement as may be required by the relevant security agencies.
- **Provision of housing/accommodation:** Newly built two-bedroom houses, renovation of existing homes of IDPs, or provision of funds for people choosing to integrate to rent accommodation for a period of one year.
- **Essential public services:** Access to health facilities appropriate for the population, safe drinking water and schools for children with accommodation for teachers and health workers where necessary.
- **Civil security formation:** Provision of police station or police post with staff assigned, and Civil Defence officers/Civilian Joint Task Force (CJTF) deployed with accommodation provided to ensure transitioning of security from Military to Civil Security.
- **Provision of community centres:** These are the heart of communities' social life, information sharing, social cohesion and more.
- **Marketplace, secure farmland with agricultural inputs, animals for husbandry and cash grants for commercial activities.**
- **Solar electricity or other forms** of lightning boost security and improve economic and social activities.
- **Teachers deployed and Health Workers** with accommodation provided (teachers and community healthcare providers will also be trained in peacebuilding and psychosocial counselling).
- **Free access to the market and other community services.**
- **Market relevant skills** and livelihood plan for youth and women.
- **Availability** of food and non-food items supporting the commencement of the new life process.

- **Climate Resilience** activities with each family planting and nurturing at least 3 economic trees.

Maiduguri township will be expanded in all the six exits to accommodate people that may wish to locally integrate in the city. New settlements will be established in all six directions to reduce congestion that will be experienced because of people who may choose to integrate or relocate in the township and accommodate the current rural urban migration. These peri urban communities shall have centres that will focus on Value Chain addition for agricultural produce and Technical and Vocational specialisations.

This is important to reduce congestion and all the hazards associated with overcrowding. The Borno State Government has started this expansion process along Maiduguri Kano Road linking Maiduguri to Auno and Beyond and from Maiduguri linking to Konduga. The expansion of Maiduguri township will transform the current metropolis into a mega city that will be the centre of regional trade in the Lake Chad region.

Strategic objectives

With a whole-of-community approach, the Borno State Government will support people affected by displacement (such as IDPs, returnees, and host communities) to rebuild their lives with a focus on the three objectives below. These objectives form part of the continuum to address risks and needs faced by vulnerable people while also building solutions pathways to end protracted displacement and strengthen the capacity (of people and institutions) to thrive and respond to any future crisis.

Implementation of the Strategy will include aligning activities to each of these objectives and working in partnership and coordination with all international and national actors.

Objective	Approach	Government commitments
<p>1. Addressing immediate needs: providing assistance and protection to people affected by internal displacement with a view to supporting a longer-term sustainable approach.</p>	<p>Addressing immediate humanitarian, protection and disaster relief needs for all IDPs in line with relevant policies and international standards and response plans.</p>	<ul style="list-style-type: none"> ➤ Immediate and ongoing humanitarian and relief efforts ➤ Borno State Disaster Management Strategy ➤ Data collection and analysis
<p>2. Implementing durable solutions: supporting pathways to sustainable solutions to displacement based on (a) sustainable return to places of origin, (b) sustainable local integration; or (c) sustainable relocation to other communities.</p>	<p>Supporting pathways so that every resident in the state lives a secure, healthy, productive, and dignified life. Every person in Borno will have the capacity and opportunity to contribute to development of their families, communities and the state as articulated in the State's Development Framework.</p>	<ul style="list-style-type: none"> ➤ For each pathway (return, local integration, relocation), a standard package will be available for each IDP or returnee. Each package has been developed in line with global principles adopted to local context, customs and realities. It will periodically be adapted according to MEAL findings and specific needs identified. See boxes below for

<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>the current version of each standard package.</p> <ul style="list-style-type: none"> ■ Minimum requirements for populations in areas of solutions (see box above on 'Durable solutions: minimum requirements for populations in areas of solutions pathways'). ■ Security measures – including community policing.
<p>3. Building resilience: strengthening capacities of people and institutions to prevent, reduce and respond to any future causes and risks of displacement.</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>Ensuring resilience building across all locations as part of solutions and in line with its 25-year development framework.</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<ul style="list-style-type: none"> ➤ 25-year Development Framework and plan ➤ 10-year strategic transformation plan. The nine strategic pillars are: <ol style="list-style-type: none"> 1. Human capital development 2. Leadership in agriculture 3. Healthy citizens 4. Sustainable environment 5. Regional trade hub 6. Reconstruct, rehabilitate and resettle 7. Purposeful infrastructure 8. Accountable governance 9. Peace and Security. ➤ Some complementary areas of focus (which will require additional funding) include: <ul style="list-style-type: none"> ■ New and rehabilitation of infrastructure rehabilitation ■ Climate resilience ■ Livelihood and employment support ■ Economic growth ■ Community engagement ■ Early warning systems ■ Drought preparedness ■ Pandemic/endemic preparedness <p>Strengthening data collection and analysis</p>

Government Commitments – as part of the solutions pathways

Durable solution: Return

For people voluntarily returning to their places of origin (Local Government Areas), as secure rehabilitated areas, they will have the following:

Registration into the NIN ecosystem in partnership with NIMC to provide each person with economic inclusion in the Nigeria ecosystem and all the benefits therein from the Federal and State social protection programmes.

Allocation of houses with legal ownership or rehabilitation of their own damaged/destroyed houses.

Provision of food for the family that will last them at least three months.

All Heads of Households, wives and single men and women, will be provided with start-up support packages to start an economic activity based on their competency and previous experiences.

For those voluntarily returning to secure rural areas, access to secured farmland will be provided with agricultural inputs and their children enrolled in schools.

Every household will be provided with three economic trees to plant and nurture.

Stalls and shops will be allocated to community traders in equitable form with at least 50 percent being women.

Families will be encouraged to adopt orphans from the same socio-cultural background.

Children will be enrolled in schools.

Durable solution: Local integration

For people voluntarily integrating into local host communities that is different to their place of origin, they will have the following:

Registration into the NIN ecosystem in partnership with NIMC to provide each person with economic inclusion in the Nigeria ecosystem and all the benefits therein from the Federal and State social protection programmes.

Provision of funds to rent housing for a period of one year on equitable terms.

Provision of food for the family that will last them at least three months.

An adult member of the family will be provided with a start-up package to start an economic activity based on their competency and previous experiences.

For those voluntarily integrating into secure rural areas, access to secured farmland will be provided with agricultural inputs.

Every household will be provided with three economic trees to plant and nurture.

Children will be enrolled in schools.

Government Commitments – as part of the solutions pathways

Durable solution: Relocation

For people voluntarily relocating to a place different to their place of origin (i.e. relocating to another Local Government Area), they will have the following:

Registration into the NIN ecosystem in partnership with NIMC to provide each person with economic inclusion in the Nigeria ecosystem and all the benefits therein from the Federal and State social protection programmes.

Provision of funds to rent housing for one year on equitable terms.

Provision of food for the family that will last them at least three months.

An adult member of the family will be provided with a start-up package to start an economic activity based on their competency and previous experiences.

For those voluntarily integrating into secure rural areas, access to secured farmland will be provided with agricultural inputs.

Every household will be provided with three economic trees to plant and nurture.

Children will be enrolled in schools.



Finance and targets

Financing implementation of the Strategy will require significant financial, coordination and management efforts. The total cost for a three-year period is USD2.7 billion.

SUMMARY OF BORNO STATE SOLUTIONS PATHWAYS IMPLEMENTATION COSTING				
SUMMARY TABLE				
S/N	SECTORS	UNIT	AVERAGE UNIT COST	TOTAL
1	HOUSING	84,977	24,918,538.85	₦ 2,117,508,905,544.00
2	PHC'S	66	115,180,092.98	₦ 7,601,886,136.73
3	SCHOOLS	66	274,252,658.52	₦ 18,100,675,462.60
4	VOCATIONAL TRAINING INSTITUTES	4	400,000,000.00	₦ 1,600,000,000.00
5	ENVIRONMENTAL PROTECTION (THREE ECO TREE PER FAMILY+50)	672,794	5,000.00	₦ 3,363,970,000.00
6	BOREHOLES	330	44,402,328.61	₦ 14,652,768,440.00
7	WATER-WORKS	19	455,052,631.58	₦ 8,646,000,000.00
8	PUBLIC BUILDINGS (TRADITIONAL RULERS)	60	114,750,764.48	₦ 6,885,045,868.93
9	SECURITY OUTPOST/POLICE STATION	66	186,038,987.09	₦ 12,278,573,148.03
10	ECONOMIC (LIVELIHOOD) STARTUP GRANTS	339,909	200,000.00	₦ 67,981,800,000.00
11	LOCK UP SHOPS	66	48,196,318.94	₦ 3,180,957,050.00
12	MARKET STALLS	66	33,614,618.88	₦ 2,218,564,845.80
13	FARMLANDS	339,909	337,540.78	₦ 114,733,150,000.00
TOTAL				₦ 2,378,752,296,496.08
TOTAL				\$ 2,643,058,107.22

Although this estimate in USD will change during implementation, we do not expect significant change as the gain in exchange rate is expected to buffer for a significant percentage of very high inflation rate in the country. It is envisioned that the costs will continually be reviewed to cater for inflation and other factors during the implementation period.

The resourcing of this plan will benefit from the following contributions:

- Over the next three years, Borno State will commit 15 percent of its total budget to fund implementation of this strategy. In addition, spending from the remaining 85 percent will fund aspects of the whole of community approach to the Strategy.
- Federal Government support is invaluable to the success of this project. In particular, the Ministry for Humanitarian Affairs, North-East

Development Commission (NEDC), National Emergency Management Agency (NEMA), National Commission for Refugees, Migrants and IDPs (NCFRMI) and National Identity Management Commission (NIMC).

- Borno State Government, in partnership with the United Nations Office of the Special Adviser on Solutions to Internal Displacement will actively seek for international support and financial facilities specifically to support economic development where reasonable.
- The Borno State Government will advocate and partner with Private Sector and philanthropists to take up Projects of building individual locations of their choice and fund for the return of the residents.

The population targets are set out below.

- IDPs: about 2 million

- Returnees: 500,000
- Other displacement-affected people: over 3 million

Governance

The governance structure reinforces government leadership, the whole-of-government approach, collaboration with UN Agencies, international development partners, INGOs, local civil society, traditional leaders, local government structure on durable solutions and people affected by displacement. It also ensures transparency in the institutional framework through which implementation will be driven efficiently with minimal bureaucracies.

This structure will include:

- **Durable Solutions National Governance Committee (NGC):** responsible for giving federal oversight, policy direction and mobilizing the participation of relevant national MDAs, Security Agencies, UN agencies, private sector, civil society and donor agencies as well as mobilizing resources at the national level.
- **State Project Steering Committee (SPSC):** responsible for decision-making, oversight and mobilising all relevant stakeholders in all efforts for ensuring implementation of the Strategy at state level.
- **Project Implementation Unit (PIU):** domiciled in the Ministry for RRR. In partnership with the other MDAs and partners, it will be responsible for the implementation of the Strategy.
- **Strategies and Partnerships Unit (SPU):** domiciled in the Agency for Coordination of Sustainable Development, Partnerships and Humanitarian Response. It will be responsible for developing and maintaining strategic partnerships and connecting these to implementation efforts.

Monitoring, evaluation, accountability and learning (MEAL)

As part of the Strategy implementation, a monitoring and evaluation plan will be developed.

