



REBUILDING THE NORTH EAST

THE BUHARI PLAN

Volume IV

Budget & Funding Strategy

Governance & Institutional Frameworks

Implementation Priority Matrix

Strategic Communication, Monitoring & Evaluation Frameworks

Sustainability Guidelines

June 2016

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



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Section VIII
Budget & Financing Strategy



Section VIII: *Budget & Financing Strategy*

Background

The Buhari Plan aims to comprehensively address the needs of the people in the region that have been severely affected by the emergency. The broad arrays of initiatives and projects have been designed to do this. These interventions over a 5year period will require a considerable amount of resources, which given the current economic climate, will require multiple sources of funding and a creative method to finance the Plan based off of proper sequencing and prioritization of projects.

The international dimension of the conflict, which spread to the bordering regions of Niger, Cameroun and Chad, in addition to the potential ties of Boko Haram to other extremist groups such as the Islamic State of Iraq and Syria (ISIS), show that effective resolution of the problem requires international collaboration. This is clearly evidenced by the successes of the established multinational joint task force.

In a similar manner, the socio-economic drivers of the conflict, with its epicentre in North East Nigeria will also require international collaboration and pooling of resources. The Federal and State governments in the region are taking the lead in providing the necessary funds for this intervention but as Stated above this intervention will only succeed with the critical support of the international community.

The Buhari Plan financing strategy takes into account the commitment of local and international players in order to achieve the full and sustainable execution of the Plan. The support of the international community will be crucial in sending a message of a united front in the Global War against Terrorism.

A comprehensive need based assessment (the Nigeria Peace-building Assessment – RPBA - 2016) has been carried out to determine the scale of interventions required to rebuild the region to pre-insurgency levels as well as address the low socio-economic indicators that predated the crisis. This assessment was conducted by the Office of the Vice-President FGN in collaboration with the six State Governments of the region, the World Bank and several other Stakeholders. The RPBA 2016 estimated the total damages caused to the region from the crisis at about **9 Billion US Dollars**.

However, reports from the assessment also indicate priority areas and immediate needs for the region and these form the crucial focus of the Buhari Plan. It also guides in identifying sources of funding for the region, existing capacities already deployed in support of the region and target resources which may be leveraged in support of the region; all of which have been harmonised into the Buhari Plan.

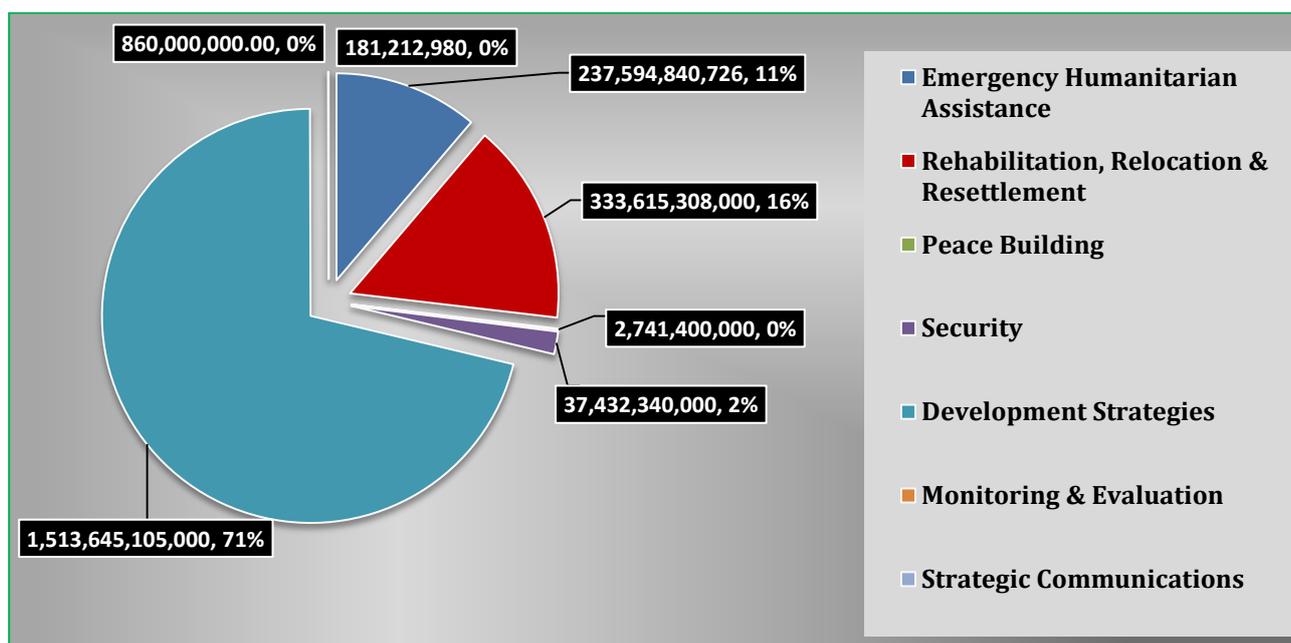
The total financial requirement for immediate implementation of the Buhari Plan is currently estimated at 2.1 Trillion Naira.

Chapter 26

The Buhari Plan Budget Optimisation and Financial Sequencing for the North East

The RPBA has been critical in determining the scale of humanitarian needs and interventions required to rebuild and stabilise the North East. Considering this along with prior assessments and Planning done by a number of agencies of the Federal and State Governments, the PCNI has successfully harmonised the financial requirement for the comprehensive intervention intended in the Buhari Plan. This harmonised budget is currently estimated at **₦2,126,070,206,706**. The breakdown of this figure is directly below.

Figure 1: Buhari Plan Budget Breakdown



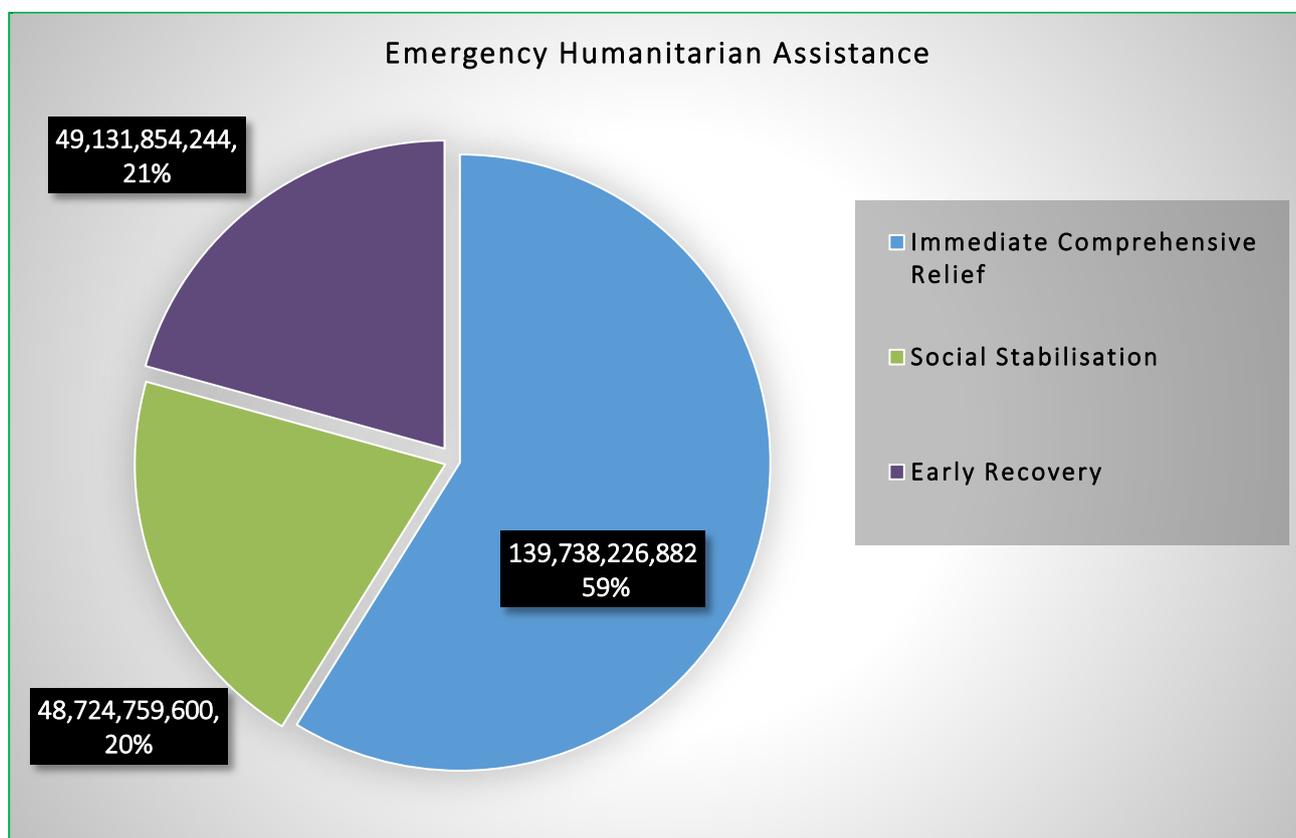
This budget covers immediate Humanitarian needs, resettlement and early recovery, as well as the long term re-development and sustainable growth of the region. It is targeted at the addressing the underlying socio-economic drivers of the conflict, which is why the development strategies take up 71% of the budget.

The interventions chronicled in the Buhari Plan are estimated to last a total combined period of 5 years with Immediate Humanitarian Assistance and Social Stabilisation/Protection components taking off in the first year and tapering off in within 2 years as Security is restored and communities are adequately resettled back in normal livelihoods and productive economic activity.

The PCNI has identified through the general consensus of all actors for the region that the first key priority is to address the humanitarian challenges IDPs in camps as well as those in host communities have been suffering for over 3 years now. This is accompanied by support to the host communities themselves who reports indicate, with the increased burden of hosting the IDPs, have become in need of humanitarian assistance as well. The humanitarian assistance component of this Plan therefore encompasses Immediate Comprehensive Relief provisions, Early Recovery Support interventions, Social Stabilisation and Protection for the most

vulnerable groups within the severely affected populations and Resettlement and Return Coordinated initiatives. These First Priority components account for 17% of the budget and are the most critical of the intervention required in the North East.

Figure 2: Emergency Humanitarian Assistance Budget Breakdown

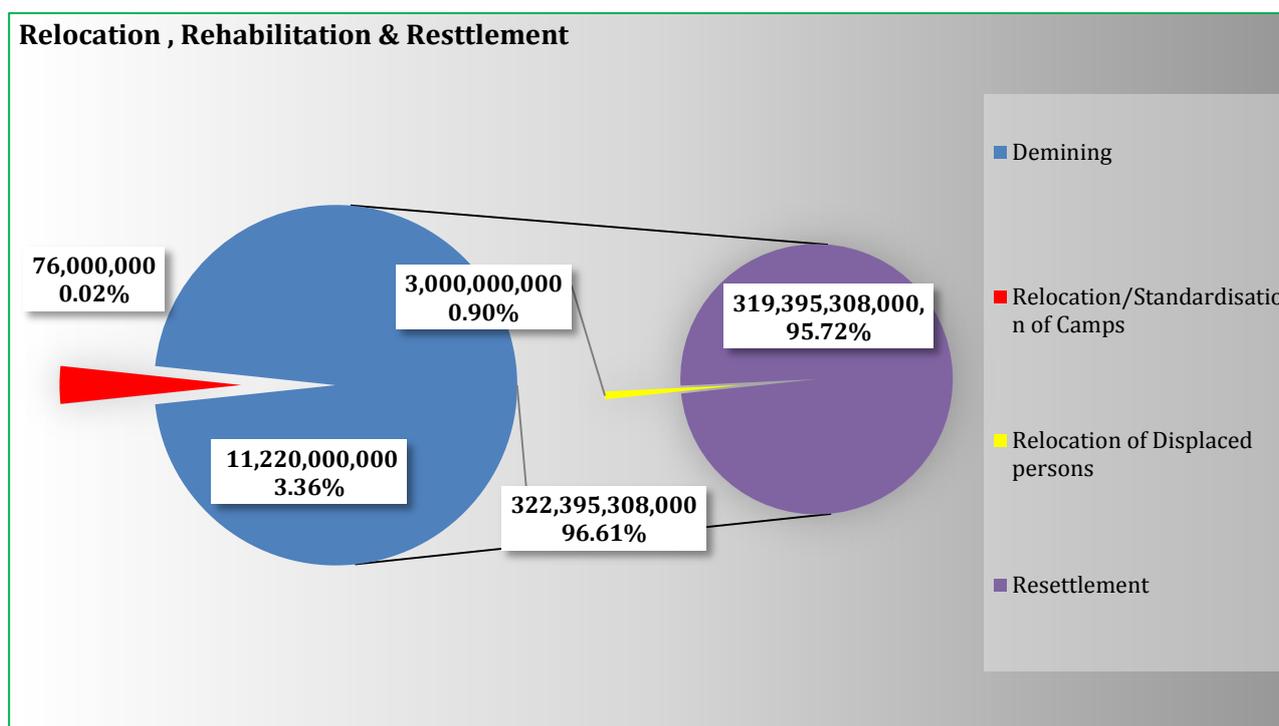


With an 2.4 Million IDPs from the region, along with another estimated 2.6 Million persons in danger of severe food insecurity caused by lost livelihoods and productive assets, the immediate next priority for the region has also been collectively identified as resettlement into functional and secure communities.

The Buhari Plan has a comprehensive Return, Relocation and Resettlement Intervention which underwrites the following important, pre-requisite activities: Demining and Security Screening of Reclaimed Communities, Rapid Reconstruction of Critical Infrastructure, Relocation of Displaced Persons (IDPs and those who fled to the neighbouring countries of Niger, Chad and Cameroun); Rapid Standardisation of Camps, and the fully supported Return of all affected persons to normal, enhanced and empowered livelihoods.

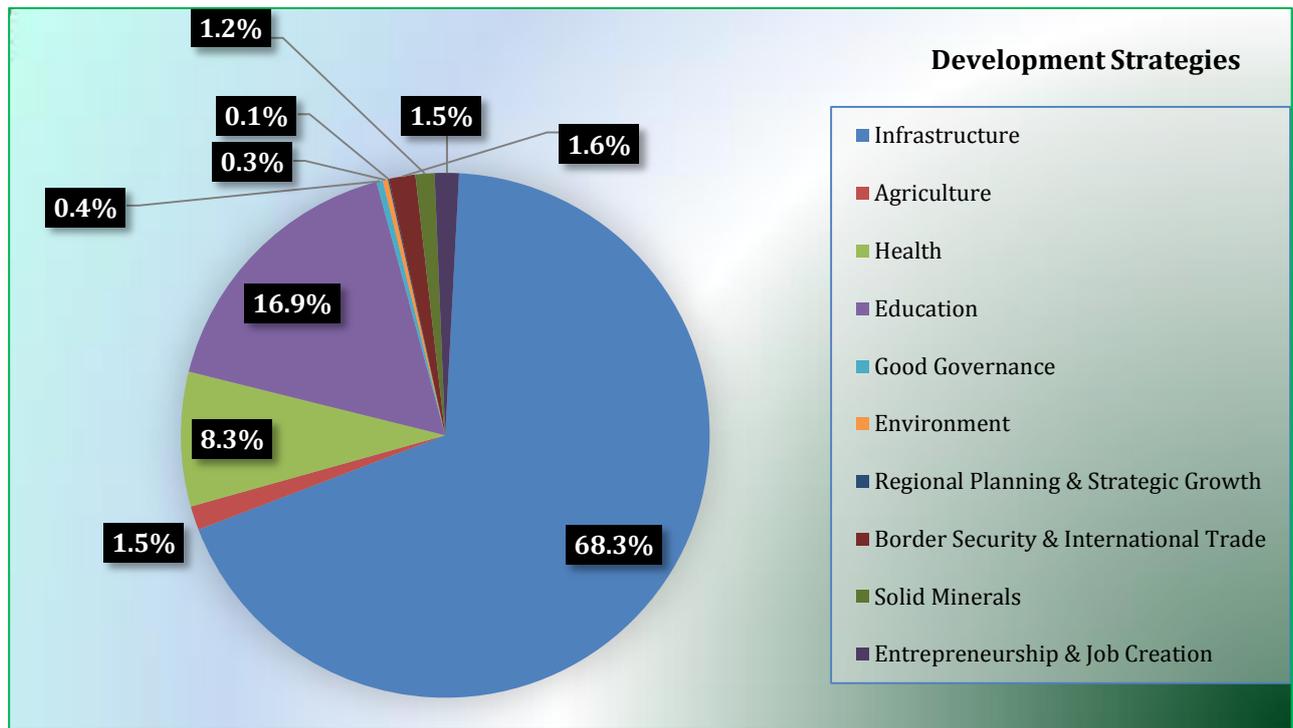
This component of the Buhari Plan intervention accounts for approximately 16% of the budget as shown in Figure 1, previously and is broken down by total cost and comparative percentages immediately below.

Figure 3: Relocation, Rehabilitation & Resettlement Breakdown



- **The need has been emphasised for commencing the budget intensive interventions within this Plan concurrently in order to optimise expenditure while maximising impact. Therefore the Resettlement Phase of the intervention has been synchronised to commence concurrently with the longer term Socio -economic Development of the region.**
- The Economic Development Strategies, being the most detailed and sustainable components dominate intervention expenditure within the entire Plan. There is a self-evident need to revitalize the region's economy and put it on a solid foundation for growth while ensuring that the root causes of the insurgency and critical drivers of conflict in the region are comprehensively addressed.
- **Strategic Analysts have globally identified the tipping over factors that contributed the most to the insurgency as perceived neglect by Government and the resultant endemic poverty in the region.**
- This phase of intervention therefore targets intensive attention to the critical socio -economic sectors: job creation, education, healthcare, agriculture, solid minerals and physical infrastructure; all required to undergird such rapid post-crisis recovery, economic growth and sustainability as is contemplated for the region.
- This phase of intervention is the fulcrum upon which the region will become economically stable, independently successful and a valid contributor to the much needed national income diversification for the nation's development.