The Strategies and Partnerships Unit (SPU) will be responsible for coordinating M&E and reporting on a regular basis to the State Project Steering Committee (SPSC).

At operational level, following every relocation, return or local integration, an operational monitoring committee will carry out regular field visits and consultations at community level to ascertain the durability of the solution and report any irregularities to the SPSC for immediate trouble shooting.



2. INTRODUCTION

The Borno State Government's Durable Solutions Framework, aligning with the United Nations Secretary-General's Action Agenda on Internal Displacement, embodies our commitment to address the complexities of internal displacement. At the heart of this initiative is our vision to end protracted displacement, prevent its causes, and invest in the future of Borno and its people as contained in the Borno State 25-year Development Framework and 10-year Strategic Transformation Initiatives. This approach emphasizes not only the sustainable (re)integration of Internally Displaced Persons (IDPs) but also the strengthening of community resilience and the integration of IDP needs and rights into our development plans. By focusing on both immediate humanitarian and long-term needs, we aim to achieve a substantial reduction in IDP numbers through effective return and (re)integration, with enhanced service access, and bolstered institutional capacity that not only give people dignity and participation in their own development but also set the stage for better opportunities for the future and fostering resilient communities, which is central to our developmental and crisis management planning. To achieve this ambition, requirements include the combined efforts of the State and federal government and both humanitarian and development partners, as well as the private sector and all residents of Borno State.

This Strategy is a crucial investment in addressing the current humanitarian needs while rebuilding our communities that were severely devastated by the insurgency and other crises. The Strategy's main aim is to deal with the needs of IDPs and impacted displacement-affected communities while addressing the root causes of conflict and other crises that can lead to displacement. Addressing these issues require identifying and responding to needs and risks along a continuum. This comprises immediate needs in the shorter term, while progressing into solutions for displacement and building resilience in the mid and longer-term.

2.1 Context of Borno State

In Borno State, the convergence of a prolonged conflict driven by groups like Jama'atu Ahlis Sunna Lidda'awati Wal-Jihad (JAS) and Islamic State West Africa Province (ISWAP), also referred to together as Boko Haram, alongside crises such as natural disasters, has created a context of protracted displacement, highlighting the urgent need for a comprehensive response. There are currently about 2 million IDPs in camps, nearly 500,000 refugees and over 3 million people across different displacement-affected communities in the State, with many areas significantly damaged and affected by the crises. This situation has led to significant loss of lives, displacement, economic decline, and severe setbacks in health, education, and infrastructure, including widespread destruction of essential facilities resulting in increased poverty, gender-based violence, drug abuse and loss of social values and community norms. As we face a reality of both short-term displacement due to natural disasters and long-term, large-scale displacement caused by conflict, our approach must differentiate between these challenges. Moreover, the evolving threat of climate change introduces the risk of potential further displacement.

Our objective is to support IDPs and affected communities in rebuilding their lives, with a focus on addressing immediate needs while simultaneously working towards preventing future displacement. This entails a commitment to ensure security, restore and develop infrastructure, encourage economic growth, and foster sustainable development, allowing people to reclaim their lives, rights and dignity.

2.1.1 Causes of Internal Displacement

The main cause of Internal displacement in Borno State is the ongoing conflict involving armed groups ISWAP and JAZ. This conflict has been the epicentre of violence, presence of mines, IEDs and other explosive ordnance in

the State, leading to widespread destruction, loss of lives, and displacement of communities. Attacks by these groups have been a significant driver of displacement, contributing to a cycle of poverty, hunger, urbanization and a post-displacement crisis within the State. The situation that started as a short-term humanitarian crisis has now turned into a protracted long-term problem with the additional challenges associated with living in highly congested camps. The State has also been, within its capacity, dealing with solutions pathways for IDPs from highly congested and unhealthy camps in the State capital to safe areas in their local government areas of origin where security has been achieved. In addition, the State has also been dealing with reception of refugees as well as the influx of people that had been held hostages in the bush by non-state armed groups and repentant insurgents willing to give up arms and fighting.

Environmental challenges, notably the effects of climate change, flood, desert encroachment, seasonal wildfires and erosion are also a significant cause of displacement. These include the scarcity of water due to the receding of Lake Chad, which contributes to community displacement and increases resource-based conflicts. Furthermore, extreme weather events, such as torrential rains and floods, have led to additional displacement, particularly in the southern regions of Borno State. The Government of Nigeria has implemented several policies and programs to address the different drivers of internal displacement. However, economic, and political

challenges have hindered the full impact of these initiatives.

The Strategy for addressing the causes of displacement in Borno State must consider both the immediate need for security and humanitarian assistance due to conflict and the long-term environmental changes that are altering the landscape and livelihoods of its inhabitants.

2.1.2 Internally Displaced Persons in Borno State

Although the Borno State Government had, by 2022, resettled over one million people from camps located in the city of Maiduguri to safe areas across the various local government of origins and thousands also integrated into communities in Maiduguri township, there are currently nearly two million IDPs in various camps across the 27 Local Government Areas (LGAs) of the State. As of December 2023, there are 1,817,799 people consisting of 335,947 household living in 75 formal and informal camps across the State.

These people were displaced from 60 major towns and villages and many smaller communities. Most of these reside in Local Government Headquarters where there is good security provided by the Nigerian Military, Paramilitary and indeed the community security outfits. Ten of these unofficial camps are in Maiduguri and Jere LGA within greater Maiduguri city.



See table below:

S/N	LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	POPULATION	NUMBER OF HOUSEHOLDS
1	DIKWA	3	162,662	34,212
2	KAGA	3	10,802	6,967
3	MONGUNO	4	294,600	52,158
4	ABADAM	3	28,720	3,960
5	GUZAMALA	3	28,515	5,703
6	MOBBAR	2	108,252	31,667
7	JERE	4	146,079	24,799
8	BAMA	4	140,670	32,527
9	BIU	1	18,504	3,084
10	DAMBOA	3	50,802	8,467
11	GWOZA	7	328,153	48,573
12	KONDUGA	5	79,424	12,309
13	KUKAWA	5	41,136	6,856
14	MAFA	4	137,785	21,505
15	MARTE	3	39,139	5,557
16	NGALA	3	85,614	14,269
17	NGANZAI	3	67,404	11,234
18	MAIDUGURI	6	49,538	12,100
		66	1,817,799	335,947

The table presents data on IDPs in various camps (major communities) within Borno State.

Solutions pathways for these nearly two million IDPs in safe communities of their local governments of origin or in communities where they choose to integrate is not only important for their dignity but is necessary for the stabilisation and development of the communities, the State, and the country.

Many IDPs in Borno State currently live in IDP camps in clusters based on their places of origin and locations where they lived prior to the insurgency. This means that

return and integration of people, who choose to go back to their LGA of primary residence, will be easier as there is minimal community disruptions and changes in social relationships; and they could easily return to their individual, family, or community farms. It is also important to note that Borno State is not a homogenous society; there are many distinct languages, cultures, traditions, and ways of life including diverse food, trade, and other social interaction. These unique cultures and traditions influence choices about where to live, and

other important social and economic activities they engage.

All these are important considerations people make in choosing locations of return, relocation, or local integration. Moreover, people in Borno, across all cultures, strongly value continuing linkages with their cultures and their ancestral homes, for example, most people from Kanuri speaking areas of northeastern part of the State will prefer to stay in that region instead of northwest part even as they speak the same language and have same general cultural practices. These are important nuances and details that are important to people and are not always understood by people from outside the culture.

Respecting these details are important for social cohesion, stronger trust and building resilience and giving people the dignity that they deserve.

In Borno State, prior to the insurgency, a significant percentage of the population of the state lived in small villages and hamlets surrounded by their farmlands, and many did not have access to essential social amenities such as school for children and Primary Health Care centres. This resulted in illiteracy, diseases and poverty which made people in these local areas not only vulnerable to the influence of insurgency indoctrination but also exposed to insecurity. The desert encroachments and other climate changes further impoverished farmers and herders that were otherwise self-sustaining.

2.2 Addressing the Root Causes of Internal Displacement

Central to advancing durable solutions initiatives to internal displacement is understanding and addressing the root causes that led to the internal displacement in the first place. In Borno State, some of the root causes of the insurgency are poverty, illiteracy, misinterpretation and misunderstanding to religious injunctions, lack of trust and perception of social inequity and loss of land and livelihood because of climate change. Towards this end, the Borno State Government has articulated a 25-year Development Framework and 10-year Strategic Transformation Initiatives, made a lot of investments

towards building trust with communities and have addressed some of the root causes by investing in Human Capital Development (education at all levels including vocational and technical education, social reorientation programmes), creating job opportunities and bolstering development in general.

The damage caused by Boko Haram insurgency has resulted in loss of lives and livelihoods which has put people in desperate conditions.

The Borno State Government has invested significantly in reparation activities for the victims that have lost houses and other social facilities by building massive housing estates which are better than the ones that had been lost so that people that have been affected by the insurgency are resettled in secure places and in a dignified manner where they are exploring opportunities to build back their lives and those of their children.

2.3 Borno State Existing policies and initiatives relevant to the State Action Plan.

As a way of demonstrating commitment to the social contract with its residents, the Borno State Government has been working in the last four years to find lasting solutions to the protracted issue of internal displacement and has developed various policies and initiatives towards addressing the needs of IDPs and displacement-impacted communities; alongside addressing the root causes of the insurgency. Key factors are promoting non kinetic approaches to ending the insurgency and promoting self-sufficiency and development among its residents that will result in lasting peace. These policies and initiatives are important in the development of the Borno State Durable Solutions Strategy and associated action plans.