Figure 4: Development Strategies Breakdown



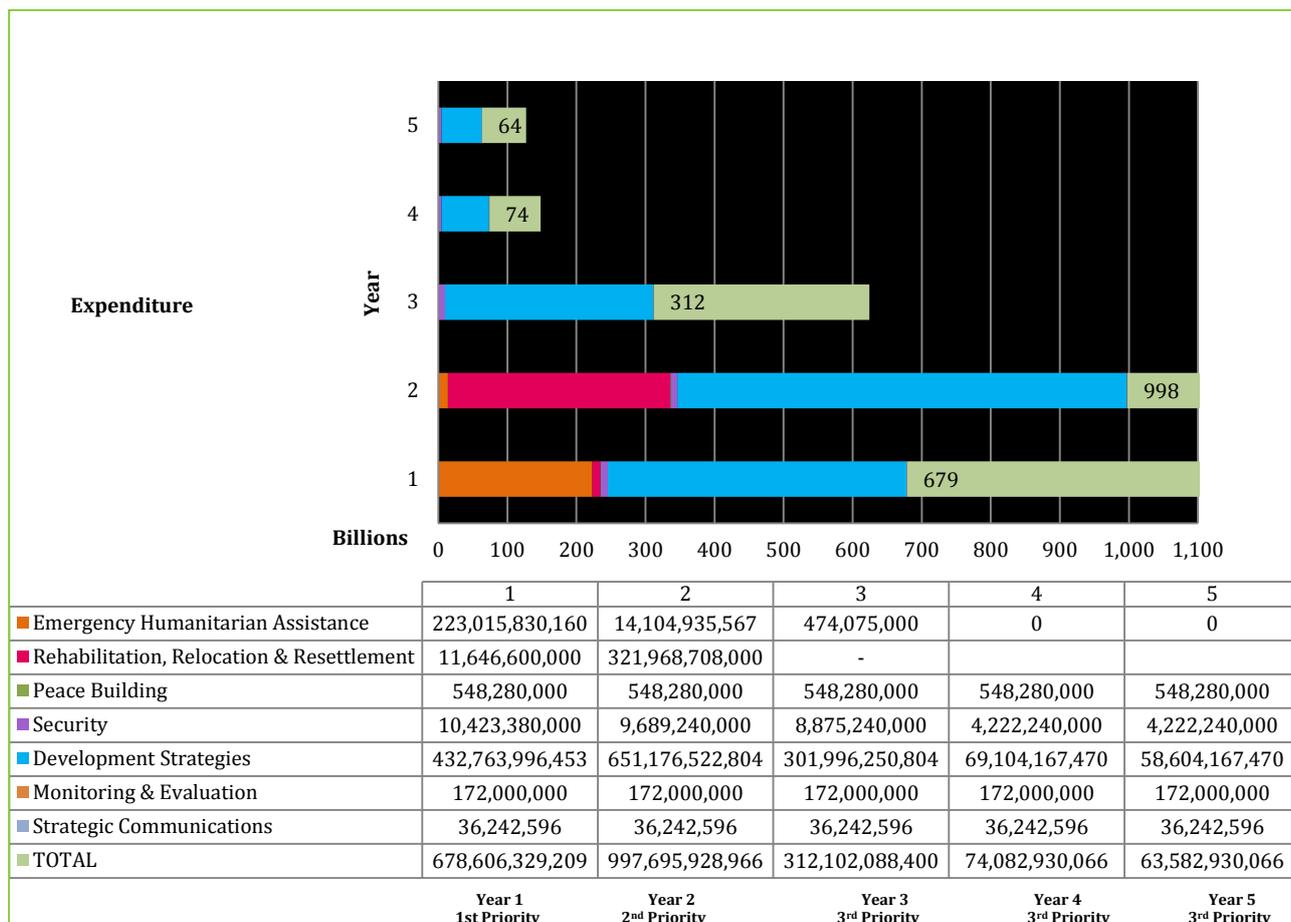
Key physical and social infrastructure are critical to jumpstarting the region's economy hence the prominent component accounting for 68% this phase.

It is likewise critical that the philosophy espoused by Boko Haram is immediately extinguished in the next 5-10 years; and a robust educational system will help in achieving this which is why it is 17% of the development strategy budget.

The total Development Strategies Budget is depicted below as percentages of the total Budget for this Plan. The total expenditure projections over the five-year period contemplated for intervening in the region are also shown below, reflecting the priority of each phase identified in three broad categories:

- **The First Priority Interventions** which begin in the first year of implementation and include primarily those related to the Emergency Humanitarian Assistance, Social Stabilisation, Security and Peace Building.
- **The Second Priority Interventions** which begin in year 2, with Resettlement, Relocation and Rehabilitation garnering the most attention.
- **The Third Priority Interventions** which begin in year three and are primarily the long term Development Strategies.

Figure 5: 5-year Expenditure Breakdown



The critical year 1 budget which covers the emergency humanitarian assistance is broken down below, a total cost estimated at ₦678.61 Billion.

Figure 5(i): Total First Year Budget Breakdown

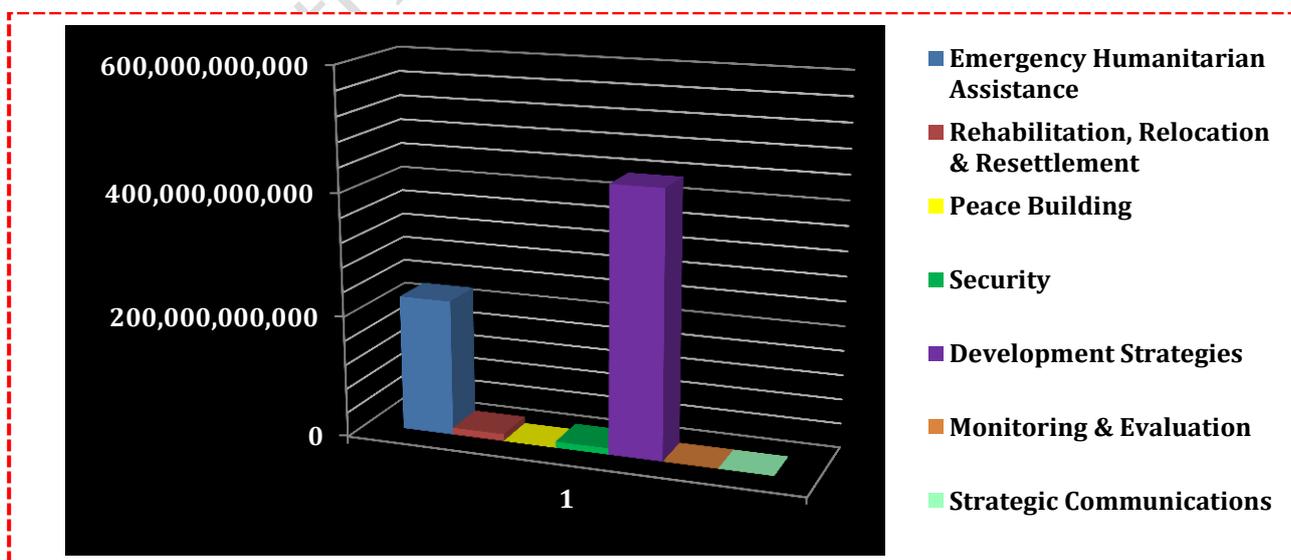
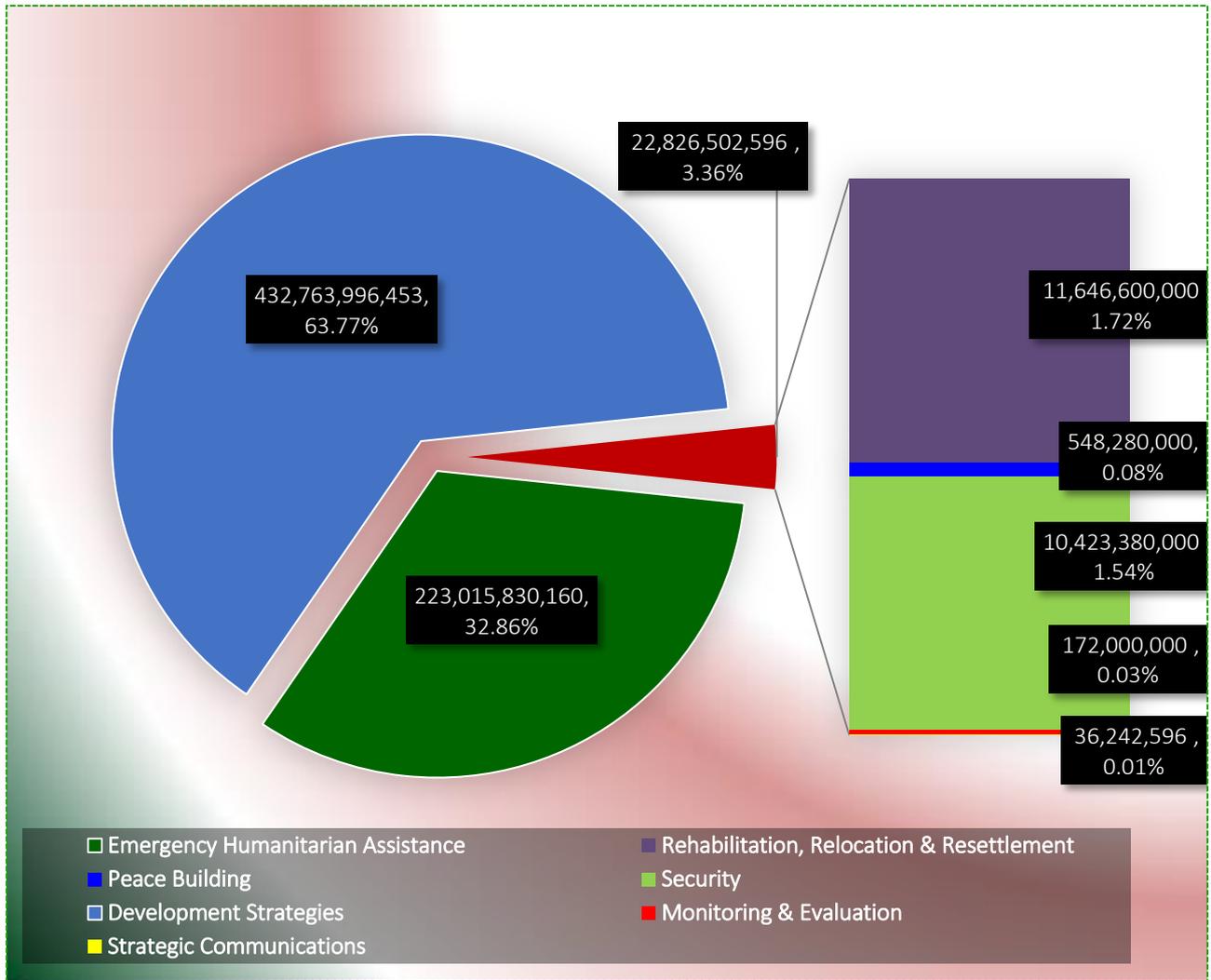


Figure 6: Year 1 Budget Breakdown



Restricted

Chapter 27

The PCNI Harmonised Funding Sources and Strategy

The sources of funding for this intervention are broadly classified into government and non-government sources.

Government Sources

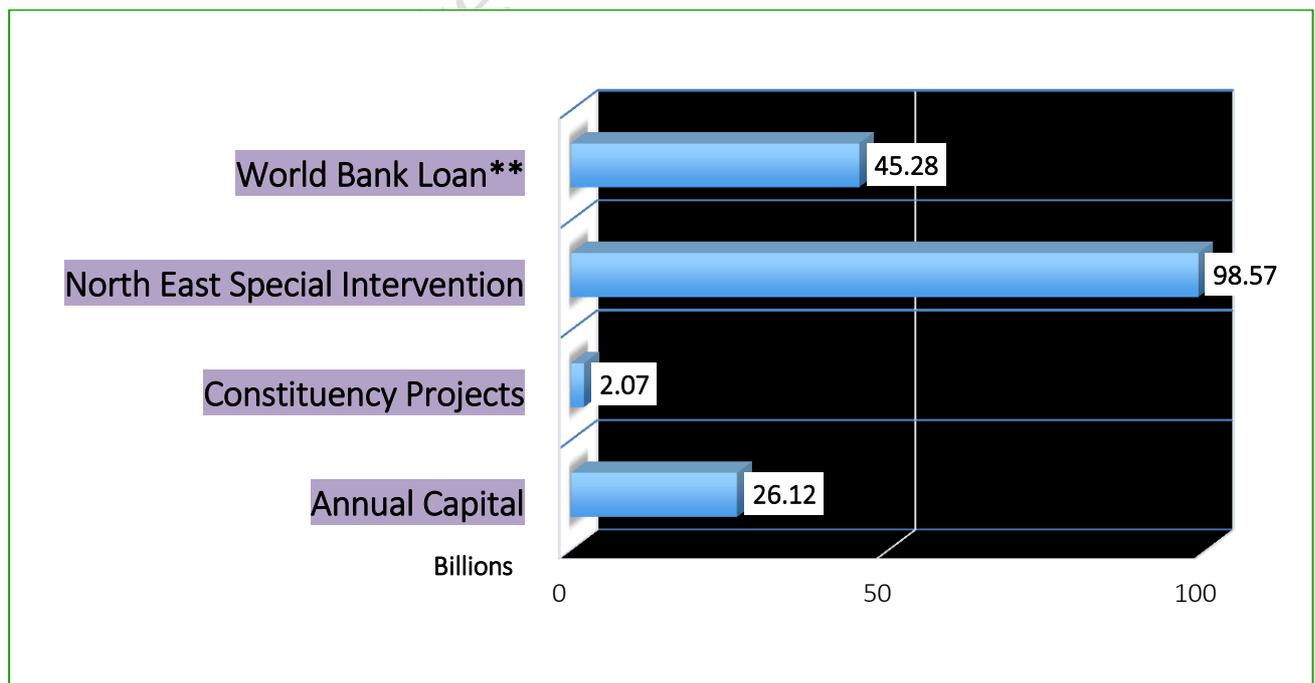
Federal Government Sources

The PCNI has currently identified thus far, the following Federal Government funding sources broadly categorized as targeted to:

- North East Intervention (Insurgency) Projects.
 - National Assembly (Constituency) Intervention Projects.
 - Annual Capital Budget.
 - International Loans.
- ✓ **The current funding provision in the 2016 Federal Budget for the North East comes to ₦126,764,840,733 [Source: Nigeria 2016 Appropriation Act].**
- ✓ **According to public Statements by the World Bank, the first tranche of their contribution to the North East is an estimated 800 Million US Dollars, in the form of a loan, paid back by the Federal Government over time.**
- ✓ **Other Development Finance Institutions such as the African Development Bank and the Islamic Development Bank have indicated some willingness to support with the provision of loans towards financing the intervention.**

A comparative breakdown of these identified sources is shown below.

Figure 7: Federal Government Sources Breakdown



State Government Sources

State Governments budgetary provisions, while high, are an outlier due to the steady decline of monthly allocations. All the State governments barely meet up their monthly wage bills therefore cannot afford capital expenditure at this time. The federal component will represent all government sources for now.