2.3.1 Borno 25-year Development Framework & 10-year Strategic Transformation Initiatives.

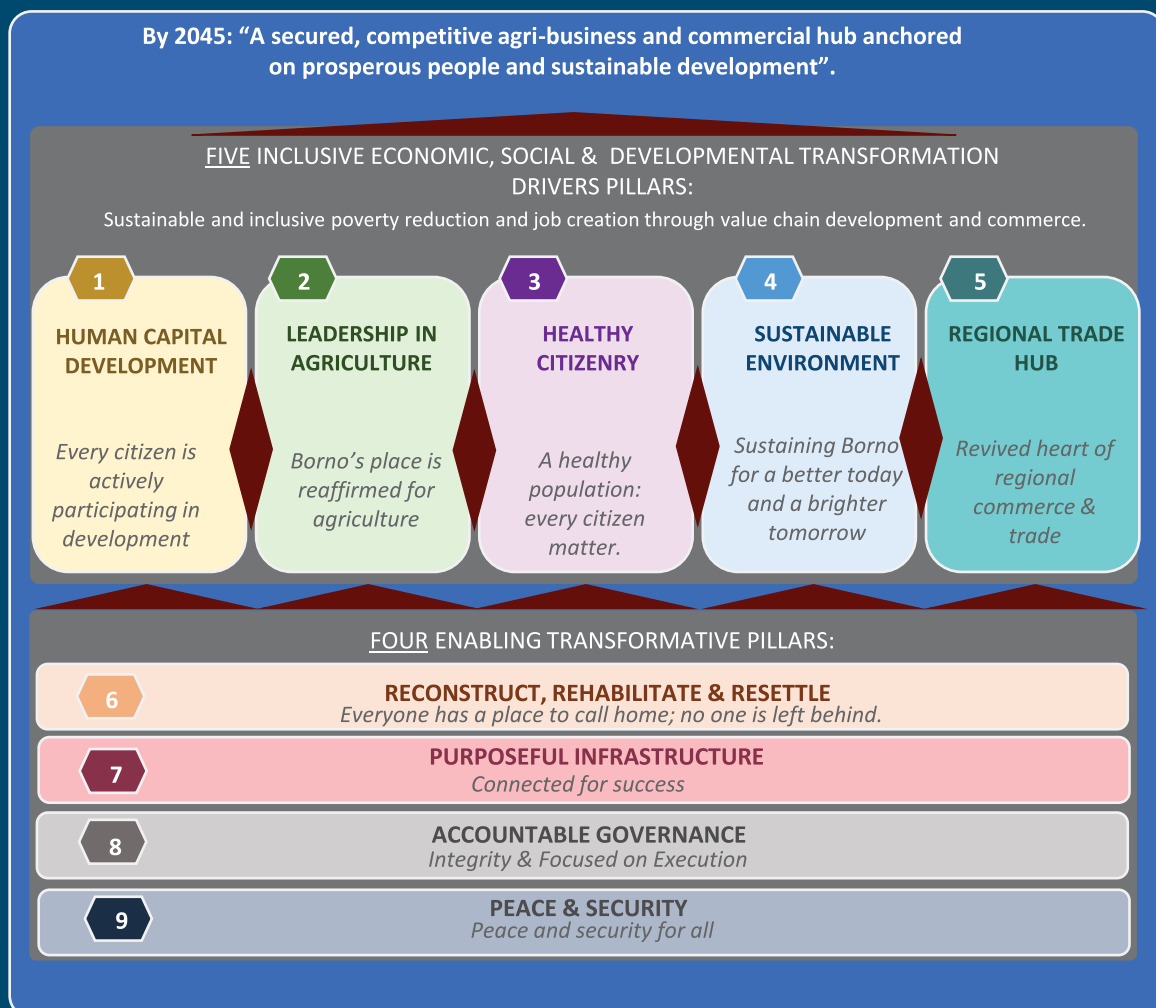
Borno State Government emphasizes the importance of leaving no one behind in its rebuilding and development agenda and thus promotes and supports processes that ensure dignified, voluntary, and safe conditions for return and (re)integration of IDPs. This approach is central to

Borno's 25-Year State Development Plan and the accompanying 10-Year Transformation Strategy, which aim to build resilience, drive stabilization, recovery, and growth across all sectors as well as peaceful coexistence that involves about seven million residents in the State and leaving no one behind. The Borno State Development Plan aims to provide every citizen of Borno with the opportunity they need to live healthy productive lives and actively contribute to the rebuilding and development of the state. It focuses on providing IDPs with what they need now and the necessary security, infrastructure and livelihoods to allow them to make informed choices to return to their local government areas of origin, relocate to other places, or integrate into host communities giving them what they need to participate actively in the development of their society as equal citizens with shared responsibilities and rights.

displacement-affected communities and upholding the rights of IDPs as Nigerian citizens to participate in political and socio-economic activities, while ensuring gender equity as enshrined in the constitution of the Federal Republic of Nigeria. The closure of IDP camps in Maiduguri by the end of 2022 marked a significant step in the government commitment to ensure IDPs get the opportunity to rebuild their lives by providing and enabling diverse paths through return, relocation, integration, or participation in camp-merger initiatives.

This strategic move reflects Borno State Government's dedication to restoring the agency and hope of its people amid the complexities of displacement caused by both human-induced and natural factors. Below are the Pillars of the Borno State 25-year Development Framework and 10-year Strategic Transformation Initiative.

This vision also involves considering the needs of



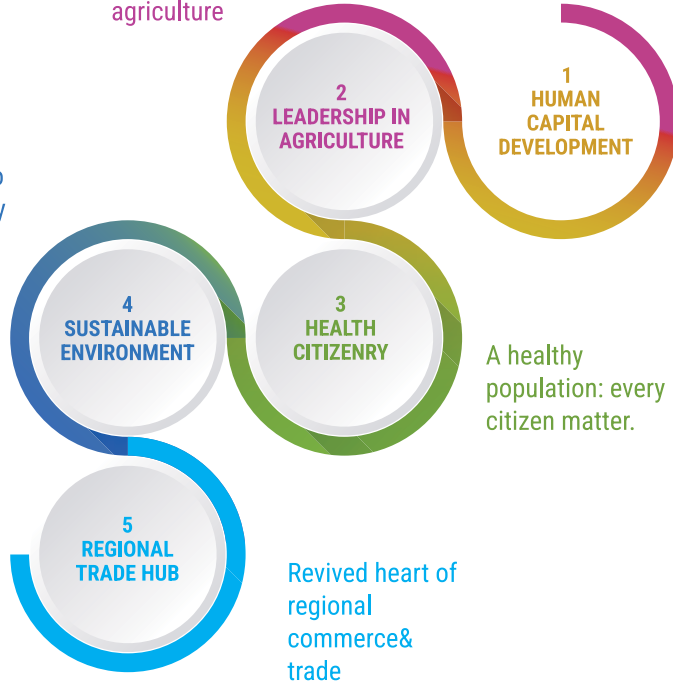


by 2045: “ a secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development”

FIVE INCLUSIVE ECONOMIC, SOCIAL & DEVELOPMENTAL TRANSFORMATION DRIVERS PILLARS:

Sustaining Borno for a better today and a brighter tomorrow

Borno's place is reaffirmed for agriculture



Every citizen is actively participating in development

A healthy population: every citizen matter.

Revived heart of regional commerce & trade



FOUR ENABLING TRANSFORMATIVE PILLARS:

ACCOUNTABLE GOVERNANCE

Integrity & Focused on Execution



RECONSTRUCT, REHABILITATE & RESETTLE

Everyone has a place to call home; no one is left behind.

PURPOSEFUL INFRASTRUCTURE

Connected or success

PEACE & SECURITY

Peace and security for all

2.3.2 Borno State Government Policy for Camp Closure and Resettlement of IDPs 2021

The policy document guided the closure of IDP camps in Maiduguri township and subsequent return, relocation and integration of IDPs into secure communities in 2022. The policy emphasises voluntary return and integration into secure communities with dignity and hope.

It encompasses processes that include affirmation of security of return locations by the Nigerian Military, provision of housing and public services, provision of livelihoods startup such as farmlands, farm inputs and business grants and registration of IDPs into the National Identification system for inclusion into the National ecosystem. Key to the plan is the focus on security, with relocation areas receiving security clearance, and safeguarding human rights and provision of equal opportunities for all. The approach is community-centric, ensuring equitable allocation of resources, including market opportunities, especially empowering women, and youth. The plan is overseen by a high-level committee involving multiple stakeholders. Below is the summary of the existing policy for IDPs living in camps which was used during the Maiduguri camp closure in 2022.

- **Voluntary Relocation:** IDPs opting to relocate receive housing, a three-month supply of food, and start-up packages to foster economic activity.
- **Integration into Host Communities:** Those integrating into host communities are aided with rent, livelihood support, start-up package for economic activity and enrolment of children in schools.
- **Remaining in Camps:** IDPs who wish to stay in camps are enrolled to be part of a camp merger

program, with a continued profiling and integration process.

- **Housing Allocation:** Allocations prioritize female-headed households and aim for equitable distribution.
- **Economic Opportunities:** There is focus on market-relevant skills and livelihood plans, especially for youth and women.
- **Community Reintegration:** The plan encourages the adoption of orphans and provides support for those returning to secure rural areas, including access to secured farmland and inputs for agriculture. This is an important aspect of building social cohesion and making sure that no child is left behind in the rebuilding effort of the State.



2.3.3 Borno Model for Peace, Reconciliation, and Development

The "Borno Model" for Peace, Reconciliation and Development is a comprehensive program aimed at managing the mass exit of people held in the bush by the insurgency and ensuring adequate processes that result in return of peace and attainment of reconciliation and rebuilding of trust in the society.

The model has processes that include deradicalisation, rehabilitation, reintegration and resettlement of low-risk persons previously associated with non-state armed groups, transitional justice that ensures justice for victims and perpetrators and reparation for the communities.

The key Principles of the Borno Model for Peace, Reconciliation and Development are summarised in the diagram below.

STATE GOVERNMENT APPROACH

 Extensive trust building by State Government	 State driven process of administering those exiting the conflict
 Aggressive community based approach in improving quality of life	 Close support and coordination with Federal Government
 Extensive Borno Community consultation on approach and solutions	 Managing delicate balance- invite more exits and accountability to victims;

The key Steps to this Policy are summarised below:

1. Initial Voluntary Surrender: Focuses on public communication strategies that encourage voluntary surrenders and coordinated efforts with military forces for the reception of individuals.

2. Initial Screening & Transportation: Involves initial profiling at military installations, rudimentary screening, and transportation to transit centres for further processing.

3. Centre-Based Management: Offers continues screening, psychosocial support and rehabilitation support that prepares individuals categorized as "farmers" for societal reintegration, with ongoing risk assessment. This also has a track for longer term rehabilitation of high-risk individuals.

4. Processed for Release: Facilitates the return of low-risk individuals to their communities with material support, vocational packages, and official documentation.

5. Reintegration: Women, children, and low risk persons previously associated with insurgency (mainly captured as farmers and enslaved) are selected by their communities for reintegration after completing screening, deradicalisation and rehabilitation.

6. Transitional / Traditional Justice: Facilitate truth, reconciliation, justice and peacebuilding in community and support reintegration and monitoring of Integrated individuals.

7. Reparation Activities: focused effort of government in rebuilding of homes, facilities and other services in victim communities to serve as compensation or reparation for the damages incurred by communities.

8. Social cohesion and addressing root causes: Focus to build social cohesion, create jobs and social reorientation for peace and development especially for young people.

The Borno Model for Peace, Reconciliation and Development is a living document that is continually

being strengthened based on lessons learnt from the implementation of all model phases, thus enhancing efficacy, and solidifying the reintegration and transitional justice components to ensure sustained peace and development.

2.3.4 Multi-Sectoral Crisis Recovery Project (MCRP)

The Borno State Government, through the Multi-Sectoral Crisis Recovery Project (MCRP), has been working on mitigating the natural causes of displacement by rehabilitating and improving critical service delivery infrastructure, enhancing livelihood opportunities for conflict-affected communities, and strengthening social cohesion. The MCRP also focuses on mainstreaming climate change adaptation and mitigation efforts. It supports the government's response to forced-displacement crises with interventions aimed at immediate recovery needs and transitioning into medium-term recovery through investments in infrastructure, public services, and sustainable job creation. The approach includes a surge in high-impact recovery interventions to rebuild livelihoods and transition into resilience building.

The World Bank is preparing a new project, Solutions for the Internally Displaced and Host Communities Project (SOLID) to improve access to resilient and inclusive basic services and economic opportunities for the internally displaced and host communities and to strengthen local institutions in targeted Local Government Areas of Northern Nigeria.

The project is scheduled to receive Board approval in early 2025, it will expand from the 'BAY' States to other states in the North-West and North Central which have been facing protracted internal displacement. It will capitalize on other World Bank operations in Northern Nigeria as well as coordinate with partners.

2.3.5 Territorial Planning Approach:

The Spatial Development Framework (SDF) The Spatial Development Framework (SDF) is a methodology to support the strategic decision-making processes of national, regional, and local governments' on where, why

and how to prioritize investments, to achieve spatially sound policies and strategies in each region.