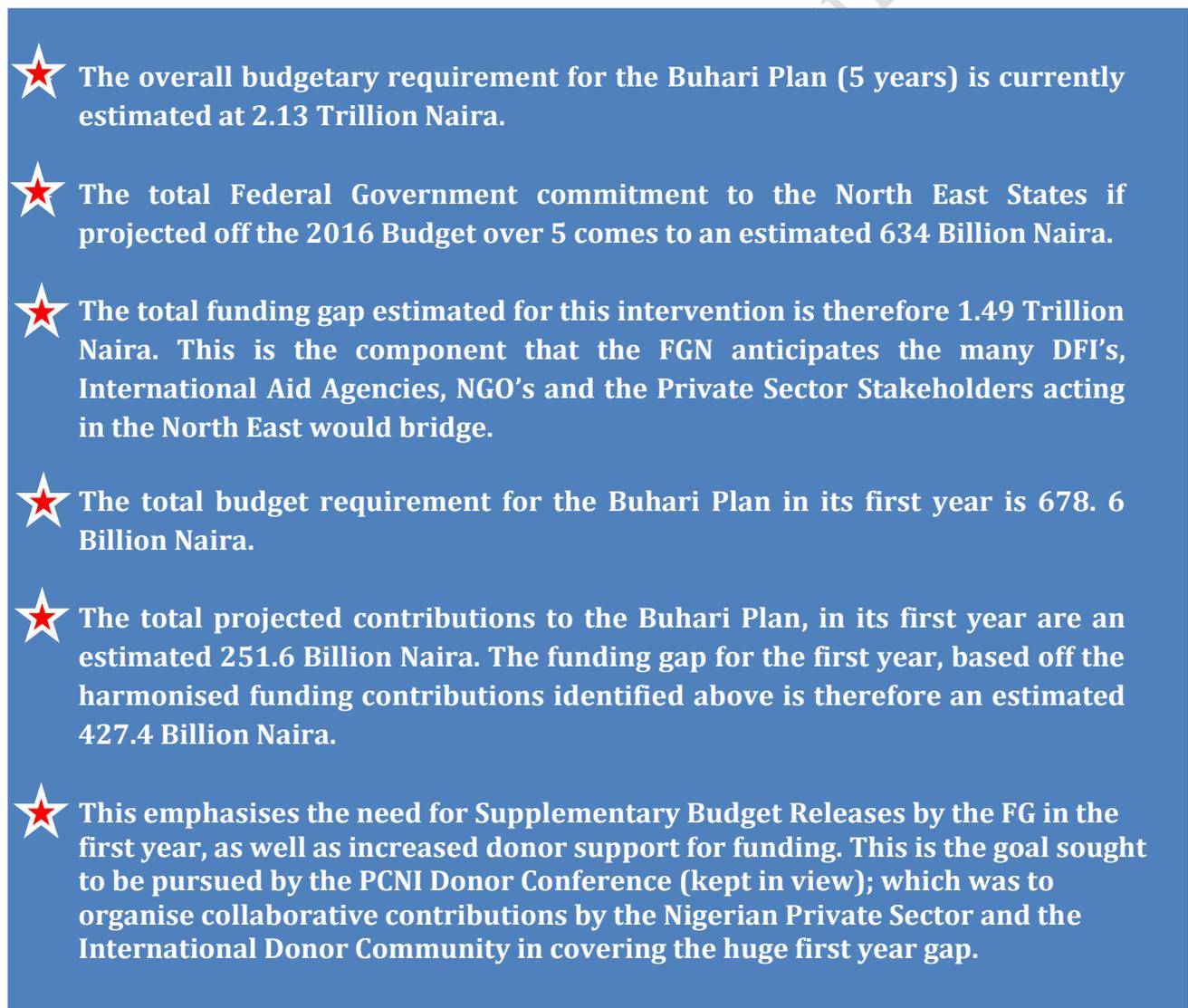
Non-Government Sources

Non-government sources have been further categorised into the following:

- International Aid Agencies' contributions.
- Local NGOs' donating to the North East.
- Local and International Private Sector participants and donors.

All of the above have been harmonised by the PCNI in finalising the financial requirements for the Buhari Plan, and are summarised below: In summary below:

Figure 8: Summary of all Funding Requirements and Sources



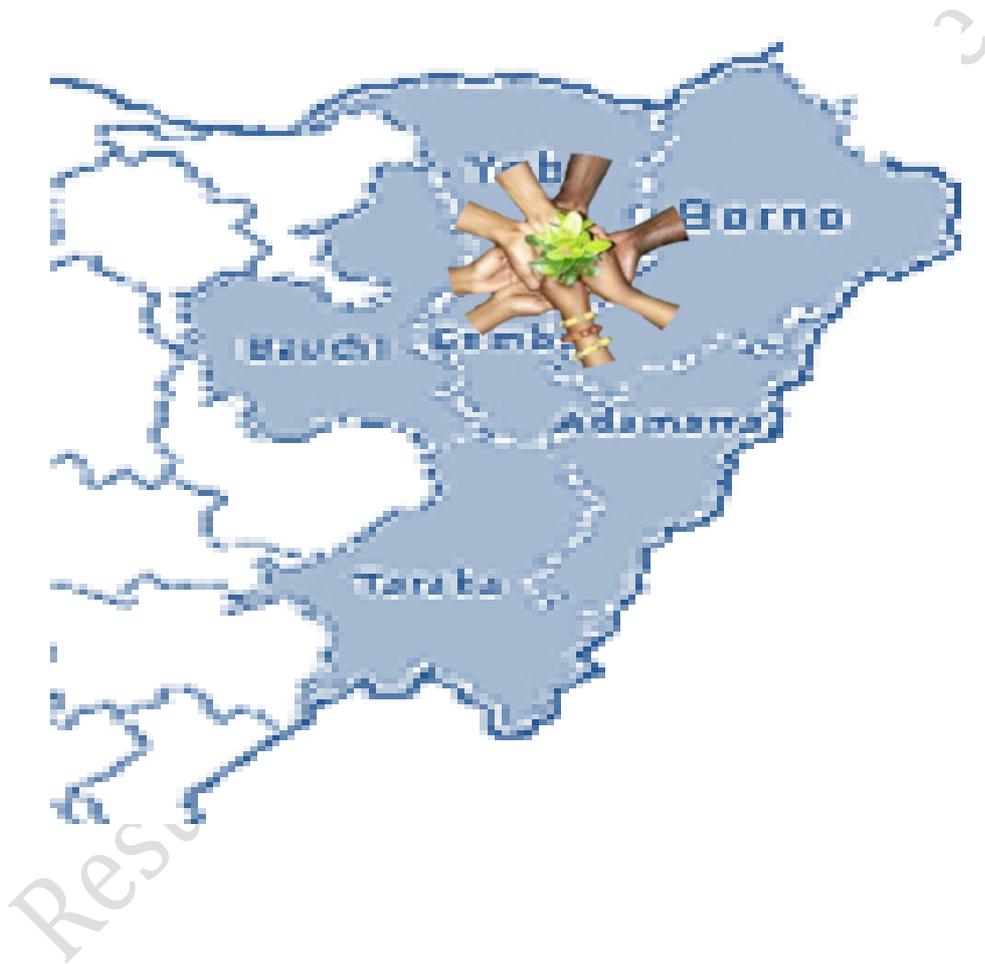
Other Funding Strategies

The table below shows a summary of the possible funding frameworks for each of the intervention categories.

Table 1: Funding Options and Strategies for the Buhari Plan

S/NO	Interventions	Organizations	Funding Framework
1	Emergency Humanitarian Assistance & Social Stabilization	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
2	Rehabilitation, Relocation & Resettlement	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
3	Peace Building	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
4	Security	Federal & State Governments, Private Sector Support	National Budget, Bilateral Agency support, Direct Programme Support
Development Strategies			
5	Infrastructural Development	DFI's, International Aid Agencies, NGO's, Private sector	Loans for infrastructure, Direct Infrastructure Support, PPP
6	Agricultural Revitalization	DFI's, International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
7	Environment	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
8	Health Sector Reforms	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
9	Educational Transformation	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
10	Good Governance	International Aid Agencies, NGO's	Grants, Direct Programme support
11	Regional Planning & Strategic Growth Management	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
12	Entrepreneurship & Job Creation for Youth/Women Empowerment.	International Aid Agencies, NGO's, Private sector	Grants, Direct Programme support
13	Border Security & International Trade Development	DFI's, International Aid Agencies, NGO's, Private sector	Loans for infrastructure, Direct Infrastructure Support, PPP
14	Solid Minerals Development	DFI's, Private sector	Loans for infrastructure, Direct Infrastructure Support, PPP

Section IX
Implementation Priority Matrix



Section IX

Implementation Priority Matrix

The Buhari Plan Programme Priorities

The Buhari Plan has 3 major components prioritised first by the most urgent needs identified by the region and the required timelines for implementing interventions targeted to those needs. Underwriting this prioritization is a strategic synchrony of all implementation to ensure maximum impact while creating a solid nexus between emergency response and the sustainable stabilization of the region for long term growth and development. This approach leverages existing/already deployed resources and capacities to tailor all targeted interventions to the limits of available funds.

Figure 9: Buhari Plan Components Prioritized by Needs and Implementation Timelines.



First Priority Interventions

Buhari Plan programme activities will target as first priority Immediate Humanitarian Assistance, Social Stabilization and Early Recovery support to protect all affected populations within the region in scales determined by the extent of exposure and vulnerability. All humanitarian activities deployed through this Plan will be leveraged on the ulterior priority of safety through security initiatives deployed as pre-requisites or simultaneously with each category of intervention. The statistics assessed and verified by the collective reports of all humanitarian actors in the region will form the baselines for targeting the scope/scales of the humanitarian assistance and social protection interventions required to the extent of vulnerability of IDPs, host communities and populations secondarily affected by the crisis.

Second Priority Interventions

With 2.4 million IDPs still stranded within the region, the second priority will be Resettlement into functional and secure communities. The targeted interventions at the core of this component are built upon the existing frameworks deployed through the first priority interventions. They include: demining and security screening of reclaimed communities, rapid reconstruction of critical infrastructure, relocation of IDPs and camps and the full resettlement of all IDPs.

Third Priority Interventions

Commencing concurrently with the Resettlement Phase of the intervention is the third priority, Socio-Economic Development components. Economic Development Programmes will dominate this period of the intervention, targeted to the self-evident need to revitalise the region's

economy for its sustainable peace and stability. This component seeks to address the underlying causes of the conflict such as poverty levels, unemployment and under-employment, and to comprehensively address the low socio-economic indicators recorded in the region across the spectrum of food security, healthcare, education, job creation, capital infrastructure and capacity development.

Synchronised Implementation Framework

The Buhari Plan is expected to be implemented within five years starting from the first year of operation of the PCNI Corporation. Its components are designed to run simultaneously where possible or to dovetail in nexus to the next component. This Implementation Framework of the Buhari Plan is guided by a system which targets integrated and orchestrated deliveries of all interventions in the Plan to maximise impact and budget efficiency. The direct benefit of this system is an annual budgeting leeway that addresses all the existing needs while minimising budget expenditure for the following year.

The following parameters guide this Implementation Framework:

- **Timeline Prioritisation:** The deliveries of all interventions within this Plan are selected on the basis of the most urgent needs identified for the region.
- **Synchronized Implementation:** Programmes which require the same delivery networks and/or parameters are designed to be deployed simultaneously to ensure efforts and administrative costs are not duplicated.
- **Implementation Nexus:** Where one programmes serve as foundation for other programmes, deployment of the connected programmes are synchronised to leverage upon the impacts of the earlier intervention by a timed delivery which ensures that the connected interventions dovetail from one to the other.

The sequencing and prioritisation of programmes was designed to ensure that each new programme that begins takes advantage of the work done so far through the earlier deployed programmes. It also takes into account the necessary structures that would need to be in place for the new programme to begin.

The tables below show the sequencing of all the programmes in the Buhari Plan, arranged by area of intervention and by the start date. The colouring of the rows indicates how long the intervention aspect is due to last for. The diamond symbols indicate the name of the project, based on the numbering, and their placement broadly indicates the start time for the programme it represents.

These timelines are still mostly indicative at this stage, as more work will be done in the preparation of the detailed implementation Plan for the programmes thus far described.

The tables broadly describe the implementation priorities of the Buhari Plan. The first year focuses primarily on the provision of emergency assistance to those in need. The second year, focuses on the resettlement of displaced persons, and years three to five are primarily focused on the development strategies to position the region for sustainable long term growth. Given the critical importance of peace building and security efforts as the necessary backdrop against all other interventions take place, the relevant programmes run throughout the duration of the intervention period.

Table 2: The Buhari Plan Interventions Priority Matrix

Priorities 1 and 2	Year One												Year Two											
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Immediate Comprehensive Relief	1	2	3																					
Social Stabilisation & Protection				4			5			7						9	10	11	12					
Early Recovery	13						15																	
Relocation Of IDPS/Refugees & Standardisation of Camps	17						20																	
Peace Building & Security	32						34																	
Resettlement Programme																24	25	26	27	28	29	30	31	

Priority Matrix Legend

Q1 - Q4	Four Quarters Within 1 year
	Individual Components within Each Priority Intervention
	Scale of Prioritisation per Programme

	Start Time and Duration of Each Intervention
1, 2, 3 - 12	Months in Each Quarter Indicating Exact Start Time of Each Programme.

Section X
Governance and Institutional Frameworks



Section X

Governance and Institutional Frameworks

Background

Since the inauguration of President Muhammadu Buhari's Administration, intensified and continued military operations against the Boko Haram group have degraded the capacity of the group and improved the security situation especially in Borno State. Since February 2016, there has been an increased return of previously internally displaced people (IDP) and refugees to their communities.

However, the protraction of the crisis has greatly impacted on the affected population leaving IDPs, Returning Refugees and even host communities who were never displaced in very critical condition. The general response to these issues have been increased action and activities from several humanitarian aid agencies (local and international); as well as with many relevant government Ministries, Departments and Agencies (at Local, State and Federal levels). These activities have over time crystalized into several parallel programs and the dire need for coordination and a comprehensive steering and oversight framework has become even more apparent.

It is against this backdrop that His Excellency President Muhammadu Buhari directed the immediate constitution of the Presidential Committee on the North East Initiative, assigning it the primary task of coordinating and harmonising all existing interventions for the North East into one coherent, collaborative and comprehensive national road map for the region.

The PCNI thus developed "The Buhari Plan". It is a comprehensive transcript of all the needs, priorities and interventions collectively identified as required to mobilise, harmonise and coordinate all Stakeholders' activities into one targeted, efficient and comprehensive intervention for the North East, while strategically repositioning the region for long-term prosperity. The objective of the Plan is to deploy all the reliefs chronicled to stabilise the region, improve its security conditions, promote peace and ensure sustainable development in the North East.

To this end, implementation oversight and coordination of the Buhari Plan resides directly under the Presidency through the Presidential Committee on the North East Initiative (PCNI). To ensure the success of this charge, an institutional and governance framework has been designed and recommended.

It is anticipated that His Excellency, President Muhammadu Buhari will formally approve the Buhari Plan, including the immediate provision of humanitarian assistance; and by a formal Presidential Directive empower the PCNI to immediately operationalise the recommended Governance and Institutional Framework; thereby enabling the creation of the Federal Development Agency for the North East to ensure the supervision, coordination and direct implementation of the Buhari Plan as sorely required.

It is anticipated that this direct management of the crisis at Federal Government Level will continue to be required for a total duration of four years, during which intensive stabilisation, redevelopment and capacity building will be deployed to the region. After this period, an exit strategy, already designed for the permanent and sustainable regional

growth of the North East will be effected, allowing the region itself to secede the Federal Government's management and carry forward a sustainable regional development corporation for its continued socio-economic growth.

Recommended Exit Strategy

The North East Regional Development Corporation

The vision for this regional capacity will focus on improving regional governance and leadership capacity to benefit from the compounding collaboration of all six State Governments in the North East.

The proposed Regional Development Corporation will be responsible for the setting of objectives, making choices from alternative means to achieve the objectives under existing constraints, working collectively to attract investment, while monitoring and evaluating the results obtained. Key process elements will involve information and analysis, regional designation, Planning and programming phases and operations. The strategy to achieve sustainability in the economic redevelopment effort involves a partnership between the public (for political buy-in and viability) and private (for best business practices towards social benefits) sectors.

The public interests of this Corporation are to be embodied in a North East Governors Forum. This forum will be a platform for collaboration amongst the Executive Governors on matters of public policy; to promote good governance; sharing of good practice; and to enhance co-operation at State level and with other arms of Government and society. The North East Governors' forum will be supported by a Technical Advisory Committee, designed to provide professional advice on public policy and governance. The Committee will articulate the priority issues to be collectively addressed.

Social benefits will be maximised through the establishment of this Regional Development Corporation, which will be set up as a business entity. It is designed to operate as the vehicle to drive public-private partnerships in the region. This business entity will have subsidiaries for agriculture, mining, renewable energy, transportation and any other viable business areas beneficial to the region.

The corporation will be bound by its Memorandum and Articles of Association to devote a certain percentage of its earnings to Corporate Social Responsibility through which its business enterprise will deploy social benefits directly to the affected population the region.

While the business activities of this entity will not be restricted to the region, its corporate social responsibility deliverables will be confined to the North East. Some of the social and public objectives will include investment in health care, education and security, using the corporate social responsibility subsidiary.

The Federal Development Corporation for the North East

Responsibilities of the PCNI

- PCNI has the primary responsibility for the design, co-ordination, implementation, monitoring and evaluation of the Buhari Plan. All intervention efforts to be led by the Federal Government in partnership with the States in the region, Charities, Local and

International Private Sector Donors and International Development Partners are established by the PCNI.

- In addition, it will be responsible for standardisation of intervention measures and for providing overall policy recommendations for the Federal Government’s direction in rebuilding the North East.