2.3.6 Borno State reforestation (Tree Planting) Initiative

The impact of climate change as a significant cause of poverty, migration, and conflict in northern parts of Borno State is worsened by the insecurity caused by insurgency. Consequences include exposing young people as targets for recruitment by ISWAP. Other factors related to climate change are the indiscriminate felling of trees for cooking; and deliberate cutting of vegetation by security agencies for security reasons.

Borno State Government has therefore started a project aimed at planting One Million Trees in 2024 as part of the plan to plant ten million trees by 2030. In implementing durable solutions, each household will be provided with at least three economic trees that they can plant and nurture within their vicinity. This will be in addition to those that will be planted across public places in the communities of return.



3. Strategic Vision

All the people of Borno – including IDPs, returnees and host communities – attain long term solutions and resilience. The Borno State Government works alongside communities and partners to end protracted displacement, prevent its causes and invest in the future of Borno and its people.

4. Principles

The Strategy recognizes the need for combined and collaborative efforts of partners working on humanitarian, development, peace and stabilization in order to provide a longer-term and sustainable pathway to solutions.

The strategy and related action/implementation plans will be founded on the following principles with the intention to comply with national, regional and international standards.

4.1 Government-led approach

In line with its policies, the State Government will identify resources to be committed, the financing needed from other sources (including the international community and private sector) and key activities to be implemented. In addition, the State will lead coordination and monitor the progress of implementation with a view to any necessary course correction to activities.

Together with partners, the State Government will endeavour to continue building capacity within its institutions to implement this strategy and related plans as efficiently and effectively as possible.

4.2 People-Centred Approach

Working together with all people and communities, it is essential to ensure an approach that is dignified, safe and voluntary. People will be included, be able to make informed decisions about their lives, and expect a sustainable solution. This includes accountability to affected populations, as well as an age, gender and

diversity approach in planning and engagement with communities. Freedom of choice and voluntariness are also central components to a participatory approach in alignment with the cultural norms and traditions. Working with people to identify their specific needs and perspectives will help to ensure that implementation of the strategy is relevant and sustainable.

4.3 Alignment with existing policies, plans and procedures

The strategy will be firmly placed within all existing policies, plans and guidelines to address the immediate needs, durable solutions and resilience for people in Borno.

4.4 Criteria for each durable solution

As part of preparing a package for each solutions pathway (return, local integration, relocation elsewhere), the following criteria adopted and contextualised from the UN Inter-Agency Standing Committee (IASC) Durable Solutions Framework) are useful: (1) safety and security; (2) adequate standard of living; (3) access to livelihoods; (4) effective and accessible mechanisms to restore housing, land, property; (5) access to personal documentation; (6) family reunification; (7) participation in public affairs; and (8) access to effective remedies and justice.

4.5 Safety and security

The solutions pathways will be governed by security and safety assessments that ensure the solutions packages are not subjecting people to any risks or harms. This will include a strategic and participatory approach to IDPs to choose their path for rebuilding their lives that will take them out of camps and strengthen their capacities and those of displacement-affected communities to be able to do so.

4.6 Rights-based Approach

The Strategy will strive to ensure the protection and promotion of the human, political and socio-economic rights of all people (including IDPs and returnees) as citizens of Nigeria.

4.7 Monitoring, Evaluation Accountability, and Learning:

A strong monitoring, learning and evaluation framework will ensure continuous learning and improvement throughout the implementation of the Strategy and associated processes. This will offer opportunity to learn from experiences, build in learning and course correct as relevant.

4.8 Definition of Key Concepts related to solutions pathways:

Displacement, Return, Local Integration, Relocation
In its resolve to promote peace and encourage people to surmount the challenges of years of insurgency which resulted in economic and loss of social values, and to build back their lives and give the children better opportunity, the Borno State Governments worked in consultation with community leaders and other critical stakeholders to develop the 2021 resettlement and camp closure plan. The lessons from which are being used, among other experiences and resources, to develop this Strategy.

The Strategy was produced after extensive consultations with stakeholders, community leaders, relevant government officials and representatives of the IDPs currently living in camps. The process of return, integration and relocation of IDPs is a process that will involve consideration of individuals freedoms, choice and global best practices while ensuring that security is of primary consideration. The following are key considerations and steps in the process of voluntary return, relocation and (re)integration of IDPs in the context of this Strategy and all accompanying action plans, all processes are voluntary, and return is only possible in places that are confirmed secure by the relevant security authorities.

1. Return refers to a process of returning IDPs to their places of origin – the Local Government Areas where they resided prior to displacement.
2. Local Integration refers to people voluntarily integrating into the local communities where they were IDPs and is different from their place of

origins and the LGA where they resided prior to displacement.

3. Relocation refers to people voluntarily integrating into local communities within another LGA of their choice that is different from their place of origin – the LGA where they resided prior to displacement and is different from where they reside as IDPs, such as in camps.

4.9 Minimum Requirements for populations in areas of solutions pathways

Learning from the return/relocation of IDPs and camp closures and camp mergers that took place between 2021/2022 and consultation with IDPs, stakeholders, communities, partners, NGOs and CSOs, and relevant government officials across Borno State, below is the minimum requirement for any durable solutions process in the State. These requirements will be part of any plan for return, local integration or relocation.

- **Voluntariness:** All processes are voluntary and respect every individual's rights and community rights, norms, and values.
- **Security of Location:** Involves security clearance by the relevant security agency. This also includes increased security reinforcement as may be required by the relevant security agencies. Part of this will include ensuring the safety of the location from the presence of mines, IEDs and other explosive ordnance and that people are aware of the related potential risks.
- **Provision of housing/accommodation:** Newly built 2-bedroom houses, renovation of existing homes of IDPs, or provision of funds for people choosing to reintegrate to rent accommodation for a period of one year.
- **Essential public services:** Access to health facilities appropriate for the population, safe drinking water and schools for children with accommodation for teachers and health workers where necessary.
- **Civil security formation:** Provision of police station or police post with staff assigned, and Civil Defense officers/ Civilian Joint Task Force (CJTF) deployed with accommodation provided to ensure transitioning of security from military to civil security.
- **Provision of community centres:** These are the heart of communities' social life, information sharing, social cohesion and more.
- **Marketplace:** for commercial activities and Traditional leaders' residence of community activities are essential. Solar electricity or other forms of lightning: to boost security and improve economic and social activities.
- **Deployment of Teachers and Health Workers:** with accommodation provided (teachers and community healthcare providers will also be trained in peacebuilding and psychosocial counselling).
- **Free access** to the market and other community services.
- **Market relevant skills and livelihood plan** for youth and women.
- **Availability of food and non-food items** supporting the commencement of the new life process.
- **Cash grant** for traders/ farm inputs, / animals for husbandry for farmers.

- **Climate Resilience activities** with each family planting and nurturing at least 3 economic trees.

5. Strategic Objectives

With a whole of community approach, the Borno State Government will support people affected by displacement (such as IDPs, returnees, and host communities) to rebuild their lives with a focus on the three objectives below. These objectives form part of the continuum to address risks and needs faced by vulnerable people while also building solutions pathways to end protracted displacement and strengthen the capacity (of people and institutions) to thrive and respond to any future crisis. Implementation of the strategy will include aligning activities to each of these objectives.

1. Addressing immediate needs: providing assistance and protection to people affected by displacement with a view to supporting a longer-term sustainable approach.

2. Implementing durable solutions: supporting pathways to sustainable solutions to displacement based on
(a) sustainable return to places of origin,
(b) sustainable local integration; or
(c) sustainable relocation to other communities.

For each pathway, a standard package will be available for each IDP or returnee. Each package has been developed in line with global principles adopted to local context, customs and realities.

3. Building resilience: strengthening capacities of people and institutions to prevent, reduce and respond to any future causes and risks of displacement.

5.1 Addressing Immediate Needs

5.1.1 Approach

The Government of Borno State will address the immediate humanitarian, protection and disaster relief needs for any remaining or new IDPs in line with its policies and international standards of Humanitarian

Response Plans.

5.1.2 Government Commitments

Immediate and ongoing humanitarian relief efforts will continue as needed while exploring durable solution for the affected people and complemented by activities under the Borno State Disaster Management Strategy.

5.2 Implementing durable solutions

5.2.1 Approach

The Borno State Government is committed to ensure that every resident in the State lives a secure, healthy, productive, and dignified life. Every person has the opportunity to contribute to the development of their families, communities and the State as articulated in the State's Development Framework. This commitment is for all residents regardless of where they live and equally applies to the nearly two million people internally displaced and currently living in IDP camps.

The ability of IDPs to exercise this right and contribute meaningfully require that the Borno State Government not only support them to benefit from solutions pathways in appropriate secure locations but also empower them to be actively involved in social and economic activities that will improve their lives and that of their communities. Economic activities are essential for not only strengthening resilience and independence, the participation of adult males and females in any form of economic activity, however basic, give people dignity and sets examples for growing children on the need to be productive members of their society in different shapes and forms.

5.2.2 Government Commitments

For each pathway, a standard package will be available for each IDP or returnee. Along with the minimum requirements for populations in areas of solutions pathways, this package will give them the opportunity to rebuild their lives and be productive members of their societies. Each package has been developed in line with global principles adopted to local context, customs and realities. It will periodically be adapted according to

MEAL findings and specific needs identified.

5.2.3 Return

All people willing to return to their places of origin (Local Government Areas), as secure rehabilitated areas and be part of communities will have the following.

- a. Registration into the National Identity Number (NIN) ecosystem in partnership with NIMC to provide each person with economic inclusion in the Nigeria ecosystem and all the benefits therein from the Federal and State social protection programmes.
- b. Allocation of houses with legal ownership or rehabilitation of their own damaged/destroyed houses.
- c. Provision of Food and condiments to the family that will last them at least 3 months.
- d. All Heads of Households, wives and single men and women will be provided with start-up packages support to start an economic activity based on their competency and previous experiences.
- e. For those voluntarily returning to secure rural areas, access to secured farmland (free from potential explosive ordnance contamination and increasing awareness of how to mitigate related risks) will be provided with agricultural inputs and their children enrolled in schools.
- f. Every household will be provided with three economic trees to plant and nurture.
- g. Stalls and shops will be allocated to community traders in equitable form with at least 50% being women.
- h. Families will be encouraged to adopt orphans from the same socio-cultural background.
- i. Children will be enrolled in schools.

5.2.4 Local Integration

For people who wish to voluntarily integrate into local host communities that are different to their place of origin, they will have the following.

- a. Registration into the National Identity Number (NIN) ecosystem in partnership with NIMC to provide each person with economic inclusion in the Nigeria ecosystem and all the benefits therein from the Federal and State social protection programmes.
- b. Provided with funds to rent for a period of one year on equitable terms.
- c. Provided with food that will last them at least 3 months.
- d. An adult member of the family will be provided with a start-up package to start an economic activity based on their competency and previous experiences.
- e. For those voluntarily integrating into rural areas, access to safe farming land will be provided with agricultural inputs.
- f. Every household will be provided with three economic trees to plant and nurture.
- g. Children will be enrolled in schools.

5.2.5 Relocation

For people who wish to voluntarily relocate into communities that are different to their place of origin, and different from their IDP station, they will have the following.

- a. Registration into the National Identity Number (NIN) ecosystem in partnership with NIMC to provide each person with economic inclusion in the Nigeria ecosystem and all the benefits therein from the Federal and State social protection programmes.

b. Provided with funds to rent for a period of one year on equitable terms.

c. Provided with food that will last them at least 3 months.

d. An adult member of the family will be provided with a start-up package to start an economic activity based on their competency and previous experiences.

e. For those voluntarily relocating into rural areas, access to safe farming land will be provided with agricultural inputs.

f. Every household will be provided with three economic trees to plant and nurture.

g. Children will be enrolled in schools.

5.2.6 Expansion in Maiduguri City

Maiduguri township will be expanded in all the six exits to accommodate people that may wish to resettle in the city. New settlements will be established in all six directions to reduce congestion that will be experienced because of people who may choose to integrate or relocate in the township and accommodate the current rural urban migration. These peri urban communities shall have centres that will focus on Value Chain addition for agricultural produce and Technical and Vocational specialisations. This is important to reduce congestion and all the hazards associated with overcrowding. The Borno State government has started this expansion process along Maiduguri Kano Road linking Maiduguri to Auno and Beyond and from Maiduguri linking to Konduga. The expansion of Maiduguri township will transport the current metropolis into a mega city that will be the centre of regional trade in the Lake Chad region.

5.3 Building Resilience

5.3.1 Approach

Borno State will ensure resilience building across all locations as part of solutions and in line with its 25-year Development Framework.

5.3.2 Government Commitments

Borno State Government will focus on delivering its 25-year Development Framework and 10-year Transformation Plan. Some complementary areas of focus (which will require additional funding – see Annex) include; new and infrastructure rehabilitation, climate resilience, livelihood and employment support, economic growth, community engagement, early warning systems, drought preparedness, pandemic/endemic preparedness, strengthening data collection and analysis.

6 Areas of Intervention

To work towards sustainable solutions pathways the current 1,817,799 internally displaced persons consisting of 335,947 Households living in 75 camps across Borno State with decent accommodation and livelihood opportunities in 66 safe and secure locations within the states. Below are estimates of the basic requirements with the detailed costing attached as appendix as of Dec 2023 which will be reviewed at the time of implementation of each phase.

6.1 Housing

To accommodate 335,947 families, we would need to build at least 83,987 housing block each consisting of 4 units of 2-bedroom houses. The Borno State Government has an approved design for these houses that fit into the socio-cultural settings of communities; providing privacy for each family; toilet, kitchen, and fenced area to give females the security to move freely within their spaces.

The table below shows the details of number of houses required in each LGA based on the population of IDPs from the LGA. The costs also take into cognisance the earth formation and what is needed to have a durable

structure. The cost does not include assessment and mines clearance in the few places that they occur. This will be included as needed.

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	POPULATION FIGURES		NUMBER OF 4 UNITS 2 BEDROOM HOUSES REQUIRED		
		TOTAL POPULATION	HOUSEHOLDS	UNIT	COST (N)	TOTAL (N)
DIKWA	3	162,662	34,212	8,553	24,520,292.00	209,722,057,476.00
KAGA	3	10,802	6,967	1,742	23,515,362.00	40,957,881,763.50
MONGUNO	4	294,600	52,158	13,040	26,530,152.00	345,939,917,004.00
ABADAM	3	28,720	3,960	990	27,535,082.00	27,259,731,180.00
GUZAMALA	3	28,515	5,703	1,426	27,535,082.00	39,258,143,161.50
MOBBAR	2	108,252	31,667	8,907	26,530,152.00	236,297,431,326.00
JERE	4	146,079	24,799	6,200	23,515,362.00	145,789,365,559.50
BAMA	4	140,670	32,527	8,132	23,515,362.00	191,221,044,943.50
BIU	1	18,504	3,084	771	24,520,292.00	18,905,145,132.00
DAMBOA	3	50,802	8,467	2,117	25,525,222.00	54,030,513,668.50
GWOZA	7	328,153	48,573	12,143	25,525,222.00	309,959,152,051.50
KONDUGA	5	79,424	12,309	3,077	22,912,404.00	70,507,195,209.00
KUKAWA	5	41,136	6,856	1,715	27,535,082.00	47,208,898,089.00
MAFA	4	137,785	21,505	5,376	23,515,362.00	126,424,464,952.50
MARTE	3	39,139	5,557	1,389	25,525,222.00	35,460,914,663.50
NGALA	3	85,614	14,269	3,567	24,520,292.00	87,470,011,637.00
NGANZAI	3	67,404	11,234	2,809	23,515,362.00	66,042,894,177.00
MAIDUGURI	6	49,538	12,100	3,025	21,505,502.00	65,054,143,550.00
	66	1,817,799	335,947	84,977		₦ 2,117,508,905,544.00

Table showing details of houses required per LGA based on the number of communities that need to be rebuilt with costs.

6.2 Health

To ensure the protection of health, every community will be provided with a health facility based on its population density as recommended by WHO. A total of 66 Primary Health Care (PHC) complexes will be built based on WHO

recommended guidelines, which consist of health facilities, water, sanitation and hygiene facilities, solar power, and staff onsite accommodation. These facilities will be in all the communities of the LGAs as shown in the table below: The table includes location and cost for each of the sites:

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	PHC COMPLEX REQUIRED		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	3	113,350,049.95	340,050,149.85
KAGA	3	3	108,704,556.10	326,113,668.30
MONGUNO	4	4	122,641,037.65	490,564,150.60
ABADAM	3	3	127,286,531.50	381,859,594.50
GUZAMALA	3	3	127,286,531.50	381,859,594.50
MOBBAR	2	2	122,641,037.65	245,282,075.30
JERE	4	4	108,704,556.10	434,818,224.39
BAMA	4	4	108,704,556.10	434,818,224.39
BIU	1	1	113,350,049.95	113,350,049.95
DAMBOA	3	3	117,995,543.80	353,986,631.40
GWOZA	7	7	117,995,543.80	825,968,806.59
KONDUGA	5	5	105,917,259.79	529,586,298.94
KUKAWA	5	5	127,286,531.50	636,432,657.50
MAFA	4	4	108,704,556.10	434,818,224.39
MARTE	3	3	117,995,543.80	353,986,631.40
NGALA	3	3	113,350,049.95	340,050,149.85
NGANZAI	3	3	108,704,556.10	326,113,668.30
MAIDUGURI	6	6	108,704,556.10	652,227,336.59
	66	66		₦7,601,886,136.73

6.3 Education

Similarly, each community would need a basic school complex that has capacity for accommodating basic

classes to cater for minimum of grades 1-12, water, sanitation and hygiene for students and teachers respecting gender needs as well as accommodation for essential teaching staff.

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	SCHOOLS COMPLEX REQUIRED		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	3	269,908,404.60	809,725,213.80
KAGA	3	3	258,880,683.10	776,642,049.30
MONGUNO	4	4	291,963,847.60	1,167,855,390.40
ABADAM	3	3	302,991,569.10	908,974,707.30
GUZAMALA	3	3	302,991,569.10	908,974,707.30
MOBBAR	2	2	291,963,847.60	583,927,695.20
JERE	4	4	258,880,683.10	1,035,522,732.40
BAMA	4	4	258,880,683.10	1,035,522,732.40
BIU	1	1	269,908,404.60	269,908,404.60
DAMBOA	3	3	280,936,126.10	842,808,378.30
GWOZA	7	7	280,936,126.10	1,966,552,882.70
KONDUGA	5	5	252,264,050.20	1,261,320,251.00
KUKAWA	5	5	302,991,569.10	1,514,957,845.50
MAFA	4	4	258,880,683.10	1,035,522,732.40
MARTE	3	3	280,936,126.10	842,808,378.30
NGALA	3	3	269,908,404.60	809,725,213.80
NGANZAI	3	3	258,880,683.10	776,642,049.30
MAIDUGURI	6	6	258,880,683.10	1,553,284,098.60
	66	66		₦ 18,100,675,462.60

Basic Educational Infrastructural needs for resettling IDPs in Borno State

6.4 Livelihoods and Security

Civil security is an important requirement for any successful solutions pathway. Replacing military security with civil security such as the police and community security apparatus restores confidence in the system and strengthens trust for justice and reconciliation. The cost provided below is what is required at the onset, and this will improve gradually as the communities settle back into normal lives and Agro-Rangers are deployed to farmlands to protect people as they go about farming.

Over 65% of the population of Borno rely on Agriculture either for subsistence or as a means of livelihood. Provision of secure farmland areas is important for food security and economic development. As contained in the Borno State 25-year Development Framework and 10-year Strategic Transformation Initiative, communities are envisioned to be the centre of Agricultural Value chain development using improved seeds and other farm inputs that will increase yield, transforming subsistence farmers to small holder farmers linked to markets.

Investing in smart agriculture and innovative agricultural practices such as irrigation and value chain improvement

to reduce post-harvest losses can lead to multitude of positive outcomes for the farmers, communities and security of the state.

A vibrant market is part of the social life of communities in Nigeria. In addition to buying and selling, markets serve as social meeting points where friends and families from different villages converge on market days to eat and celebrate. Markets also serve as recreational areas in the evening where you will find clusters of friends by age group sporting or hanging out together for other social activities. Most rural market in the evenings turn to barbecue spots and snack joints for locally prepared finger-foods. Some marketplaces may have viewing centres where people come to either watch television together, listen to the radio and get messages and information from their leadership through Town-Criers. Tables below give detail of security and farmland requirements.

The significance of civil security authorities in any community cannot be overemphasised, thus each community needs a Police Station thus totally 66 security posts/police stations.

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	SECURITY OUTPOST/POLICE STATION COMPLEX REQUIRED		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	3	183,083,099.98	549,249,299.95
KAGA	3	3	175,579,694.25	526,739,082.74
MONGUNO	4	4	198,089,911.46	792,359,645.83
ABADAM	3	3	205,593,317.19	616,779,951.58
GUZAMALA	3	3	205,593,317.19	616,779,951.58
MOBBAR	2	2	198,089,911.46	396,179,822.91
JERE	4	4	175,579,694.25	702,318,776.98
BAMA	4	4	175,579,694.25	702,318,776.98
BIU	1	1	183,083,099.98	183,083,099.98
DAMBOA	3	3	190,586,505.72	571,759,517.16
GWOZA	7	7	190,586,505.72	1,334,105,540.04
KONDUGA	5	5	171,077,650.80	855,388,254.02
KUKAWA	5	5	205,593,317.19	1,027,966,585.97
MAFA	4	4	175,579,694.25	702,318,776.98
MARTE	3	3	190,586,505.72	571,759,517.16
NGALA	3	3	183,083,099.98	549,249,299.95
NGANZAI	3	3	175,579,694.25	526,739,082.74
MAIDUGURI	6	6	175,579,694.25	1,053,478,165.47
	66	66		₦ 12,278,573,148.03

The above table is the Security need in communities or return and relocation.

With nearly 90% of the displaced population being primarily agrarian, providing secure farmlands is important to creating resilience, food security and lasting peace. Addressing the needs of this population, which

form about a quarter of the population of the State is central to the achievement of the Borno State Development Framework by integrating IDPs into the productive economic wheel of the State.