Institutional Framework

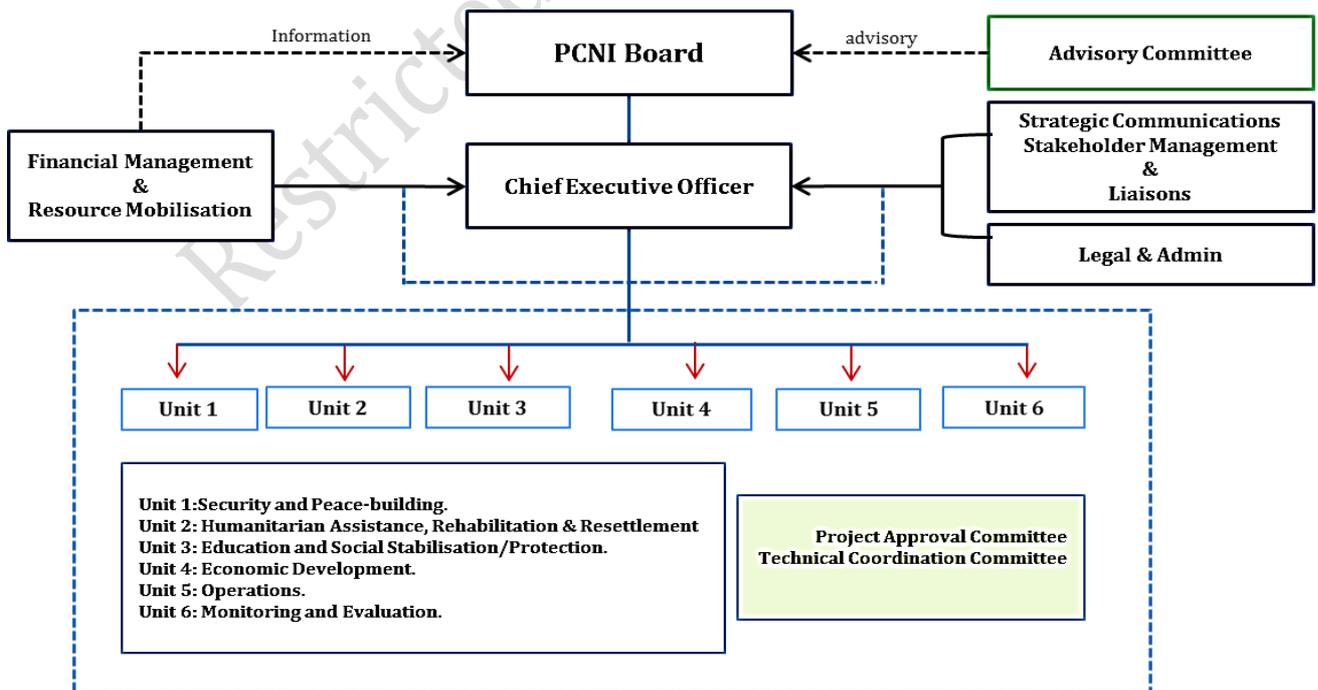
- To accomplish these charges, the PCNI's operation most effectively should be by the establishment of a special purpose Federal Government Development Corporation for the North East.
- This Corporation has been strategically designed to operationalise the coordination of all interventions within the Buhari Plan by all the region's State and non-State actors.

Design Principles

The operational model of the Federal Government Development Corporation for the North East is based on the following critical requirements identified:

- The need for a lean structure to support efficiency, minimise bureaucracy, maximise cost effectiveness and optimise budgetary allocations.
- The need to promote accountability and transparency intensively.
- The need to reinforce team work, eliminate duplication and prevent parallel interventions.
- The need to ensure international best practises and global standards to enable better development partnerships.
- The need to protect the integrity of the Buhari Plan from undue political interference.

Figure 10: Organisation Structure: The Federal Development Corporation for the North East



Chapter 28
Terms of Reference
The Federal Development Corporation for the North East



Chapter 28

Terms of Reference: The Federal Development Corporation for the North East

The Board

The Governing Board shall bear an abiding responsibility to preserve and enhance the capacity of the institution to deliver on its core mandate: shape implementation coordination as well as assist to mobilise resources for the programme. As fiduciaries accountable for the public trust, the Board will exemplify the highest standards of integrity.

Activities and Tasks of the Governing Board

To accomplish these goals, the Board shall be accountable to fulfil the following basic responsibilities:

Legal Oversight

- Ensure the Buhari Plan operates in accordance with its mission and the purposes which it targets.
- Ensure that, as custodian of the public trust, assets and resources deployed are protected.
- Ensure legal, ethical, and operational integrity is maintained along with accountability.
- Preserve autonomy, determine critical needs and pursue identified interests within the Buhari Plan by avoiding competing personal interests or the inappropriate dictates of a public official or body from which the Board's authority derives.
- Comply with applicable open-meeting and public-records standards while documenting its lessons and experiences for posterity and to ensure complete transparency in the delivery of all interventions within the Buhari Plan.

Management Oversight

- Provide overall strategic direction and policy guidance to drive implementation and coordinate all intervention actors/delivery partners.
- Support all operations and programming to ensure maximum performance of the Buhari Plan.
- Empowered to hire and remove minimal executive, management, operational and technical consultants/staff as required.
- Approve programmes, annual work Plans as submitted.
- Liaise with the Advisory Committee regarding efforts to handle the political landscape in the region to ensure the efficient and collaborative implementation of the Buhari Plan.
- Support efforts and activities that will enhance and/or augment the overall intervention coordination as envisaged.
- Constructively participate in and challenge, the decision making processes of the executive and operational departments.
- Ensure that International Best Practices and Global Standards are adopted as institutional policies and that all processes derived therefrom are current and correctly adopted/implemented.

Resource Oversight

- Engage directly in fundraising and resource mobilisation for implementation of the Buhari Plan.
- Ensure the institution's fiscal integrity, preserve and protect its assets for posterity, oversee corporate Plans, budgets and accounts.

Programme Oversight

- Ensures that programmes are implemented in compliance with existing Plans.
- Uphold, review and implement operational and institutional arrangements for optimised efficiency.
- Provide integrity oversight regarding overall interventions within the Buhari Plan.

Criteria for Membership of the Board

The Board shall be an integrity-driven entity with members possessing backgrounds in both local and international development issues with a wide network of national and international influence to support resource mobilisation, facilitate political relationship management and provide governance oversight on programme implementation.

Membership of the Board

The Board shall be constituted of fifteen (15) members, selected by specific requisite criteria from a cross spectrum of relevant Stakeholders comprised as follows:

- **A member from each of the North East States** including the Chairman and the Chief Executive Officer:
 1. Taraba State –General T. Y Danjuma Chairman
 2. Borno State Member
 3. Adamawa State Member
 4. Yobe State Member
 5. Gombe State Member
 6. Bauchi State Member
- **A member each from the other 5 geo-political zones:**
 7. North Central Zone Member
 8. North West Zone Member
 9. South East Zone Member
 10. South West Zone Member
 11. South South Zone Member
- **Select Federal Ministers**
 12. Honourable Minister of Defence Member
 13. Honourable Minister Power Works and Housing Member
 14. Honourable Minister of Interior Member
 15. Honourable Minister of Budget and National Planning Member

The selected members should each possess an individual background of integrity, capacity, expertise and executive responsibility in addition to extensive economic development experience and a wide network of national and international influence to support resource mobilisation and facilitate relationship management. This will reinforce the principle of private-public sector partnership as well as development partnership.

A small Board is recommended to ensure care in selection of members, and active participation from all members. Furthermore, it will limit the cost of managing the Board.

Timing and Duration

Each member of the Board will commit to an active participation for an initial period of two (2) years with a maximum of two terms (four years).

The Board will meet twice every quarter to review and evaluate the scope of implementation and agree on specific targets of accomplishments. Each Board member must commit to attend at least six of the eight statutory meetings, with the exception of emergency meetings between the statutory meetings, where the need for these arise.

The Chief Executive Officer

The Chief Executive Officer (CEO) shall be responsible for the day-to-day coordination of implementation, visioning and leadership, programming, advocacy and tracking delivery of agreed outcomes.

Activities/Tasks

The Chief Executive Officer shall be responsible to:

Staff Management

- Provide oversight to all personnel and technical capacities in the six (6) operational units.
- Manage and supervise various sector specific experts assigned in the various relevant programme areas.
- Respond to all official requests to the Federal and State Governments on matters relating to liaison/seconded government staff if they are approved by the Board.
- Request staff secondment from all other Stakeholders/Partners of the North East.
- Authorise and facilitate disbursement on all staffing and consulting contracts jointly signed with the Financial Management and Procurement Unit (FMPU), upon approval of the Board.
- Manage the day to day supervision of all operational activities.

Programme Oversight

- Ensure that programmes are implemented in compliance with existing Plans.
- Uphold, review and implement operational and institutional arrangements for optimised efficiency.
- Provide integrity oversight regarding overall interventions within the Buhari Plan.

Liaison to the Board of Directors

- Serve as the Secretary to the Board of Directors.
- Responsible for briefing the Board on every political and policy issues relevant for the implementation of the programmes.
- Work with the Board to create strategic Operationalisation Plans.
- Work with the Board to develop resource mobilisation Plans.
- Work with the Board to conduct periodic evaluations to ensure integrity to the Buhari Plan is maintained and optimised.
- Create direct liaison with the Advisory, Project Approval and Technical Committees.

Minimum Qualifications

The Chief Executive Officer must possess the following minimum qualifications and capabilities:

- Post-graduate degree in Social Sciences, Management, Economics, Business Administration, International Development or other relevant fields.
- Minimum of 15 years of professional experience.
 - ✓ At least 6 years has been spent working on development issues especially multi-sectorial development programmes, and support to internally displaced persons (IDPs), refugees and disaffected population.
 - ✓ At least 8 years of managerial experience in managing complex development challenges in a crisis environment.
- Detailed knowledge of development process and post-conflict programmes.
- Experience working with bilateral and multilateral development agencies.
- Sound knowledge of coordination processes and local knowledge of the North East region.
- Demonstrated ability for cultural sensitivity and diversity.
- Must be conversant with various development instruments for Planning and coordination as well as key principles outlined in the United Nations Sustainable Development Goals.
- Demonstrated ability to articulate and drive programme visions and translating visions into results.

Timing and Duration

The Chief Executive Officer will be engaged for probationary one (1) year period after which the candidate will be confirmed for an additional three (3) year period.

Participatory Committees

The Advisory Committee

The Advisory Committee shall be responsible for providing advisory support to the Board. The Committee will bring to bear broad based international support, provide guidance, promote political consensus for resolution of regional issues, and support resource mobilisation for the initiatives in the North East. The group should consist of the North-East State Governors or their representatives and other members drawn from such organisations such as the Victim Support Fund, the North East Economic Summit Group (NEESG), representatives of both Chambers of the National Assembly, the National Security Adviser (NSA) and other key Stakeholders in the region, such as local/international Civil Society Organisations and International Development Agencies.

Activities/Tasks

The Advisory Committee shall be responsible for the following:

- Provide a contact group to advise the Board.
- Support the process of consensus building within the region and mobilise concerted political will to support the development initiatives in the region.
- Assist in resource mobilisation for the programme and foster inter-regional cooperation.
- Promote and sustain international and local, as well as, regional support for the programme and advise the Board on such issues.
- Assist to resolve any conflict in the region and promote dialogue and mediation process in support of programme implementation of the Buhari Plan.
- Advise the Board on critical issues that may affect implementation and make suggestions on the process of policy formulation to drive the programme framework of coordination.

Criteria for Membership of the Advisory Committee

Members should be drawn from the institutions proposed (above) and have the ability to bring their institutional capacity to bear in supporting the programme. Members have access and capacity to mobilise resources for the programme and possess vital political access to support the programme. Members must have sound knowledge of internal development issues and challenges of development and conflict in the region.

Timing/Frequency

The Advisory Committee shall meet four times annually.

The Project Approval Committee

The Project Approval Committee shall comprise of the Chief Executive Officer, relevant programme officers, members of the Technical Coordination Committee, and the Financial Management Unit. The Technical Coordination Committee would vet all proposed programmes on their technical merits while the Financial Management Unit will evaluate the financial components of all programmes.

Activities/Tasks

The specific tasks of the Project Approval Committee will include:

- Responsible for technical and financial review of project proposals.
- Approve projects for funding.
- Suggest recommendations on general improvement in programme design and focus.
- Ensure standardisation of minimum standards and consistency in projects approved for funding.

Criteria for Membership of the Project Approval Committee

Representation shall be drawn from relevant donor agencies, Heads of all the appropriate directorates, budget/Planning commissions of the six (6) States of the North East, a representative from the Financial Management and Procurement Unit. The Chief Executive Officer will be the Chairman of this Committee. The subject matter experts shall be responsible for presenting project proposals and defending them before the Project Approval Committee.

Timing/Frequency

The Project Approval Committee should meet every quarter to approve new proposals for implementation and/or participation in deploying components of the Buhari Plan.

The Technical Coordination Committee

The Technical Coordination Committee shall be established by PCNI to provide an opportunity to consult and inform external programme partners on critical issues of Planning and programme development with regards to the intervention programmes. It is envisaged to provide the forum for technical, strategic and operational consultation in support of rational programming of all development activities. Through this forum, all technical and programmatic discussions are held.

This Committee shall also be responsible for the following:

- Development and management of policies and implementation parameters.
- Finalisation of the annual work Plan to the Board including the budget for each phase of implementation of the Buhari Plan.

- Assist with technical expertise for guiding implementation the Buhari Plan.
- Responsible for formulating the strategy for resource mobilisation in collaboration with the FMPH.
- Drive advocacy that is in the best interest of the programme.

Activities/Tasks

The specific tasks for the Technical Coordination Committee will include:

- Identify strategic, operational and technical issues that may impact on the recovery process.
- Develop technical standards, guidelines, and operating principles, which will be adhered to by all involved in the implementation of specific development programme activities.
- Provide the framework for securing the support of key partners with regard to input to Plan and ensuring coordinated actions in the field.
- Evaluate specific programmes measures and standardise specific project interventions
- Provide the basis for operational Planning and consensus on issues relating to intervention programmes.
- On a regular basis identify key policy issues that need to be resolved by the Chief Executive Officer and provide policy options to the Board for consideration.
- Recommend project proposals for specific considerations by the Project Approval Committee.

Criteria for Membership of the Technical Coordination Committee

This Committee shall be constituted on a sector specific basis on projects and programmes generated from the respective programme officers. Representation shall be drawn from relevant Ministries, Departments, and Agencies (MDAs), funding agencies, and budget/Planning commissions of the 6 (six) States of the North East. The Chief Executive Officer shall be the Chairman of the Committee.

Timing/Frequency

The Technical Coordination Committee will meet monthly based on evolving development in the region and on sector specific issues.

Operational Hubs

The Financial Management, Procurement and Resource Mobilisation Hub (FMPH)

The Financial Management, Procurement and Resource Mobilisation Hub shall be responsible for financial management, financial reporting, internal audits, procurement as well as resource mobilisation.

The Hub will report directly to the Board and relate on a day-to-day basis with Chief Executive Officer on matters of finance and funding.

Activities/Tasks

The specific tasks of the FMPH will include:

- Develop appropriate financial management and procurement policies and procedures (to include standard formats, guidelines, etc.) in line with Government, and donor agency policies and procedures; implement and enforce an adequate control system, and provide training and support.

- Design and set up a computerised financial management system that will provide for the adequate capture, analysis, and reporting of financial information in an accurate and timely manner for all funds and accounts under the PCNI for which the FMPH will have full responsibility to manage. The system should be designed to handle various donors accounts such as the World Bank, African Development Bank, donors pool account, etc. and to segregate all transactions and reporting by category and by source.
- Develop appropriate systems to track procurement requests, commitments and delivery of goods and services.
- Review all disbursements requests submitted by suppliers and implementing agencies for goods and services provided under the Buhari Plan and ensure propriety and eligibility.
- Effect payments to appropriate contractors and suppliers for goods and services (including implementing partner sub-contracts) upon authorisation by the Board and verification of availability of funds.
- Ensure all payment documentation is in order and in accordance with any special requirements of various donor agencies.
- Monitor contract payments and utilisation of advances to contractors.
- Maintain up-to-date accounting records and ledgers, and record financial transactions for all activities pertaining to implementation and coordination of the Buhari Plan and for which FMPH is given responsibility.
- Maintain relevant local currency and foreign exchange bank accounts as authorised by the Federal Ministry of Finance, complete monthly reconciliation, and prepare monthly report of expenses by category of expenditure for review and approval of the Board.
- Facilitate any and all financial reviews of the funds and accounts under the authority of Federal Ministry of Finance, including, periodic audits and financial reviews by the Auditor General of the Federation of Nigeria, or independent public accounting agencies as appointed by the Auditor General.
- Ensure internal control system is in place to achieve accountability at all levels.
- Help to ensure adequate and appropriate expenditure analysis of sub-projects by the regional offices and regional financial officers through staff training, periodic visits, and monitoring the application of established procedures.
- Conduct periodic spot checks of implementing agencies to ensure that adequate financial management controls of PCNI-financed activities are enforced.
- Assist in other areas related to financial management, contracting and procurement responsibilities incurred in implementation of the Buhari Plan.

The Consultant firm responsible for the FMPH will prepare the following reports:

- Monthly Contract Expenditure Report.
- Quarterly Contract Progress Report.
- Quarterly Donor Commitment Report.
- Additional operational manuals, procedural guidelines, and ad-hoc reports as reasonably requested by the PCNI.

Criteria for Selecting the FMPH

The management and operations of the FMPH shall be outsourced to a credible financial management firm with a global franchise at risk, high reputation for integrity and accountability, and resource mobilisation expertise.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Strategic Communications and Liaison Hub

This Hub shall be responsible for the design, conceptualisation and implementation of the Buhari Plan communications strategy. The Unit shall manage all internal and external communication activities amongst all North East Stakeholders, participants and affected entities. It shall also establish and operate communication channels between the Executive Director and all PCNI Coordination Units and Hubs.

Activities/Tasks

- Communications to support resource mobilisation and strategic partnerships.
- Comprehensive communication strategy to support, enhance and publicise implementation of the Buhari Plan.
- Mass information, publicity and sensitisation strategies targeting all actors and the affected populations.
- Strategic communications to alter the narratives; introduce a dynamic system for fostering stability, rebuilding confidence in the Government and ensuring national cohesiveness.
- Design and production of communication materials such as fliers, banners, radio jingles, television programmes, social media materials, etc.
- Promote grassroots engagements to encourage community based participation in the deployment of all components of the Buhari Plan.
- Support the Chief Executive Officer, the Implementation Units and other management personnel in communication measures required to promote the Buhari Plan, mobilise partners and cooperate with other development agencies develop linkages.
- Develop and present strategic communications Unit work plans to all members of the Corporation.