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	FARMLANDS (INPUTS AND AGRO RANGERS)		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	34,212	350,000	11,974,200,000
KAGA	3	6,967	350,000	2,438,450,000
MONGUNO	4	52,158	350,000	18,255,300,000
ABADAM	3	3,960	350,000	1,386,000,000
GUZAMALA	3	5,703	350,000	1,996,050,000
MOBBAR	2	35,627	350,000	12,469,450,000
JERE	4	24,799	350,000	8,679,650,000
BAMA	4	32,527	350,000	11,384,450,000
BIU	1	3,084	350,000	1,079,400,000
DAMBOA	3	8,467	350,000	2,963,450,000
GWOZA	7	48,573	350,000	17,000,550,000
KONDUGA	5	12,309	350,000	4,308,150,000
KUKAWA	5	6,858	350,000	2,400,300,000
MAFA	4	21,505	350,000	7,526,750,000
MARTE	3	5,557	350,000	1,944,950,000
NGALA	3	14,269	350,000	4,994,150,000
NGANZAI	3	11,234	350,000	3,931,900,000
MAIDUGURI	6	12,100	-	-
	66	339,909		₦ 114,733,150,000.00

Table below shows farmland required in various locations of return and relocation.

Economic activities are essential for not only strengthening resilience and independence, the participation of adult males and females in any form of economic activity, however basic, give people dignity and sets examples for growing children on the need to be productive members of their society in different shapes

and forms. This would require us to have 66 lock-up shops complex and 66 market with stalls complexes.

All areas of return and relocation will have locked up market shops and stalls as in the below table:

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	LOCK UP SHOPS REQUIRED			MARKET STALLS REQUIRED		
		UNIT	COST (N)	TOTAL (N)	UNIT	COST (N)	TOTAL (N)
DIKWA	3	3	47,430,550.00	142,291,650.00	3	33,080,531.80	99,241,595.40
KAGA	3	3	45,486,675.00	136,460,025.00	3	31,724,772.30	95,174,316.90
MONGUNO	4	4	51,318,300.00	205,273,200.00	4	35,792,050.80	143,168,203.20
ABADAM	3	3	53,262,175.00	159,786,525.00	3	37,147,810.30	111,443,430.90
GUZAMALA	3	3	53,262,175.00	159,786,525.00	3	37,147,810.30	111,443,430.90
MOBBAR	2	2	51,318,300.00	102,636,600.00	2	35,792,050.80	71,584,101.60
JERE	4	4	45,486,675.00	181,946,700.00	4	31,724,772.30	126,899,089.20
BAMA	4	4	45,486,675.00	181,946,700.00	4	31,724,772.30	126,899,089.20
BIU	1	1	47,430,550.00	47,430,550.00	1	33,080,531.80	33,080,531.80
DAMBOA	3	3	49,374,425.00	148,123,275.00	3	34,436,291.30	103,308,873.90
GWOZA	7	7	49,374,425.00	345,620,975.00	7	34,436,291.30	241,054,039.10
KONDUGA	5	5	44,320,350.00	221,601,750.00	5	30,911,316.60	154,556,583.00
KUKAWA	5	5	53,262,175.00	266,310,875.00	5	37,147,810.30	185,739,051.50
MAFA	4	4	45,486,675.00	181,946,700.00	4	31,724,772.30	126,899,089.20
MARTE	3	3	49,374,425.00	148,123,275.00	3	34,436,291.30	103,308,873.90
NGALA	3	3	47,430,550.00	142,291,650.00	3	33,080,531.80	99,241,595.40
NGANZAI	3	3	45,486,675.00	136,460,025.00	3	31,724,772.30	95,174,316.90
MAIDUGURI	6	6	45,486,675.00	272,920,050.00	6	31,724,772.30	190,348,633.80
	66	66		N 3,180,957,050.00	66		N 2,218,564,845.80

6.5 Cash based interventions (CBI)

To bolster economic activities further, each adult member of the family will be provided with startup business grant either in terms of cash for traders, animals for herders and input for farmers. The active participation of all adults, young and old, is crucial to strengthen resilience and will reduce the recruitment of

young people by the insurgency. Also important in the context of Borno is the need for young people to see adults around them and young people working hard to earn a living, having spent most of their lives in camps with no good examples to imitate.

The table below shows details of the small grants for economic activities and livelihood required.

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	ECONOMIC (LIVELIHOOD) STARTUP GRANT REQUIRED		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	34,212	200,000.00	6,842,400,000.00
KAGA	3	6,967	200,000.00	1,393,400,000.00
MONGUNO	4	52,158	200,000.00	10,431,600,000.00
ABADAM	3	3,960	200,000.00	792,000,000.00
GUZAMALA	3	5,703	200,000.00	1,140,600,000.00
MOBBAR	2	35,627	200,000.00	7,125,400,000.00
JERE	4	24,799	200,000.00	4,959,800,000.00
BAMA	4	32,527	200,000.00	6,505,400,000.00
BIU	1	3,084	200,000.00	616,800,000.00
DAMBOA	3	8,467	200,000.00	1,693,400,000.00
GWOZA	7	48,573	200,000.00	9,714,600,000.00
KONDUGA	5	12,309	200,000.00	2,461,800,000.00
KUKAWA	5	6,858	200,000.00	1,371,600,000.00
MAFA	4	21,505	200,000.00	4,301,000,000.00
MARTE	3	5,557	200,000.00	1,111,400,000.00
NGALA	3	14,269	200,000.00	2,853,800,000.00
NGANZAI	3	11,234	200,000.00	2,246,800,000.00
MAIDUGURI	6	12,100	200,000.00	2,420,000,000.00
	66	339,909		₦ 67,981,800,000.00

6.6 Technical and Vocational Education centres

With Borno State having nearly 70% of its population below the age of 40 years coupled with exposure to global practices, subsistence farming is not attractive to urban young people. Those that want to engage in agriculture like their parents did, want to explore value addition as well as move from Subsistence to agriculture for economic growth even as small holder farmers. This is even made more attractive with high level of lack of jobs in the formal sectors. The Borno State Government has embarked on constructing Technical and Vocational Education centres in every local government

headquarters.

The internally displaced youth should not be left behind. Where one does not exist now and there is need, VTE institutes will be built for young people based on economic analysis of need in different local government areas. In some areas, the existing ones will require upgrade to accommodate more trainees because of the resettlement efforts.

The requirements for VTE Schools is shown in the table below:

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	VOCATIONAL TRAINING INSTITUTE REQUIRED		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	0	-	-
KAGA	3	0	-	-
MONGUNO	4	0	-	-
ABADAM	3	1	400,000,000.00	400,000,000.00
GUZAMALA	3	1	400,000,000.00	400,000,000.00
MOBBAR	2	0	-	-
JERE	4	0	-	-
BAMA	4	0	-	-
BIU	1	0	-	-
DAMBOA	3	0	-	-
GWOZA	7	0	-	-
KONDUGA	5	0	-	-
KUKAWA	5	1	400,000,000.00	400,000,000.00
MAFA	4	0	-	-
MARTE	3	1	400,000,000.00	400,000,000.00
NGALA	3	0	-	-
NGANZAI	3	0	-	-
MAIDUGURI	6	0	-	-
	66	4		₦ 1,600,000,000.00

6.7 Water

The geographic location of Borno State in the Sahel, the rapidly encroaching Sahara Desert, an average of 3-4 months of rain every year and the nature of its water formation makes provision of adequate boreholes and water network in bigger town essential. Also crucial is the fact the responsibility of getting water for the family is traditionally that of the children of the family. If water is not available within walking distance, children will simply not go to school because they will invest significant amount of time getting water for cooking, and other needs of the family. Having water and means of fuel within reach is important security consideration for

girls to prevent GBV.

In Maiduguri township, there is rapid urbanisation and as camps are closed, a lot of young people may choose to (re)integrate into communities within the greater Maiduguri township. This will require expansion of the Maiduguri water systems. All LGA headquarters where many communities are likely to resettle would also need water works to cater for the large population and emerging businesses and other economic activities.

Below is a summary of the water requirements for the Phase one of the Borno State Solutions Plan

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	POPULATION FIGURES		WATER REQUIRED					
		TOTAL POPULATION	HOUSEHOLDS	BOREHOLE			WATER-WORKS		
				UNIT	COST	(N)	TOTAL (N)	UNIT	COST
DIKWA	3	162,662	34,212	15	38,996,759.00	584,951,385.00	1	513,000,000.00	513,000,000.00
KAGA	3	10,802	6,967	15	37,500,000.00	562,500,000.00	1	426,000,000.00	426,000,000.00
MONGUNO	4	294,600	52,158	20	48,725,059.00	974,501,180.00	1	522,000,000.00	522,000,000.00
ABADAM	3	28,720	3,960	15	52,725,059.00	790,875,885.00	1	522,000,000.00	522,000,000.00
GUZAMALA	3	28,515	5,703	15	52,725,059.00	790,875,885.00	1	522,000,000.00	522,000,000.00
MOBBAR	2	108,252	31,667	10	52,725,059.00	527,250,590.00	1	556,000,000.00	556,000,000.00
JERE	4	146,079	24,799	20	38,996,759.00	779,935,180.00	2	502,000,000.00	1,004,000,000.00
BAMA	4	140,670	32,527	20	15,623,044.00	312,460,880.00	1	500,000,000.00	500,000,000.00
BIU	1	18,504	3,084	5	15,004,988.00	75,024,940.00	1	292,000,000.00	292,000,000.00
DAMBOA	3	50,802	8,467	15	14,004,988.00	210,074,820.00	2	301,000,000.00	602,000,000.00
GWOZA	7	328,153	48,573	35	14,004,988.00	490,174,580.00	1	278,000,000.00	278,000,000.00
KONDUGA	5	79,424	12,309	25	15,623,044.00	390,576,100.00	1	402,000,000.00	402,000,000.00
KUKAWA	5	41,136	6,856	25	48,725,059.00	1,218,126,475.00	1	536,000,000.00	536,000,000.00
MAFA	4	137,785	21,505	20	123,679,600.00	2,473,592,000.00	1	500,000,000.00	500,000,000.00
MARTE	3	39,139	5,557	15	48,225,059.00	723,375,885.00	1	445,000,000.00	445,000,000.00
NGALA	3	85,614	14,269	15	123,679,600.00	1,855,194,000.00	1	516,000,000.00	516,000,000.00
NGANZAI	3	67,404	11,234	15	48,225,059.00	723,375,885.00	1	510,000,000.00	510,000,000.00
MAIDUGURI	6	49,538	12,100	30	38,996,759.00	1,169,902,770.00	0	-	-
	66	1,817,799	335,947	330		₦ 14,652,768,440.00	19		₦ 8,646,000,000.00

6.8 Social Cohesion

The process of recovery in every community requires continuous building of trust among members of the community as well as between community and constituted authorities. This requires among other things physical public spaces where people interact with each other either for commercial or social activities. In the tradition of the communities of most Northern Nigeria

and Borno state in particular, this bonding and trust building takes place in the area popularly referred to as the “residence of the traditional leaders” which is seen as a common place for all people.

Each community of return or (re)integration will have one of such areas thus, there is need for 66 traditional leaders’ residence.

LGAs OF CAMP LOCATIONS	RESETTLEMENT COMMUNITIES REQUIRED	PUBLIC BUILDING (TRADITIONAL RULERS BUILDING)		
		UNIT	COST (N)	TOTAL (N)
DIKWA	3	3	115,031,556.44	345,094,669.31
KAGA	3	3	114,764,661.88	344,293,985.63
MONGUNO	4	4	115,565,345.56	462,261,382.25
ABADAM	3	3	115,832,240.13	347,496,720.38
GUZAMALA	3	3	115,832,240.13	347,496,720.38
MOBBAR	2	2	115,565,345.56	231,130,691.13
JERE	4	4	114,764,661.88	459,058,647.50
BAMA	4	4	114,764,661.88	459,058,647.50
BIU	1	1	89,452,967.11	89,452,967.11
DAMBOA	3	3	115,298,451.00	345,895,353.00
GWOZA	7	7	115,298,451.00	807,089,157.00
KONDUGA	5	5	114,642,614.34	573,213,071.69
KUKAWA	5	5	115,832,240.13	579,161,200.63
MAFA	4	4	114,764,661.88	459,058,647.50
MARTE	3	3	115,298,451.00	345,895,353.00
NGALA	3	3	115,031,556.44	345,094,669.31
NGANZAI	3	3	114,764,661.88	344,293,985.63
MAIDUGURI	6	0	-	-
	66	60		₦ 6,885,045,868.93

7. Financing Mechanism

Financing the Borno State Strategy for Solutions to Internal Displacement will require significant financial, and management effort and absolute commitment from the Borno State Government, the Federal Government, Donor Partners, Private sector and all residents of Borno State.

The full details of the projected costs for various infrastructure and service sectors required for the resettlement of 1,817,799 internally displaced persons in 66 communities across Borno State as of December

2023 is totalling USD2,643,058,107.22, as shown in the Summary table below. Although this estimate in USD will change during Implementation, we do not expect significant change as the gain in exchange rate is expected to buffer for a significant percentage of very high inflation rate in the country.

It is envisioned that the costs will continually be reviewed to cater for inflation and other factors during the implementation period.

SUMMARY OF BORNO STATE PHASE ONE SOLUTIONS IMPLEMENTATION COSTING				
SUMMARY TABLE				
S/N	SECTORS	UNIT	AVERAGE UNIT COST	TOTAL
1	HOUSING	84,977	24,918,538.85	₦ 2,117,508,905,544.00
2	PHC'S	66	115,180,092.98	₦ 7,601,886,136.73
3	SCHOOLS	66	274,252,658.52	₦ 18,100,675,462.60
4	VOCATIONAL TRAINING INSTITUTES	4	400,000,000.00	₦ 1,600,000,000.00
5	ENVIRONMENTAL PROTECTION (THREE ECO TREE PER FAMILY+50)	672,794	5,000.00	₦ 3,363,970,000.00
6	BOREHOLES	330	44,402,328.61	₦ 14,652,768,440.00
7	WATER-WORKS	19	455,052,631.58	₦ 8,646,000,000.00
8	PUBLIC BUILDINGS (TRADITIONAL RULERS)	60	114,750,764.48	₦ 6,885,045,868.93
9	SECURITY OUTPOST/POLICE STATION	66	186,038,987.09	₦ 12,278,573,148.03
10	ECONOMIC (LIVELIHOOD) STARTUP GRANTS	339,909	200,000.00	₦ 67,981,800,000.00
11	LOCK UP SHOPS	66	48,196,318.94	₦ 3,180,957,050.00
12	MARKET STALLS	66	33,614,618.88	₦ 2,218,564,845.80
13	FARMLANDS	339,909	337,540.78	₦ 114,733,150,000.00
TOTAL				₦ 2,378,752,296,496.08
				\$ 2,643,058,107.22

The Borno State Government will work with the office of the United Nations Office of the Special Adviser on Solutions to Internal Displacement and the Resident Coordinator to raise the required resource to implement this important project.

- Borno State will commit 15% of its total budget over the next three years for the purpose of funding this project.
- Federal Government support is invaluable to the success of this project. In particular, the Ministry for Humanitarian Affairs, North-East Development Commission (NEDC), National Emergency Management Agency (NEMA), National Commission for Refugees, Migrants and IDPs (NCFRMI) and National Identity Management Commission (NIMC).
- Borno State Government, in partnership with the office of the United Nations Office of the Special Adviser on Solutions to Internal Displacement will actively seek for international support and financial facilities specifically to support economic development where reasonable.
- The Borno State Government will advocate and partner with the private sector to take up projects of building individual locations of their choice and fund for the return of the residents. This will explore creative ways of adding value to the private sector to be attracted to invest.
- Nigeria philanthropists will be encouraged to directly fund specific initiatives.

8. Governance Structure

The governance structure is designed to give the highest level of political leadership and partnership with critical stakeholders. It also ensures transparency in the institutional framework through which implementation will be driven efficiently with minimal bureaucracies.

The structure below is envisaged to be adaptable based on the context at the time of implementation and will be regularly reviewed at federal and state levels as part of the monitoring and evaluation relating to implementation of the Strategy. The make-up of

each governance entity should aim to include equal numbers of men and women (with progressive efforts to achieve these targets).

➤ DURABLE SOLUTIONS NATIONAL GOVERNANCE COMMITTEE (NGC):

The NGC will be co-chaired by the Executive Governor of Borno State and the UN Resident Coordinator for Nigeria as the designated representative of the UNSG. The NGC will be responsible for giving federal oversight, policy direction and mobilizing the participation of relevant States and Federal MDAs, UN agencies, private sector and donor agencies as well as mobilising resources to ensure implementation of the Strategy. Other members of the NGC shall include relevant representatives from the UN, Representative of the Chairman of High-Level Presidential Committee on Resettlement of IDPs and Refugees in Nigeria, Ministers of MoBNP, and Humanitarian Affairs, DG/CEO NEDC, DG NEMA, Chief of Defense Staff (CDS), Inspector General of Nigeria Police, Chair of NE Ambassador Group, relevant representatives of the private sector, and relevant representatives of national/regional/international financial institutions.

➤ STATE PROJECT STEERING COMMITTEE (SPSC):

This is the highest-level policy body at the state level. The SPSC will be responsible for decision-making, oversight and mobilizing all relevant stakeholders working in Borno State to actively participate in ensuring implementation of the Strategy. The SPSC shall be Chaired by the Governor of Borno State. The Secretary of the SPSC shall be the Coordinator, Agency for Coordination of Sustainable Development, Partnerships and Humanitarian Response.

Other members of the SPSC will include Commissioners of RRR, Budget and Planning, Finance, Local Government and Emirate Affairs, Works and Housing, Transport and Power, Health, Education, Youth and Sports, Women Affairs, Information and Internal Security, Environment, Commerce, Agriculture, Religious Affairs, Chief Adviser on Sust Dev and Humanitarian Support,

Chairman of ALGON, ED Borno Renaissance Microfinance Bank, DG SEMA, UN representatives, traditional leaders, relevant INGOs and NCSO representatives, IDP representatives (at least one male and one female), Commissioner of Police, Commandant of Nigeria Civil Defence Corp and Chairman CJTF.

and CJTF, IDP representatives (at least one male and one female), INGO forum and NCSO representatives, relevant representatives of the private sector, traditional leaders, women groups, youth groups, people with disability, INGO forum, humanitarian partners, and development partners as well as representatives of the relevant Local Government and communities as needed.

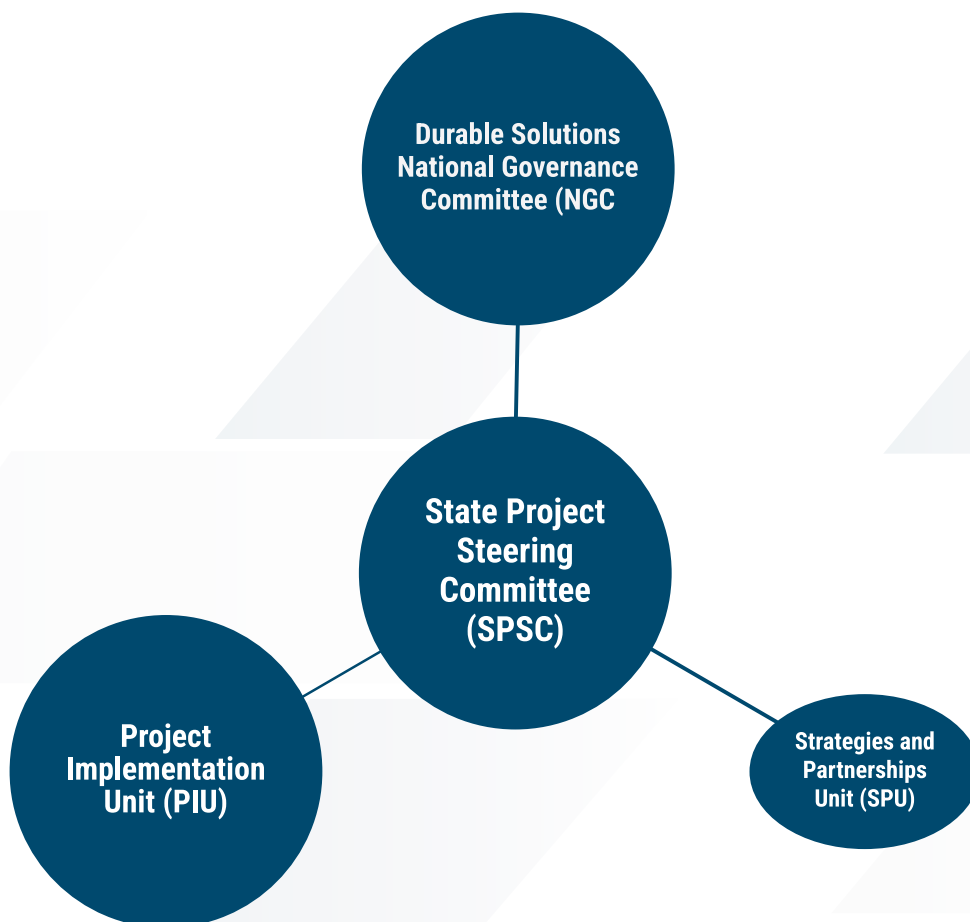
➤ **PROJECT IMPLEMENTATION UNIT (PIU):**

will be responsible for the implementation of the Strategy. The PIU will be domiciled in the Ministry for RRR in partnership with the other MDAs and partners. The Secretary of the PIU will be the Executive Secretary of the Agency for Coordination of Sustainable Development, Partnerships and Humanitarian Response. The PIU shall produce quarterly progress reports and share them with the SPSC and the NGC.

The PIU will be chaired by the Commissioner RRR with senior-level representatives of relevant ministries, a representative of the Nigerian Police, Civil Defence,

➤ **STRATEGIES AND PARTNERSHIPS UNIT (SPU):**

The SPU will lead on developing and maintaining strategic partnerships with relevant stakeholders and actors. The SPU will be domiciled in the Agency for Coordination of Sustainable Development, Partnerships and Humanitarian Response. It will actively seek partnerships for the State on the strategy, track the M&E and progress of implementation of the Strategy, connect implementation efforts with these strategic partnerships and present monitoring reports to the SPSC. The SPU shall produce quarterly progress reports and share them with the SPSC and the NGC.



9. Communication

Robust and comprehensive communication is crucial for the successful local ownership, implementation and sustaining the solution to internal displacement in Borno. It is also important in building trust, fostering understanding, and ensuring active participation from a variety of groups in every community. The Strategy will involve actively engaging IDPs, their communities as well as the communities of return, integration and relocation in all discussions and decision-making processes related to return, integration or relocation of IDPs. This approach seeks to empower displaced individuals and displacement-affected communities by valuing their insights, addressing their concerns, and fostering a collaborative effort between community members and relevant stakeholders to ensure a more inclusive and sustainable process. Being participatory and creating general awareness and inclusion among people and important stakeholders such as traditional and religious leaders, business leaders, women groups and youth will strengthen ownership and sustainability which is important in mitigation against future occurrences of the root causes of internal displacement.