Minimum Qualifications the Strategic Communications and Liaison Hub

Members of the Strategic Communications and Liaison must possess the following minimum qualifications and capabilities:

- Post-graduate degree in Social Sciences especially in Mass Communication, Information and Communication Technology, Communication Strategy, etc.
- Minimum of 10 years of professional experience of which
 - ✓ At least 5 years must have been spent working on the design of communication strategies especially social communications.
 - ✓ At least 5 years of managerial experience in mass media and community outreach programmes.
- Detailed knowledge of development process and post-conflict programmes.
- Demonstrated knowledge of national and international media landscape with proven network of access.
- Sound knowledge of local conditions in the North East and dynamics driving the conflict.
- Demonstrated ability for cultural sensitivity and diversity.
- Must be conversant with various multilateral and bilateral development partners as well as the network of national development agencies operating in the region.

- Demonstrated ability to articulate and drive strategic communication programmes and translating programmes into results.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Programme Management and Coordination Hub (PMC)

This Hub shall be responsible for day-to-day operational support in implementation coordination and oversight on delivery of all intervention activities of the Buhari Plan. It shall also supervise and coordinate all project delivery, facilitate all internal activities and coordinate logistics for operations and deployments of the Buhari Plan. A team of Programme Management and Development Staff with the relevant expertise in project operations and programme management shall support this hub.

Activities/Tasks

The specific tasks of the PMC:

- Responsible for managing and coordinating field operations activities under the Buhari Plan.
- Provide operations support in the areas of stakeholder engagements, logistics and communications necessary to support field coordination of all interventions/deployments within the Plan.
- Responsible for tracking implementation activities and initiating work plans to coordinate intervention implementation and deployments.
- Responsible for the design and operationalizing the Buhari Plan Management and Information System (MIS) and Monitoring and Evaluation (M&E) system framework for the programmes including the collection of baseline data and their uses for M&E.
- Responsible for tracking programme benefits, programme targets and outcomes as well as conduct impact evaluation of intervention measures, successes recorded and optimisation based on feedback.
- Responsible for setting up field operational offices and coordination plans with the all relevant Stakeholders, Participants and Delivery Partners.
- Responsible for initiating procurement plans under each programme and advising the FMPH to facilitate procurement and implementation processes once approval has been obtained by the Project Approval Committee.
- Work closely with the Projects Approval Committees to ensure coherence, collaboration, augmentation and efficacy of delivery of all components of the Buhari Plan.
- Work closely with all other programme/sector hubs to ensure optimisation of the Buhari Plan implementation.

Minimum Qualifications for the PMC

Members must possess the following minimum qualifications and capabilities:

- Post-graduate degree in Economics, Engineering, Computer Science (MIS and M&E) or any related fields.
- Ten (10) years of progressively responsible professional experience in the field of monitoring and evaluation, process and systems management, project management and management and information system.

- Relevant professional experience must include at least six (6) years in managing complex development projects.
- Experience and strong ability to work in a team and demonstrated ability to multitask and work under pressure to tight deadlines.
- Excellent writing and communication skills; ability to write clearly and concisely in English and local knowledge of the North East region is essential.
- Demonstrated ability for cultural sensitivity and diversity.
- Must possess sufficient skills in data management and analysis particularly the use of SPSS and other statistical packages.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Legal and Admin Hub

This Hub shall be responsible for handling all legal documentation and activities as it relates to the Corporation and also provide legal advisory services to support to the Board, Chief Executive Officer and Unit Heads.

Activities/Tasks

The specific tasks of the Legal Unit:

- Monitor and report all legal and procedural aspects of the programme to the Chief Executive Officer.
- Provide legal advice and guidance through the CEO to the Board.
- Ensure operational (including training) considerations are reflected in the legal, regulatory and procedural framework of all programmes within the Buhari Plan.
- Advise on procedures for handling development issues as it relates to the North East Interventions.
- Perform all other legal tasks as required.

Minimum Qualifications for the Legal and Admin Hub

Members must possess the following minimal qualifications and capabilities:

- Post-Graduate degrees in Law and a Member of the Nigerian Bar Association.
- Minimum of 10 years of professional experience of which at least 6 years must have been spent working on the legal issues relating to social development
- Detailed knowledge of development process and post-conflict programmes.
- Sound knowledge of local conditions in the North East and dynamics driving the conflict.
- Demonstrated ability for cultural sensitivity and diversity.
- Excellent negotiation and representational skills, at senior level with multilateral and bilateral development partners.
- Displays analytical judgement and demonstrated ability to handle confidential and politically sensitive issues in a responsible and mature manner.
- Builds solid client relationships with good networking and advocacy skills.
- Demonstrates openness to change and inability to manage complexities.
- Demonstrated ability to meet strict deadlines often under complex conditions.
- Self-management, including conflict management and negotiation skills.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

Coordination Units

The Security and Peace Building Unit

The Security and Peace Building Unit shall be responsible for overseeing all security liaison, programmes, activities, resources and technical collaboration with existent security agencies required to implement security programmes in the region and provide an enabling environment for other resources and plans to be deployed in the region.

Activities/Tasks

- Provide timely information and analysis on security, political, social and economic issues affecting stabilisation dynamics at the local level including their relation with national level dynamics for implementation under the Buhari Plan.
- Track progress on project implementation in respective North East States and facilitate the delivery of high quality results as per stated objectives and outcomes of the Plan.
- Identify emerging issues and critical stabilisation gaps, provide an early warning function where necessary and ensure that priority interventions are identified and flagged for programmatic response at State level.
- Help coordinate, organise and participate in assessments and field missions related to stabilisation project implementation in respective North East States, including with national and international partners, military, paramilitary as well as other interested parties.
- Raise awareness and implement security stabilisation and peace building communications strategy in collaboration with the Strategic Communications Hub.
- Maintain an up to date database of information (both substantive and financial) on the implementation activities of the Buhari Plan in the assigned area of operations in order to provide ad-hoc reports as necessary.
- Deliver integrated quarterly report for activities under the Security Stabilisation and Peace Building framework of The Buhari Plan, and progressively improve with each instalment.
- Coordinate and supervise the implementation of the Security, Countering Violent Extremism and Peace Building framework of the Buhari Plan at the State levels.
- Provide relevant information to donors and implementing partners to encourage participation and collaborations within the Buhari Plan framework for this sector, as well as to align funds and projects.
- Any other safety, security and peace-building related duties as may be required.

Minimum Qualifications

The Security Stabilisation and Peace Building Lead must possess the following minimum qualifications and capabilities:

- Post-graduate degree in Political Science, International Affairs, Peace and Conflict Resolution, or related area of studies.
- Ten (10) years of progressively responsible professional experience in the field of peace and conflict resolution, post conflict recovery, security analysis and/or development programme management.

- Relevant professional experience must include at least six (6) years in peace and conflict resolution at the international level, including senior level experience within NGOs or UN agencies. A mix of both experiences will be preferable.
- Experience of partnership approaches and environments – Governments, national NGOs, international NGOs and UN.
- Knowledge of OCHA institutional mandate and policies is desirable.
- Experience of working in the achievement of objectives in an inter-agency (government, NGO, UN) environment is highly desirable.
- Experience and strong ability to work in a team and demonstrated ability to multitask and work under pressure to tight deadlines.
- Excellent writing and communication skills; ability to write clearly and concisely in English and local knowledge of the North East region is essential.
- Demonstrated ability for cultural sensitivity and diversity.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Humanitarian Assistance, Rehabilitation & Resettlement Unit

The Humanitarian Assistance, Rehabilitation and Resettlement (HARR) Unit will broadly be responsible for liaising with appropriate partners to ensure more systematic implementation of emergency humanitarian assistance, rehabilitation and resettlement issues concerning target populations in the region. The Unit will be accountable for conflict affected populations and other crosscutting issues.

The Unit shall be responsible for developing the coordination mechanisms for implementation of the specific humanitarian and resettlement and rehabilitation programmes of the Buhari Plan and drive partnerships with all the relevant Stakeholders in this area. The HARR Unit will represent and participate on in all relevant inter-agency mechanisms and work specifically and directly with the Nigeria Humanitarian Country Team (HTC), the United Nations (UN) organisations and other bilateral and local humanitarian agencies working in the North East. The HARR Unit will liaise with other Humanitarian Actors to finalise the Annual Work Plan and crosscutting deployments of all Humanitarian interventions within the region.

Activities/Tasks

The specific tasks for the HARR Unit:

- Outline sector specific strategy in close collaboration with the relevant agencies working in the region.
- Lead on implementation of Humanitarian Assistance, Resettlement and Rehabilitation (HARR) Action Plan.
- Review progress to date and re-orientate Plan where necessary.
- Provide support to field operations on the integration of crosscutting issues such as gender based violence, human rights, protection of vulnerable populations into the HARR Action Plan and on economic development issues.
- Provide assistance across Programme Support sections to ensure crosscutting issues are integrated throughout all aspects of the inter-cluster coordination.

- Actively participate as the focal point in the inter-agency steering committee on HARR issues and contribute in implementing the group's work Plan activities.
- Support the coordination of HARR implementation in the North East.
- Prepare annual work Plan on HARR and present same to the Technical Coordination Committee for review.

Minimum Qualifications for the HARR Unit

The Humanitarian Assistance, Rehabilitation and Resettlement Lead must possess the following minimum qualifications and capabilities:

- Post-graduate degree in humanitarian related studies, political science, business or public administration, sociology, law, international relations, economic, management, engineering or related area of studies.
- Ten (10) years of progressively responsible professional experience in the field of humanitarian affairs, relief coordination, disaster management and response, complex emergencies and natural disasters, rehabilitation and development, inter-agency coordination and advocacy, or in related areas.
- Relevant professional experience must include at least six (6) years in humanitarian response at the international level, including senior level experience within NGOs or UN agencies. A mix of both experiences will be preferable.
- Relevant experience must also include at least three (3) years humanitarian response at the field level. Knowledge and experience of the application or operationalization of HARR initiatives is a strong advantage.
- Experience of partnership approaches and environments – governments, national NGOs, international NGOs and UN.
- Knowledge of OCHA institutional mandate and policies is desirable.
- Experience of working in the achievement of objectives in an inter-agency (government, NGO, UN) environment is highly desirable.
- Experience and strong ability to work in a team and demonstrated ability to multitask and work under pressure to tight deadlines.
- Excellent writing and communication skills, ability to write clearly and concisely in English and local knowledge of the North East region is essential.
- Demonstrated ability for cultural sensitivity and diversity.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Education and Social Stabilisation/Protection Unit

The Educational and Social Development Unit shall be responsible for designing and implementing the educational and social development strategies of the Buhari Plan in the North East region.

Activities/Tasks

The specific tasks of the Educational and Social Development Expert:

- Responsible for developing and coordinating educational Plans as contained in The Buhari Plan.
- Responsible for developing and coordinating health Plans as contained in The Buhari Plan

- Responsible for developing and coordinating environmental Plan as contained in The Buhari Plan.
- Develop work Plan for each of the sectors and submit to the Chief Executive Officer.
- Cultivate partnerships and identify implementation partners to support the implementations of the strategy.

Minimum Qualifications for the Education and Social Development Unit

Members must possess the following minimum qualifications and capabilities:

- Post-graduate degree in Social Development Planning, Public Health, Engineering, Education and any related fields.
- Ten (10) years of progressively responsible professional experience in the field of multi sector development Planning and management.
- Relevant professional experience must include at least six (6) years in managing complex development projects.
- Experience in building Public Private Sector partnerships is essential.
- Solid knowledge of the various sectors and key operating industry norms.
- Experience and strong ability to work in a team and demonstrated ability to multitask and work under pressure to tight deadlines.
- Excellent writing and communication skills; ability to write clearly and concisely in English and local knowledge of the North East region is essential.
- Demonstrated ability for cultural sensitivity and diversity.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Economic Development Unit

The Economic Development Unit shall be responsible for designing and coordinating the implementation of economic development strategies for the programme in the North East region. Sectorial Units will support the Economic Development Unit to discharge its targets and tasks.

Activities/Tasks

The specific tasks of the Economic Development Unit:

- Responsible for developing and coordinating infrastructure Plans for the projects in The Buhari Plan.
- Responsible for developing and coordinating agricultural development Plans as contained in The Buhari Plan.
- Responsible for developing and coordinating good governance Plans as contained in The Buhari Plan.
- Responsible for developing and coordinating regional and strategic growth Plans as contained in The Buhari Plan.
- Responsible for developing and coordinating entrepreneurship and job creation Plans as contained in The Buhari Plan.
- Development of work Plans for each of the sectors and submissions for approval.
- Cultivating partnerships and identifying implementation partners to support all implementation.

Minimum Qualifications for the Economic Development Units

Members must possess the following minimum qualifications and capabilities:

- Post-graduate degree in Economic Development Planning, Economics, Construction Engineering and any related fields.
- Ten (10) years of progressively responsible professional experience in the field of multi sector development Planning and management.
- Relevant professional experience must include at least six (6) years in managing complex development projects.
- Experience in building Public Private sector partnerships is essential.
- Solid knowledge of the various sectors and key operating industry norms.
- Experience and strong ability to work in a team and demonstrated ability to multitask and work under pressure to tight deadlines.
- Excellent writing and communication skills; ability to write clearly and concisely in English and local knowledge of the North East region is essential.
- Demonstrated ability for cultural sensitivity and diversity.

Timing and Duration

An initial period of engagement is estimated at 2 years, which is to be reviewed on the basis of need and performance.

The Operations Unit

This Unit shall be responsible for handling day-to-day financial, accounting, documentation, filing and all personnel services in order to meet regulatory compliances and requirements for rapid/emergency implementations as well as logistics and administrative support for all programme operations of any Stakeholders collaborating to deploy the Buhari Plan interventions.

Activities/Tasks

- Maintain administrative processes and procurement systems for internal operations.
- Ensure proper approvals, authorisations and requests are filed with supporting documentation, and easily retrievable for preparing reports, memos, letters and other documentation.
- Provide administrative and logistical support to the programme.
- Prepare all necessary documentation, implementation of follow-up actions and draft correspondence relating to procurement.
- Provide finance/administration and human resources for logistics support to the programme.
- Assist the Board, CEO, Coordination Units, Hubs and the Programme Coordinator with any other administrative tasks as required.

Minimum Qualifications for the Operations Unit

Members of this unit must have the following minimum qualifications and capabilities:

- Post-graduate degree in Finance or related fields such as Accounts and Commerce.
- Minimum of 10 years of professional experience of which at least 6 years must have been spent working on administrative duties.
- Detailed knowledge of development process and post-conflict programmes.
- Sound knowledge of local conditions in the North East and dynamics driving the conflict.

- Demonstrated ability for cultural sensitivity and diversity.
- Excellent presentation skills, at senior level, with multi/bilateral development partners.
- Computer proficiency, proven analytical and high level report writing skills.
- Builds solid client relationships with good networking skills; focuses on impact and results.
- Proven management and leadership experience in a complex environment.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

The Monitoring and Evaluation Unit

The Monitoring and Evaluation Unit shall be responsible for conducting baseline surveys, assessing project activities, monitoring, reporting, evaluating and measuring the impact of all programme activities. The Unit will work closely with all teams to assess field conditions, support and facilitate the collection of quality data and support all other Stakeholders being coordinated to align with the goals, objectives and milestones of the Buhari Plan.

Activities/Tasks

- Respective M&E functions and responsibilities; identify key areas of project implementation, coordination and information sharing between PCNI and relevant development agencies.
- Together with the relevant development agencies and all other interested Stakeholders, develop performance indicators for the overall programmes within the Buhari Plan with regards to deployments, including a measure for effectiveness of such deployments and deliveries.
- Elaborate and standardise procedures and formats for data collection, data entry and data processing from the field and from delivery partners.
- Develop a standard Management and Information System (MIS).
- Recommend technology (hardware and software) required for the operations of the M&E Unit of the Corporation.
- Prepare an Operations Guide on Monitoring and Evaluation Procedures including recommendations on how to evaluate beneficiary level impact of programme activities and prepare terms of reference for the recommended activities.