The communication strategy is designed and implemented as a two-way stream that allows the channeling of communities' voices through IDP and host community assessment and feedback mechanisms to ensure that their concerns and queries are assessed and well addressed in an effective and timely manner.

IDPs and their stakeholders were consulted in the process of the development of this Strategy and will continue to be consulted all through the processes of implementation and stabilization of communities in their places of return. Similarly, important stakeholders such as traditional leaders, religious leaders, women groups, youth groups, people with disability as well as civil security agencies will continue to be part of this process.

Traditional and social media as well as all local media outfits will be engaged to ensure continuing sharing of information sharing and receipt of feedback on the processes.

10. Conclusion

The "Borno State Strategy for Durable Solutions to Internal Displacement" represents a comprehensive and multifaceted approach to addressing the complex challenges faced by IDPs in Borno State. The Strategy is underpinned by the alignment of the Borno State 25-year Development Framework and 10-year Strategic Transformation Initiative with the Durable Solutions Framework tailored to meet the unique needs and circumstances of the State, which has been significantly impacted by both human-induced and natural causes of displacement. The three main objectives of the strategic response endeavour to provide a whole of community approach, working alongside communities to address risks and needs faced by vulnerable people while also building solutions pathways to end protracted displacement and strengthen the capacity (of people and institutions) to thrive and respond to any future crisis.

The core of the Strategy is the commitment to ensure safe, dignified, and sustainable solutions for IDPs so that they live in dignity and contribute to the development of themselves, their families and their communities. This is achieved through a well-rounded plan that encompasses not only immediate humanitarian assistance but also long-term developmental initiatives. The Strategy emphasises voluntary return, relocation, and integration into host communities, and focuses on community-centric approaches, especially prioritizing the needs of vulnerable groups such as women and youth, and respecting individual, social and cultural dynamics of the people.

The Strategy is built on the existing policies and processes as well as experiences from the State and best practices around the world. It includes the contributions of IDPs, community leaders, humanitarian and development partners both national and international as well as that of key government agencies at national and state level.

The detailed costings section provides a clear and transparent overview of the resources required to implement this strategy effectively. It highlights the

State's commitment to mobilizing the necessary financial support and resources, ensuring that the initiatives are not just well-planned but also feasible.

Its success will hinge on well-coordinated and effective implementation, continuous monitoring, and the ability to adapt to changing circumstances. The involvement of multiple stakeholders, including government entities, international organizations, and the affected communities themselves, is crucial for the Strategy's success. This comprehensive approach holds the promise of not only alleviating the current

displacement crisis in Borno State but also paving the way for sustainable development and lasting peace in the region.

Importantly, the Borno State Government is committed to providing leadership and the political commitment necessary for the success of this plan.





ANNEX

Below are more details about some of the complementary areas of focus. These are linked to the Strategy and will require additional funding.

BUILDING RESILIENCE AND PREVENTION OF INTERNAL DISPLACEMENT

Internal Displacement: Climate Change and Natural Disaster.

The ongoing conflict and displacement in Borno State have created vulnerable communities, intensifying the impact of natural disasters such as flood, drought, seasonal fire out breaks and pandemics.

The interconnected challenges of the Boko Haram Insurgents' terrorist activities and drought have significantly impoverished not only the people of Borno State but also those from neighbouring states and countries whose main business activities in the Lake Chad Basin, particularly in areas such as Baga, Marte, Ngala, Kala-Balge and Banki communities. The rapidly shrinking waters of the Lake Chad compounded by the desert encroachment from the Lake Chad is causing displacement of people from their communities moving southwards and as refugees in other countries of the region; Chad, Cameroun, Niger as well as further into Central Africa and up north as far as Mali.

A. Borno State Disaster Management Strategy

The Borno State Government is committed to implement its State Disaster Management Strategy which focuses on addressing the immediate emergencies created by natural disasters resulting in damages and internal displacement as well as the medium- and long-term strategies that address issues of risk management, mitigation and managing the root causes of Natural Disasters.

The Borno Disaster Management Strategy addresses the following issues:

- a. Understand the specific challenges posed by major natural disasters in Borno State.
- b. Strategies for effective mitigation and preparedness.
- c. Establishing a coordinated framework for effective management of natural disasters, with a focus on rapid response and recovery.
- d. Implementation of Rapid Response and Preventive measures to reduce the risk and impact of disasters.

Immediate Relief Efforts

- **Humanitarian Aid and Basic Services:** Ensure the swift delivery of humanitarian aid, including food, clean water, shelter, and medical assistance, to address the immediate needs of displaced populations and conflict-affected communities. Livelihood support is an integral part of this phase.
- **Protection Measures:** Implement measures to protect vulnerable populations, particularly women, children, and the elderly, from exploitation, violence, and abuse.
- **Psychosocial Support:** Provide mental health and psychosocial support services to help individuals cope with trauma and stress resulting from conflict and displacement.

Provision of adequate security for lives and property: This is important to reduce vulnerability of people and ensure no additional harm and looting takes place following disaster incidences. Conflict resolution where necessary either as the cause or a result of the disaster.

Security Measures

- **Community Policing and Security:** Collaborate with local communities to establish community policing structures that enhance security at the grassroots level, fostering a sense of safety and trust.
- **Conflict Resolution:** Invest in conflict resolution mechanisms to address underlying grievances and promote peaceful coexistence among different ethnic and religious groups.
- **Coordination with Security Forces:** Enhance coordination between humanitarian agencies and security forces to ensure the protection of both aid workers and the communities they serve.

Development Initiatives

- **Education and Vocational Training:** Invest in education and vocational training programmes to empower displaced individuals and host communities with skills that enhance employability and income generation.
- **Infrastructure Rehabilitation:** Rebuild and rehabilitate critical infrastructure, including schools, hospitals, and roads, to restore normalcy and improve access to essential services.
- **Livelihood Support:** Implement sustainable livelihood programmes to enable affected communities to rebuild their economic base, particularly in agriculture and other key sectors.

Collaborative Strategies:

- **Multi-Stakeholder Partnerships:** Foster partnerships between government agencies, non-governmental organisations, international entities, and local communities to leverage combined expertise, resources, and efforts.
- **Coordination Mechanisms:** Establish robust coordination mechanisms to ensure effective communication and collaboration among various

stakeholders, preventing duplication of efforts and optimising resources.

Community Engagement: Involve affected communities in the decision-making process, considering their perspectives, needs, and aspirations to enhance the relevance and sustainability of interventions.

B. Long-Term Resilience Building

The resilience of communities in Borno State and neighbouring regions hinges on a comprehensive strategy that addresses the immediate needs arising from conflict, displacement, and natural disasters while concurrently focusing on long-term security, development, and resilience-building initiatives. By adopting a collaborative and sustained approach, it becomes possible to not only respond to crises but also lay the foundation for a more stable and prosperous future.

The resilience of affected communities will hinge on a comprehensive approach that considers the interplay of these factors and works towards rebuilding lives and livelihoods in the aftermath of such adversity.

- **Early Warning Systems:** Develop and implement early warning systems for natural disasters to enable timely responses and evacuation plans.
- **Climate-Resilient Practices:** Introduce climate-resilient agricultural practices and infrastructure to mitigate the impact of recurrent natural disasters such as droughts and floods.
- **Capacity Building:** Invest in capacity building at the community level, empowering local leaders and organisations to respond effectively to future challenges.

C. Climate Variability

Borno State experiences a noticeable pattern of climate variability, marked by irregularities in temperature, precipitation, and other climatic parameters. The resulting periods of drought disrupt the delicate

ecological balance, posing substantial challenges to the sustainable development and well-being of the state's residents.

One of the most profound impacts of climate variability in Borno State is the adverse effect on agriculture. Drought disrupts regular rainfall patterns, leading to water scarcity and making it challenging for farmers to cultivate crops. The agricultural sector, a cornerstone of many households' livelihoods, faces disruptions, impacting food production and the economic stability of farming communities.

Drought exacerbates the strain on water resources in Borno State. Reduced rainfall and increased evaporation rates diminish water availability for both agricultural and domestic use. The scarcity of water resources not only jeopardises crop yields but also poses a threat to livestock, further intensifying the challenges faced by communities dependent on agriculture for their livelihoods. As a state in an area considered "semi-source points" of dust haze, during the harmattan season, it is mostly hit by dust haze outbreaks which devastatingly affect food production, increase cases of health problems like cardiac, respiratory and eye diseases as well as general disruption of air traffic when visibility falls below acceptable standards. There is therefore the need to invest in community awareness on climate vulnerability and teach people how mitigate against the impact of severe natural occurrences and prevention of diseases associated with these changes.

In response to the challenges posed by climate variability, the Borno State Government is actively engaged in implementing adaptation and mitigation strategies. These include promoting sustainable agricultural practices, water conservation measures, and introducing drought-resistant crop varieties. Additionally, community awareness programmes are being conducted to educate residents on climate-smart practices that enhance resilience in the face of changing climatic conditions. Continued efforts in this direction will be crucial for mitigating the adverse effects of climate variability and ensuring a sustainable and prosperous

future for Borno State.

Lake Chad Basin Dynamics

The proximity of Borno State to the Lake Chad Basin brings both opportunities and challenges that significantly shape the region's dynamics. While the risk of flooding, waterborne diseases, and resource-based conflicts is inherent, the looming danger of the receding Lake Chad water presents a disaster in its own right. Amidst geopolitical complexities surrounding the proposal to recharge the lake from River Ubangi (Oubangui) in Congo, there is a pragmatic alternative that deserves careful consideration – the utilisation of waters from Plateau Falls and Lagdo Dam that drains to River Benue. The collaboration of Northeast State Governors to explore this option after a thorough feasibility study could be paramount in addressing both the risk of flooding and the ecological crisis faced by Borno State and the wider region.

D. PREVENTION STRATEGIES

- **Community Resilience Building:**
Develop and implement programmes to enhance community resilience through education, training, and awareness campaigns.
- **Drought Preparedness:**
Establish early warning systems and drought-resistant agricultural practices to mitigate the impact of drought. There is a need to carry the people along for government policy on drought preparedness to be successfully implemented. The sensitisation policy will be localised to fit into the languages and understanding of the people, even further appraising and integrating indigenous practices for preventing droughts long forgotten but still effective.
- **Floodplain Management:**
Implement land-use planning regulations to manage flood-prone areas and protect critical infrastructure. Also constructing a control dam on Nigeria's side of

the Adamawa Plateau fails to manage floods caused by the release of water from Lagdo Dam in Cameroon.

Fire Prevention and Education:

Conduct public awareness campaigns on fire safety, enforce building codes, and invest in firefighting infrastructure.

Pandemic and Endemic Preparedness:

Strengthen healthcare infrastructure, surveillance systems, and public health education to prevent and manage pandemics and endemic diseases.

E. MITIGATION MEASURES

■ **Infrastructure Development:**

Invest in resilient infrastructure to withstand the impact of disasters, including flood-resistant buildings, firebreaks, and health facilities.

■ **Water Resource Management:**

Implement sustainable water management practices to address water scarcity during droughts and prevent waterborne diseases.

■ **Forest Conservation:**

Promote afforestation and conservation initiatives to mitigate the risk of fire outbreaks and enhance environmental resilience.

■ **Emergency Response Capacity:**

Build and enhance the capacity of emergency responders through training and the provision of necessary resources.