Minimum Qualifications the Monitoring and Evaluations Unit

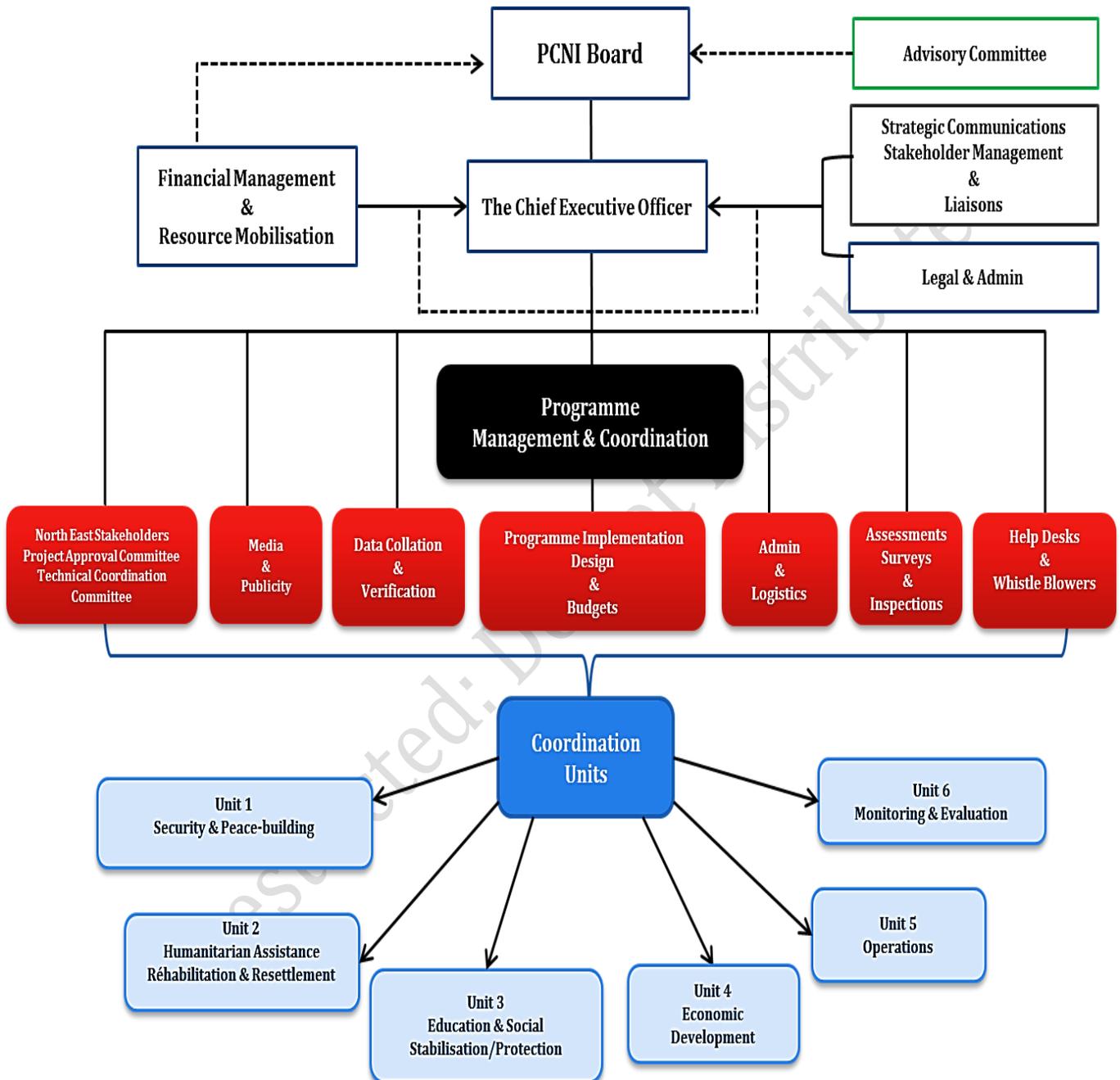
Members of this Unit must possess the following minimum qualifications and capabilities:

- Post-graduate degree in social sciences, economics, information technology, social work, business administration, international development or other relevant fields.
- Minimum of 10 years of professional experience with at least 5 years managerial experience that involves the development and implementation of specific M&E and MIS systems for programmes.
- Detailed knowledge of the subject matter and post-conflict related issues.
- Experience working and managing complex development challenges in a crisis environment, implementing similar development programmes.
- Demonstrated ability for cultural sensitivity and diversity.
- Must be conversant with various multilateral and bilateral development partners as well as the network of national development agencies operating in the region.

Timing and Duration

An initial period of engagement is estimated at 1 year, which is to be reviewed on the basis of need and performance.

Figure 10(b): The Federal Development Corporation for the North East Operational Model



Chapter 29 Strategic Communication Framework



Chapter 29

Strategic Communications Framework

Strategic Communication Vision

The PCNI model to provide humanitarian support and reconstruction to the North East relies on coordination between government, civil society, international organizations, the private sector, and the support of the people from impacted communities. PCNI was successful in building stakeholder consensus to write the Buhari Plan. Now the communications team will build on that spirit of cooperation during the Plan's implementation.

The PCNI is a unique organizational structure involving more than 250 governmental and non-governmental groups at the local, state, national and international levels. Consistent communications will assist in the coordination of existing stakeholders with an internal communications program. As more humanitarian and reconstruction groups are welcomed under the umbrella, internal communications tools will keep them informed of news, gaps, and other organizational activities.

PCNI will create Communicators Groups at the national and state level to focus increased coordination and cooperation, facilitate multiple-stakeholder communications outreach, and provide support or amplify an organization's communications efforts.

This Plan addresses those external outreach efforts, but other communications programs will be added later as the PCNI sector groups meet and identify their communications needs. Some of the sector-based groups, such as education or healthcare, may have significant outreach and communications needs. The Communicators Group model will become the avenue for coordinating these sector-specific efforts among multiple stakeholders.

PCNI has a role to play in communications about the Buhari Plan to North East citizens and its impact on their lives. Throughout the Planning process, extra care was given to IDP viewpoints on rebuilding their communities. As the rebuilding effort moves forward, a sustained dialogue with community leaders and citizens as well as media engagement are important to PCNI and the implementing stakeholders.

Core Communications Framework

- PCNI recognizes active engagement and an ongoing dialogue between government, implementers, civil society, community leaders and beneficiaries as key to rebuilding communities in the North East states.
- PCNI has a policy of inclusion for any organizations active in the humanitarian relief or rebuilding efforts in the NE states that are interested in collaboration or coordination.
- PCNI will maximize information sharing, discussion and collaboration among all stakeholders. Sustainable programs will improve communities for the long term.
- PCNI will not lose sight that the impacted people of the North East are the reason for its work. Dialogue with citizens on decisions and implementation is paramount to have supported sustainable solutions.

- PCNI will practice transparency in its goals, decisions and program implementation.

PCNI has Four Implementation Objectives:

- The sheer number of organizations involved in the NE humanitarian and rebuilding effort makes consistent communications paramount to avoid duplication, build consensus and enhance the overall effort. PCNI and stakeholders are to share news with regular conference calls among implementers, newsletters and a PCNI social media platform.
- Each government and non-governmental group has their own branding, communications Plan and outreach programs. Coming under the umbrella of PCNI for coordination purposes is important, but these groups will still want to maintain their identity with the public and the media. To this end, PCNI will need to juggle its organizational identity as the umbrella body for the unified NE effort with the desire for each organization to promote their work. PCNI will take the leadership on the Buhari Plan promotion and also coordinate the sector-based communications activities when they are decided later.

- The reports from the PCNI media monitors shows that the military has dominated much of the news indicating that the PCNI stakeholders need to increase their presence in the media. PCNI will encourage and support organizations to increase their communications efforts in addition to pushing packaged stories on multiple stakeholders, as well as assist in implementing communication gaps for the key sector areas. Further media monitoring will provide feedback on the success of these efforts.

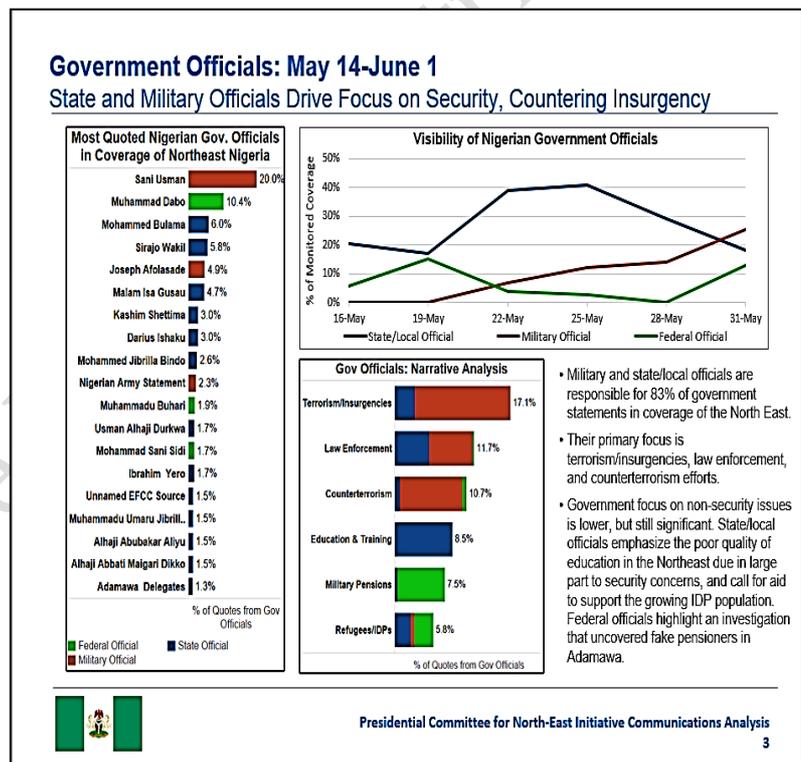


Figure 11: Analysis of relative visibility of communications from various government officials and stakeholders allows for stakeholders to adjust messaging in response to shifts over time.

- The impacted communities and citizens in the six states of the North East want to know what they can expect to return to their communities and rebuild their homes, farms, schools, stores and hospitals. PCNI is responsible for sharing with citizens how the Plan will impact their lives and to share the role of various stakeholders with IDPs and host community residents.

Internal Communications

There are many internal stakeholders involved in this effort. The number of individuals and institutions is daunting. The PCNI could spend all its time doing nothing but updating its stakeholders one at a time on what is happening at the national, state and local effort. Regularly scheduled conference calls and newsletters are included in the Plan to keep everyone informed.

Newsletter for Implementing Stakeholders

A free subscription based weekly newsletter would help keep everyone informed of activities in the North East. PCNI and implementing stakeholder activities would be highlighted as well as upcoming calendar items, media stories and information from the field.

This would be a simple format so that all those who do not have internet access could receive this on their phone.

The Snapshot Analysis would also be included to track and show weekly coverage trends, so leaders can monitor their organization’s performance with the media.

Figure 12: Sample Newsletter for Subscribers

PCNI News

- Organizational decision made on M&E
- Financial news: Japan to donate

Partner News

- Governor say Bridge to be Rebuilt
- ICRC to help with IDP Issues
- Improved resilience says SEMA

PCNI Media Monitoring

- Message Tracking
- Sentiment Positive-Negative
- Active Spokesperson

Creation of a PCNI Communicators Work Group

Communicators are the staff that work with media, conduct outreach or are community organizers. These people are the information sources in their organizations, and also make the news each day through their efforts. Communicators need daily updates, schedules, talking point updates and message research information to do their work.

Government communicators have shared portals and networking abilities, but organizations, charities and donor groups are not included in these. In order to show and have the broad effort reflective of the implementing stakeholders, PCNI suggests having a national Communicators Group and six state Communications Groups that represent communications staff responsible for media and outreach.

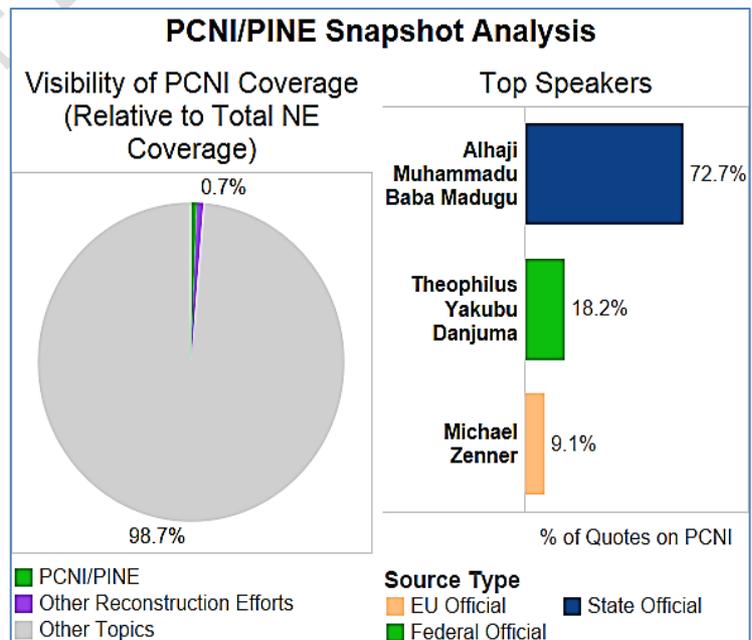


Figure 13: Snapshot of Strat-Comms Workshop Analysis

Role of the Communicators Group

Communications is important to accomplish PCNI's goals, which is why a network of communicators is helpful to achieve goals and increase positive coverage of efforts in the North East. Through building a specific network of communicators, more can be accomplished together. This would also work for the M&E group or other functional areas where close coordination and sharing results are important.

PCNI will support the National Communicators Group and six State Groups with:

- Weekly newsletter;
- Regular organizational calls on media schedule as it relates to the NE, talking points, PCNI packaged stories;
- Crisis communications training for the national and state groups to help coordinate and prepare for incidents, problems and rumors;
- Media lists, and background of journalist past coverage through PCNI media monitoring;
- Regular feedback and analysis of communications efforts through PCNI media monitoring;
- Shared polling or focus group research;
- Post organizational tweets/re-tweet or post/re-posts on the PCNI Facebook, Instagram, Twitter to create a one-stop account;
- A shared schedule and create multiple stakeholder releases or packaged stories;
- Facilitate message development conversations among leading communicators;
- Identified and Planned joint events between multiple stakeholders; and
- Provide training opportunities for state or local organizations with more experienced communicator.

Figure 14: Sample Content for Communicators Email or Newsletter

Media coverage from PCNI overnight reports

Stories PCNI is pitching and gathering information on:

- Ramadan Iftar efforts.
- Student recruitment success stories.

Talking Points

- Now 60% of Bauchi children are attending school reflecting improvements in family's hopes for the future as a result of improvement in teacher performance. Key Words: Family Hope, Future, Government helps teachers to help students.

Media/outreach Schedule

- Governor of Gombe visiting IDPs
- IOM issues report on housing in Abuja
- Joint press conference of NGOs on health programs

To build consensus among the National and State Groups, there will be a facilitated workshop and discussion of potential activities. After consensus, there will be regular calls within each Communicators Group to handle organizing issues as well as daily or weekly emails on coverage issues.

Implementation:

Mailchimp for newsletters is a simple service that is free if the subscriptions are under 2,000. This service is popular among Nigerian government communicators. The subscribe/ unsubscribe feature is simple and does not involve staff time. Other programs are available, but this one is inexpensive and tested and would work for the immediate future. A fulltime person needs to

handle newsletters and be present on the calls in order to add participant's verbal reports to the newsletter.

Once the newsletter is out on a regular basis, others will subscribe and ask for their organization's information to be included. The goal is to have thousands of subscribers from organizations, the media, activists and implementers.

Weekly Coordination Conference Calls

The PCNI stakeholders are dispersed throughout the country, and therefore unlikely to attend regular meeting. A regularly scheduled conference call on the key points or decisions during the week makes coordination easier and requires less in time. Before the calls begin, PCNI will organize a meeting in person to establish points of coordination and decision-making. In some cases, the participants may know each other, but outlining PCNI's communication Plan is important to establish before the calls begin.

The Communications Group at the national and state levels will be a larger group needs weekly calls. The objectives of the Communicators Group conference calls are:

- Weekly calls on an assigned day and time to enhance coordination;
- Report on communicators efforts that might impact other organizations;
- Toll free call-in number for all types of phone subscribers;
- Ability for PCNI to collect information for its newsletters, Twitter, Facebook;
- Ability for government leaders to listen and receive regular updates or to problem-solve;
- State calls will be important to have leadership of PCNI and Abuja-based government officials monitor state-specific issues; and
- Trusted media could be included in the calls for information sharing purposes.

PCNI Social Mobilization

Each State Communicators Group will consider how to conduct social mobilization in communities for advocacy and feedback on the Plan's implementation. The NE has many existing networks, community groups and active volunteers that can be called upon to reach citizens or key audiences. In addition to communicating news and information, mobilizers also play an important role in providing PCNI with citizen input and views. PCNI seeks to engage the community in a dialogue to resolve issues or problem-solve.

PCNI Social Media: Amplify NE News in One-Stop Location

There is not an active North East government or non-governmental organization presence on social media, despite its popularity as a go-to location for journalists. Journalists and other organizational leaders increasingly access social media through their phones, so electricity or computer access are no longer necessary. When incidents are happening, journalists and others turn to Twitter to investigate real time posts and pictures.

PCNI can provide an umbrella for communications through a PCNI Twitter, Facebook and an Instagram page. In each of these social media outlets, the PCNI staff can post or re-tweet partner organizations stories with their branding and website links.

Additionally, there are many organizations that do not have a social media presence that could benefit from journalists seeing their work on Facebook or Twitter pages. The PCNI staff can

collect stories, results, and pictures during national and state calls, to ensure journalists and others can find it on Facebook, Instagram and Twitter.

Packaging of Multiple Partner Stories/Media Events

There are many stories in the media about the military efforts fighting Boko Haram, but stories are missing about the humanitarian efforts and rebuilding the North East. Most organizations doing their own media can be amplified by PCNI social media and newsletters, but PCNI can play a role in promoting stories on sectors, issues and problems where there are two or more stakeholders.

PCNI can play a unique role in supplementing coverage by packaging stories with multiple organizations on key themes or messages. Some of these can be driven by calendar events like Ramadan, holidays, harvest season, school start or openings of facilities. Still other stories can be determined by milestones in the Buhari Plan, results in the sector implementation Plans or sector-specific news that can be collected from weekly conference calls.

PCNI is in a unique position to create these releases and pitch them to the media. For example, for Eid celebrations, an IDP story could be pitched that involved quotes from a local Islamic organization, a SEMA official and the Red Crescent. For an IDP back to school story, the Safe School official, the Education Commissioner, a PTA President and a Youth NGO leader could all be included in a release or be asked to attend an event for the media.

Crisis/Misinformation Response

Radio, television, text message and materials are mentioned in the budget of the communications Plan. There are many stakeholder organizations doing public information campaigns along with their program work. PCNI's role would be separate from their work to fill a gap, respond to a crisis or handle an unforeseen issue that stakeholder organization may not be prepared to handle.

Text messages become an important avenue to reach out to key list of organizers as well as citizens during a crisis. The PCNI team will investigate and map how to use voice SMS to prepare to respond to misinformation or other problems that might arise in the North East states.

Explaining the Plan to Impacted People

There are many opportunities to promote, discuss and inform citizens in the impacted communities in the NE about the overall Plan. A dialogue about the Plan in the North East states can lead to community cohesion, increased resilience and improved services to those in need. Reaching out to have a dialogue, PCNI would facilitate or organize:

- Town Hall meetings for IDPs;
- Radio programs on the overall Plan and sector-specific Plans to create understanding and check expectations; and
- State specific server provider lists for government/CBOs to help IDPs navigate services available to them.

PCNI Media Monitoring

PCNI's media monitoring is a powerful tool for organizations and communicators alike to see how well communications are impacting the overall coverage of the NE, as well as quantitative metrics on the top concerns of local populations in public-facing media. This enables PCNI not

only to gauge the success of communications efforts, but to anticipate and address key concerns among citizens in order to improve resonance of their communications.

Data-driven monitoring and analysis of media coverage of communications efforts will in turn shape Planning and outreach by these Communicators Groups. This monitoring and analysis will also provide the basis for determining successes and lessons learned, which will inform future communications planning. In a fluid media environment where multiple and contradictory agendas can drive media coverage, such as is currently found in Nigeria, this objective analysis of coverage forms an essential component of mapping and adjusting communications efforts in a conscious way.

Moreover, in an environment of shifting (and sometimes conflicting) media coverage, media monitoring provides data-driven quantitative metrics on narratives and sentiment so PCNI and each sector can objectively measure its success. Media monitoring would be included in weekly newsletters for organization and daily newsletters for communicators and leaders that would like to receive the tracking. Additional monitoring and analysis will be generated to track specific campaigns in social and/or traditional media.

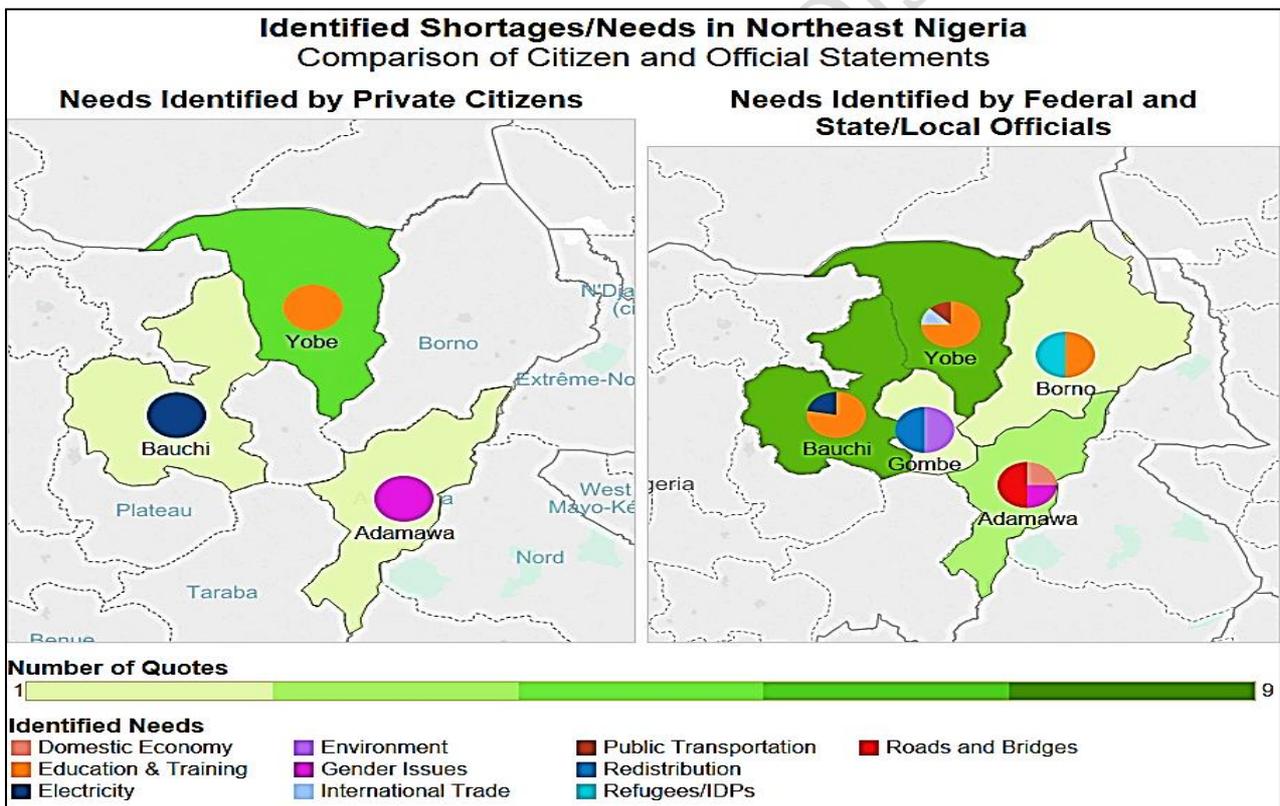


Figure 15: Analysis of content enables PCNI to identify key shortages/needs referenced by local population, and contrast this with official programs and their messaging in order to better inform citizens.

Communications Budget

Table 3: Strategic Communications Budget Breakdown for the Buhari Plan

Sector Groups	TV	Radio	Social Media/ Text	Print/ Newsletter	Outreach	Production
Immediate Comprehensive Assistance	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Food Security & Early Recovery	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Social Protection & Stabilization	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Rehabilitation	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Entrepreneurship & Job Creation	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Infrastructure Development	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Agricultural Revitalisation	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Environment	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Health Sector Reform	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Peace Building	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Security	1,933,661.45	1,324,567.01	1,956,818.18	1,956,818.18	4,545,454.55	5,598,409.00
Total	21,270,276	14,570,238	8,264,966	21,524,998	50,000,000	61,582,4990
Grand Total for Strategic Communications						731,455,468

Chapter 30
Monitoring and Evaluation Framework



Chapter 30

Monitoring and Evaluation Framework

Introduction

This section describes the basic fundamentals for Monitoring and Evaluation (M&E) for the Buhari Plan implemented in the Northeast. The M&E framework is designed to support a result oriented system aimed at enabling a fact based assessment of project implementation in the Northeast region of Nigeria thereby enhancing the capacity of the government at all levels as it turns strategy to results in the region. The M&E framework will offer a platform for effective programme implementation in the Northeast thereby increasing the chances of achieving the overall vision, mission and objectives for the region.

The development of the PCNI's Buhari Plan M&E system is hinged on 6 guiding principles:

- M&E need to be an integral part of governance with enhanced synergy between the federal, states and local government in the Northeast region
- M&E needs to serve as an input for evidence based decision making for people in governance and other stakeholders in the northeast which means using the M&E reports for Planning and budgeting process.
- The M&E system shall capture strategic outcomes, outputs and activities of the results chain.
- M&E needs to be properly funded and manned by the right persons at all levels of government in the northeast so as to build a coherent and robust M&E system that would be effective.
- The M&E system shall be applicable to PCNI, Northeast States, Ministries Departments and Agencies (MDAs) involved in the Northeast and other stakeholders implementing projects in the northeast.
- M&E in the Northeast shall be anchored on the Result based management (RBM) system.

Governance Structure

To institutionalize M&E in the Northeast it needs to be given high visibility in government with PCNI and the north eastern states leaderships being its champions demanding M&E reports and using it as a basis for evidence based decision making. Similarly clear roles and responsibility needs to be assigned between PCNI, the Northeast states, MDAs and intervening partners in the northeast in order to achieve the required visibility and legitimacy.

Roles and Responsibilities

Responsibility for the Monitoring Function

The monitoring process takes place at all levels where decisions are made; therefore, it is an integral component of sound management practice and would, therefore, be carried out across various levels. Monitoring Key performance Indicators at the intermediate and results level shall be the responsibility of PCNI in collaboration with the Northeast states Planning bodies. However, the input, activities and output level will be the responsibility of the implementing bodies and MDAs that are executing the projects. The development and maintenance of an M&E IT software system that would facilitate collection of data on indicators for management reporting purposes shall be the responsibility of PCNI who will ensure that assessments are carried out in a systematic and objective manner.

Responsibility for the Evaluation Function

Evaluation is not a substitute for monitoring nor is monitoring a substitute for evaluation. Both use the same steps; however, they produce different kinds of information. Systematically generated monitoring data is essential for the conduct of a successful evaluation. The ex-post evaluation shall be coordinated by PCNI in collaboration with the bodies responsible for statistics gathering in the north-eastern state. The mid-term evaluation which is summative shall be coordinated by PCNI in collaboration with the North-eastern states Planning bodies and the Planning Research and Statistics Department (PRS) of MDAs involved in the Northeast. The final evaluation shall be coordinated by PCNI in collaboration with the Monitoring and Evaluation Department of the Ministry of Budget and National Planning, PRSD of implementing MDAs the bodies responsible for Planning in the North-eastern states, the civil society and representative of the international donor organisations involved in projects execution in the Northeast. The ex-post evaluation will be used to assess the impact of the overall intervention after the intervention has long been concluded. This will be the responsibility of the PCNI in collaboration with other relevant stakeholders.

There shall be 3 levels of evaluation reports, the 1st level is the process evaluation and shall be produced bi- annually. This function shall be the responsibility of individual north-eastern state governments through their Planning bodies tasked with the M&E function with the technical support of PCNI. The second evaluation report which is also formative in nature shall be produced annually. This will be the responsibility of PCNI in collaboration with the North-eastern states, the M&E Department of Ministry of Budget and National Planning as well as the civil society representatives. The 3rd level of evaluation is the final evaluation which will be carried out by stakeholders in the Northeast. It is the responsibility of any intervening partner to collaborate with PCNI and the North- east states to conduct the assessment and produce the report.

Strengthening the M&E system

It is assumed that monitoring capacity at MDAs, states in the Northeast and PCNI needs to be enhanced therefore; it shall be the responsibility of PCNI in collaboration with other relevant bodies to develop templates and implement strategies for strengthening the M&E system in the Northeast

Developing /Tracking Key Performance Indicators (KPIs)

The task of developing the indicators would be led by the PCNI who will work closely with the various implementing bodies while tracking of the indicators would be done at various levels. The outcome level indicators shall be tracked by PCNI alongside M&E Dept. of Ministry of Budget and National Planning and development partners involved in the Northeast, the output Level indicators shall be tracked by the Planning bodies of the Northeast states; implementing MDAs and the civil society. The tracking of input activity to output level shall be the sole responsibility of the organisation implementing such projects in the Northeast. There are two types of indicators that would be developed in close consultation with the relevant beneficiaries and in collaboration with the relevant technical specialists. The table below shows the types of indicators and how these may be expressed:

Table 4: Types of Indicator

Type of Indicator	Expressed as	For example
Quantifiable	Number	Number of activities undertaken Percentage completion of each activity Of staff capacitated
	Percentage	
	Ratio	
Qualitative	Existence (yes or no)	New Planning, budgeting and monitoring system adopted Level of stakeholders awareness of projects "high, medium, low"
	Category (x,y,z)	
	Scale (0 points if service not offered, and 1 point if service offered)	CNI disseminates annual reports on project performance

Furthermore, reviews would be undertaken periodically, by PCNI M&E in conjunction with relevant stakeholders, to check for adherence to the agreed indicators. Continued access to project funds would be conditional on satisfactory outcomes of these reviews.

Sustainability Strategy

The Buhari Plan has put in place sustainability measures to ensure that the interventions to be implemented endure in the long term. The programme seeks to collaborate with established structures of Government and the community to deliver on the identified projects across the sectors. There is also a deliberate effort to put in place measures such as the unconditional cash transfer schemes to encourage ownership of the deliverables by the communities and government. The PCNI will also leverage on the setting up or revival of community development committees to manage the various projects as well as provide third party monitoring function during the implementation phase. The PCNI programme will also facilitate the reinvigoration of the School Based Management Committees (SBMC) that will provide managerial and monitoring support towards the administration of the schools. It is envisaged that the beneficiaries will be part of the implementation by way of third party monitoring.

The capacity of the project team at the FG, State and LGA levels will be enhanced. This is aimed at bringing up a core of technical persons that will support the professionalization and institutionalization of reforms for improved socio-economic deliverables. Overall, the PCNI programme will be integrated into the developmental Plans of the FG and States. The PCNI will coordinate and supervise the implementation across various stakeholders. This strategy will ensure that the work Plan is delivered in a manner that will enhance the delivery of the project outcomes in the short and long run.

Operationalising the M&E Framework

The M&E Plan

The Federal Government initiated the Presidential Committee for the Northeast Initiative (PCNI) as a special intervention program for the 6 North Eastern Nigerian States of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe. It is a presidential initiative aimed to provide the much needed reconstruction and rehabilitation and resettlement of the Northeast region thus ending the insecurity in the region. This Plan is to specifically state how Monitoring and Evaluation (M&E) is to be deployed to improve the impact of the socio-economic initiatives of the FG in the 6 States.

The focus is on a learning approach for the implementation of PCNI Initiative and other development interventions so as to improve decision-making and accountability. It requires creating an M&E system that helps primary stakeholders, implementing partners and project staff learn together in order to improve their development interventions on a continual basis with an ultimate objective to ensure maximum possible benefit for the North East region.

This M&E Plan focuses on practical ideas that can help to manage for impact by using the Result Based Management (RBM) Approach. The Initiatives is to be coordinated by the PCNI.

This Plan will help project implementers, including primary stakeholders:

- Clarify what results the intervention is expected to have for the region and how this will be achieved;
- Decide how the outputs, outcomes and impact will be assessed;
- Gather and analyses the necessary information for tracking progress towards set targets.
- Explain the reasons for success and failure and agree on how to use this understanding to improve future action.
- This Plan is written for the under listed audiences:
- Managers: the people responsible for managing the various aspects of Plan implementation at the Federal, State and Local Government levels. This includes the PCNI Chairman, PCNI and Directors, managers of the different sectors overseeing the implementation of the sectorial components and the responsible managers of partner or contracting organizations implementing a specific element of the intervention;
- M&E staff: the staff of a project or implementing partners and contractors who have responsibilities for setting up and/or implementing M&E systems;
- Consultants: people providing technical assistance on project design, management, implementation M&E and information management;
- Community Leaders: This are both project beneficiaries and gate keepers who mobilize community followership and support for the project
- Civil Societies: CSOs who will partner with the FG in the implementation of the intervention;
- Development Partners: International partners who are providing technical and financial support in the implementation of this intervention;
- Legislatures: Both National and State Assemblies are partners in this Initiative;
- States Governments: the Officials of the 6 States and the affected Local Government Areas;
- Cooperating MDAs staff: anyone in these organizations that is providing guidance, supervision or support to the project.

Goal of PCNI

The goal of the Presidential Committee for the Northeast Initiative (PCNI) is to coordinate and provide coherent support to assist conflict affected people, engender peace building and recovery in the North-East region of Nigeria.

Objectives of PCNI

In line with the strategic recovery framework, the objectives of PCNI is to facilitate and coordinate all stakeholders towards the delivery of the following objectives in the North East

- Safe, voluntary and dignified return and resettlement of displaced population;
- Human security, reconciliation and violence prevention;
- Government accountability and citizen engagement in service delivery;
- Equitable provision of basic services and employment opportunities;

The PCNI Plan is further implemented through 3 strategic Plans –

- Emergency Assistance & Economic Stabilisation (EAES) (Short term Plan);
- Intermediate Plans;
- Long term Plans.

Emergency Assistance & Economic Stabilisation (EAES) is to be achieved by providing immediate relief (food relief items, non-food items), social assistance + rapid medical support (targeted cash transfers), and productive works (rural road maintenance employment, environment & sanitation maintenance & employment)

Intermediate Plans are to be achieved by continues productive works, agricultural and vocational skills.

Long term Plans are to be discussed with the NEESG.

Further objectives include –

- Humanitarian assistance for households for empowerment;
- Improvement of human living standards;
- Rising of economic activities in affected areas of the region.

Buhari Plan Result's Framework

Result logic is a sequential representation of the strategy to achieve a specific objective that is grounded on the cause and effect logic. The Results logic includes the strategic objective, programme objective and then the project objective it also includes the critical assumption that must hold true for the strategy to remain valid. The Results logic establishes the foundation for designing a monitoring and evaluation system and also identifies the objective that drives project design. The overall objective for PCNI is the economic and social revitalization of the Northeast which is the highest level of result all the objectives are reporting to.

As could be seen in the diagram bellow the RF represents a development hypothesis or a theory about how intended change would occur, it clearly states how the lower level objectives leads to the next higher order of objective ultimately resulting into the strategic objective which in this case is the economic and social revitalization of the northeast. The RF is an important tool

because it helps managers and decision makers' identify and focus on key objectives within a complex development environment.

Figure 16: Buhari Plan Result Framework for Objective 1

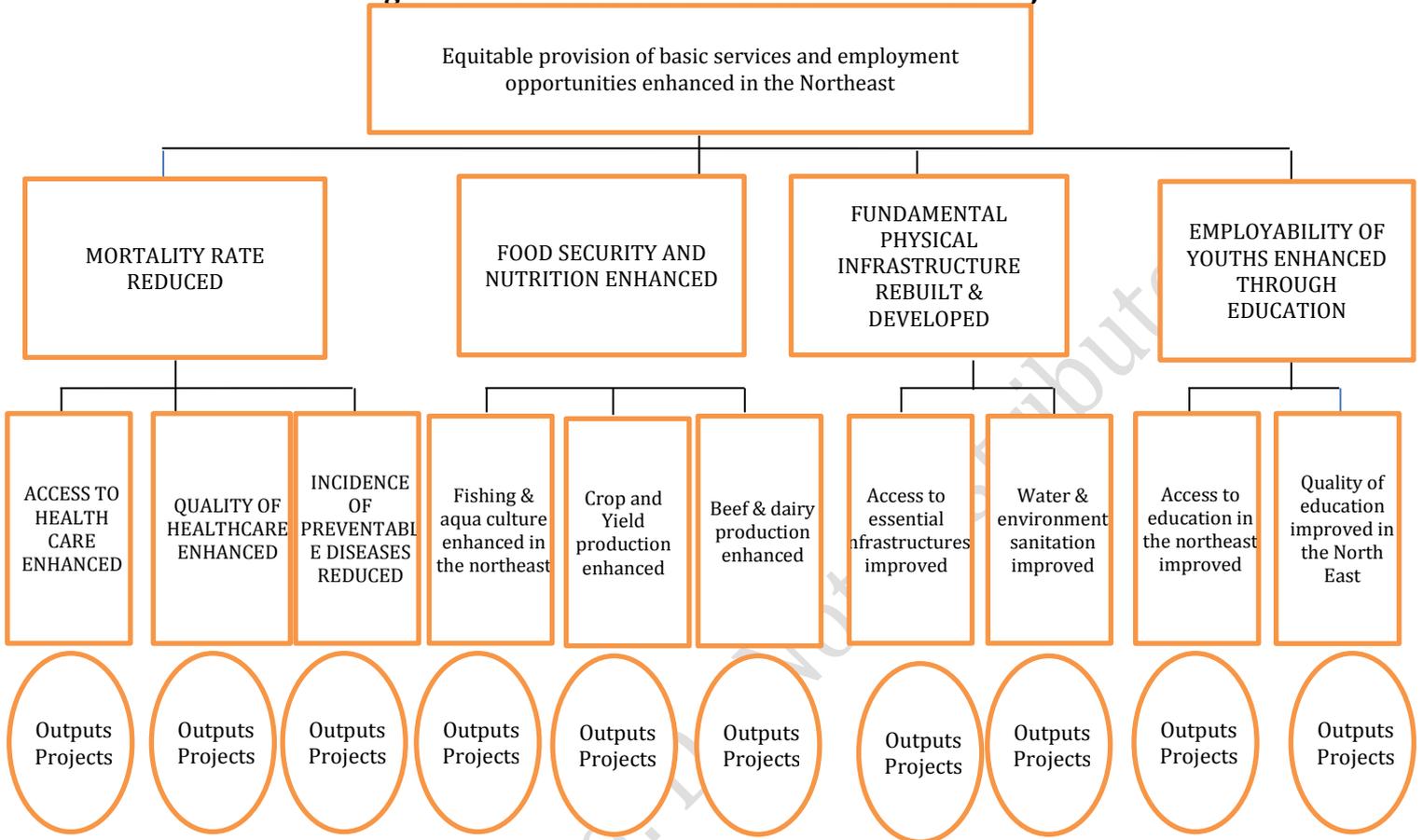


Figure 17: Buhari Plan Result Framework for Objective 2

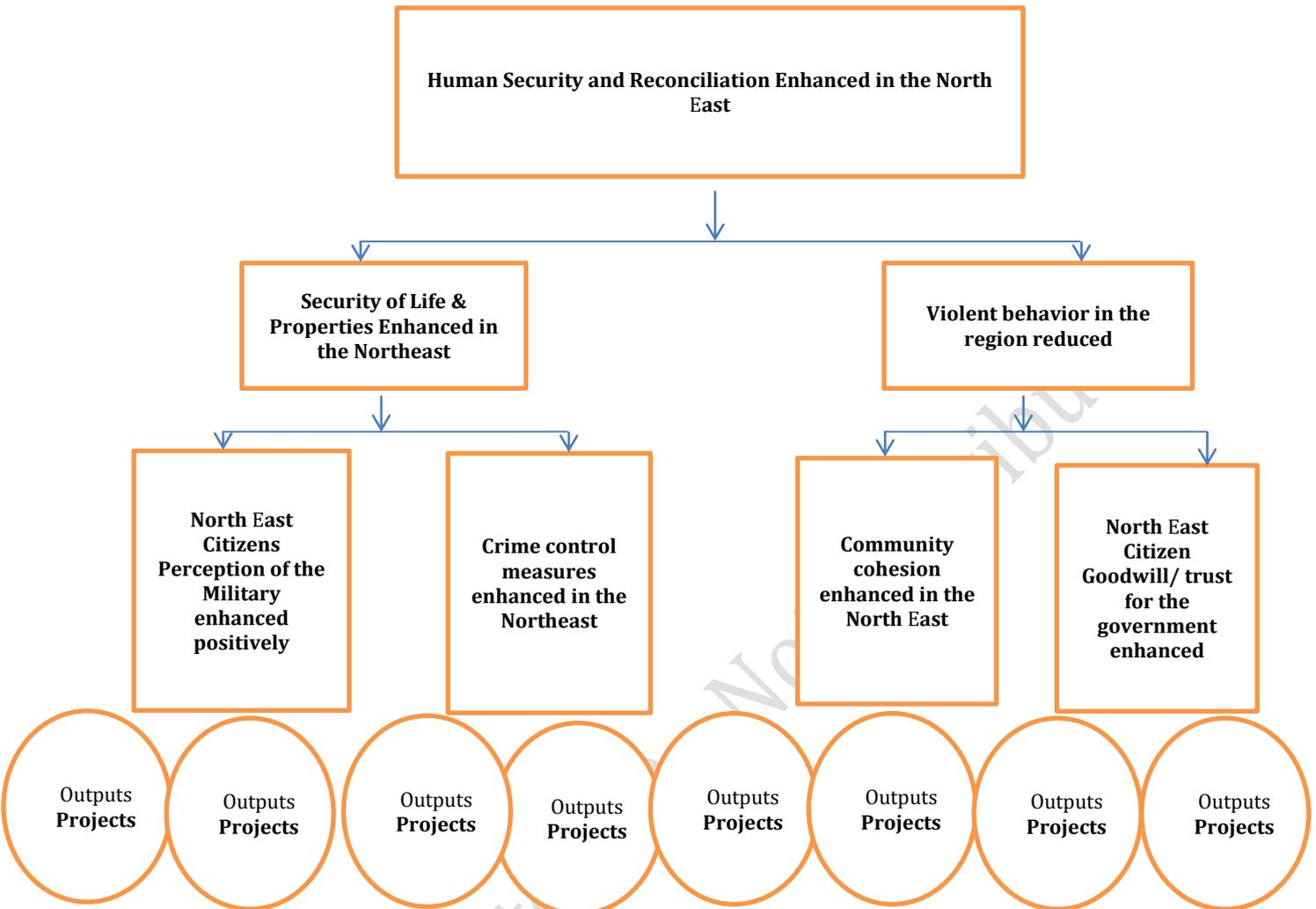
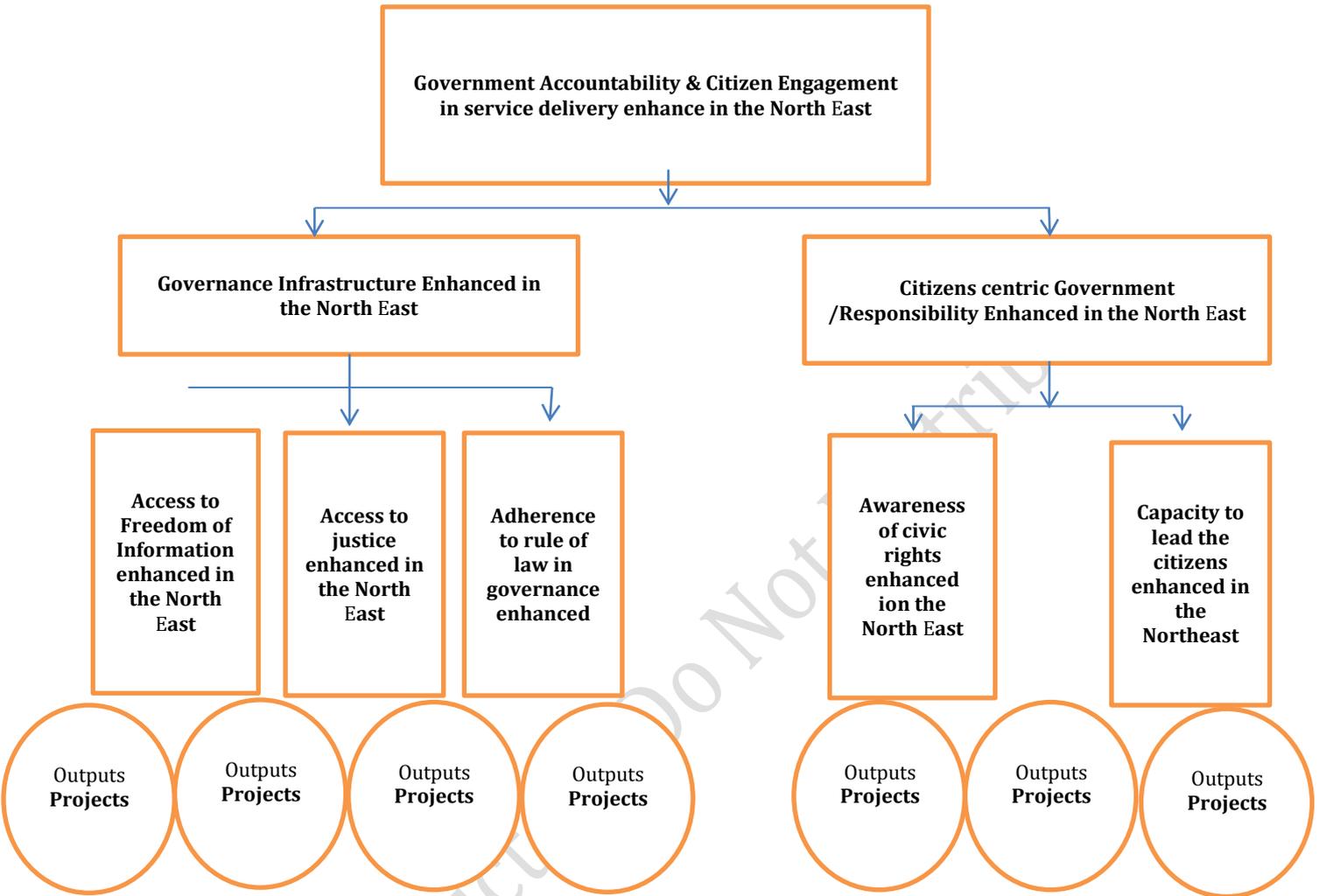


Figure 18: Buhari Plan Result Framework for Objective 3



The Buhari Plan Performance Monitoring Matrix

Table 5: Logical Framework for the Buhari Plan Monitoring and Evaluation

Overall Objective	Results Level Indicators	Unit Of Measure	Baseline	Cumulative Target Values			Frequency	Data Source/ Methodology	Responsibility For Data Collection	Description Indicator Definition
				YR 1	YR 2	YR 3				
Objective 1: Equitable Provision of basic services and employment opportunities enhanced in the North East										
Sub Objective 1.1: Mortality rate reduced	% of population accessing health care services in the targeted States: i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Annually	<ul style="list-style-type: none"> Ministry of Health Project/ M&E Officer 	Ministry of Health in each State.	Indicator measures the population of persons with access to health care services in the States
	Doctor: Patient ratio in the targeted States i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	ratio	TBD				Bi-Annual	<ul style="list-style-type: none"> Ministry of Health Project/ M&E Officer 	Ministry of Health in each State.	This indicator looks at the number ratio of professional health personnel engaged as against the population in each State
	Disease prevalence rate (malaria, polio, measles, HIV/AIDs, Diarrhoea etc.) i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe		TBD				Quarterly	<ul style="list-style-type: none"> Ministry of Health Project/ M&E Officer 	Ministry of Health in each State.	This measures the incidence of targeted diseases in each State
Sub-Objective 1.2: Food, Security and Nutrition Enhanced	% of population engaged in fishing and aqua-culture i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Quarterly	<ul style="list-style-type: none"> Ministry of Agriculture and Water Resources (MAWRRD) 	(MAWRRD)	This indicator measures the number of persons engaged in the fishing and aqua-culture vocation
	% of population engaged in crop and yield production i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Quarterly	<ul style="list-style-type: none"> Ministry of Agriculture and Water Resources (MAWRRD) 	(MAWRRD)	This indicator measures the number of persons engaged in crop and yield production
	% of population engaged in beef and dairy production i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Quarterly	<ul style="list-style-type: none"> Ministry of Agriculture and Water Resources (MAWRRD) 	(MAWRRD)	This indicator measures the number of persons engaged in beef and dairy production
Sub Objective 1.3: Provision of fundamental physical infrastructures	No. of communities with access to socio-economic infrastructures such as (roads, electricity, water) i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	Number	TBD				Bi-Annually	<ul style="list-style-type: none"> Ministry of Works Ministry of Agriculture Ministry of Water Resources Ministry of Power 	Same	Measures the North East basic infrastructures such as roads, electricity, water etc.

	No. of communities with improved environmental and sanitation practices i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	Number	TBD				Bi Annually	<ul style="list-style-type: none"> Ministry of Environment Ministry of Health 		This measures the number of NE communities with improved environmental and sanitation practices as well as social safeguards
Sub Objective 1.4: Employability of youths enhanced through education	Enrolment rate of pupils in the North East i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Annually	<ul style="list-style-type: none"> Ministry of Education 	• MOE	This measures the annual enrolment rate of pupils in the basic education
	Pass rate of pupils in the North East i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Annually	<ul style="list-style-type: none"> Ministry of Education 	• MOE	This measures the annual pass rate of pupils in the basic education
	Completion rate of pupils in the North East i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	ratio	TBD				Annually	<ul style="list-style-type: none"> Ministry of Education 	• MOE	This measures the annual completion rate of pupils in the basic education
	Teacher: pupils ratio i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	ratio	TBD				Annually	<ul style="list-style-type: none"> Ministry of Education 	• MOE	This measures the teacher/pupil ratio
	Classroom: Pupils ratio i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	ratio	TBD				Annually	<ul style="list-style-type: none"> Ministry of Education 	• MOE	This measures the classroom/pupil ratio
OBJECTIVE 2: Human Security and Reconciliation Enhanced in the North East										
Sub objective 2.1: Security of Life and properties enhanced	Citizens perception index of the military i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Annually	<ul style="list-style-type: none"> PCNI 	• Project Staff	This measures the citizens perception of the military in the North East States
	Crime rate as a result of insurgency i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Annually	<ul style="list-style-type: none"> Ministry of Defence Police North East State Governments 	•	This measures the incidence of crime as a result of insurgent activities

Sub objective 2.2: Violent behaviour in the region reduced	No. of military/civil joint initiatives carried out successfully i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	Number	TBD				Annually	<ul style="list-style-type: none"> Ministry of Defence Police North East State Governments 	•	This measures the extent of civil military relationship that exists in the North East States
Objective 3: Government Accountability and Citizen Engagement in service delivery enhanced in the North East										
Sub objective 3.1: Governance Infrastructure enhanced in the North East	% of population with access to information i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Bi-Annually	<ul style="list-style-type: none"> Ministry of Information NOA 	•	
	% of population with access to justice i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Bi-Annually	<ul style="list-style-type: none"> Ministry of Justice Police 	•	
	Compliance level by citizens to the rule of law i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe		TBD				Annually		•	
	change in attitude of citizens towards governance i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Annually		•	
Sub objective 3.2 Citizens Centric Govt and responsibility enhanced in the North East	% of population aware and practicing their fundamental civic rights i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Bi-Annually		•	
	% of population actively participating in governance i. Adamawa ii. Bauchi iii. Borno iv. Gombe v. Taraba vi. Yobe	%	TBD				Bi-Annually		•	

Impact Assessment

The Buhari Plan, a multi-project and multi stakeholder intervention, requires a systematic and coordinated approach to deliver on the stated goals and objectives. One important activity is the conduct of assessment studies throughout each project life. In line with globally accepted practice, PCNI will deploy the implementation of impact assessment studies at the process and program levels. At the process level, the programme implementing partners in the Federal, State and Local Governments will conduct process evaluation assessments to determine efficiency in the deployment and management of intervention activities. While at the programme level, the PCNI shall carry out impact assessment studies during the mid-term and end-term of each project life. The impact assessment study will be participatory carried out with actors drawn from PCNI, FG, State Governments, Local Government, Development and Donor Partners as well as beneficiaries. These studies will determine if programme development objectives are being met/are making positive impact on the lives and livelihood of the beneficiaries.

PCNI Guide for Conducting Assessment Studies

The broad objective of this document is to bring out operational guidelines for social impact assessment that would enable PCNI to make balanced and informed policy/programme decisions. The purpose of this document is to serve as a guide to:

- Elucidate the importance of social impacts of economic developmental activities to the management
- Enable greater sensitivity of the target audience to social impacts
- Provide step-by-step procedures for undertaking social impact assessments in a participatory manner
- Help project implementers evolve mechanisms whereby adverse social impacts can be effectively mitigated
- Make available a set of tools that can be of use while undertaking social impact assessments.

Figure 19: PCNI Feed Back Result Based Process

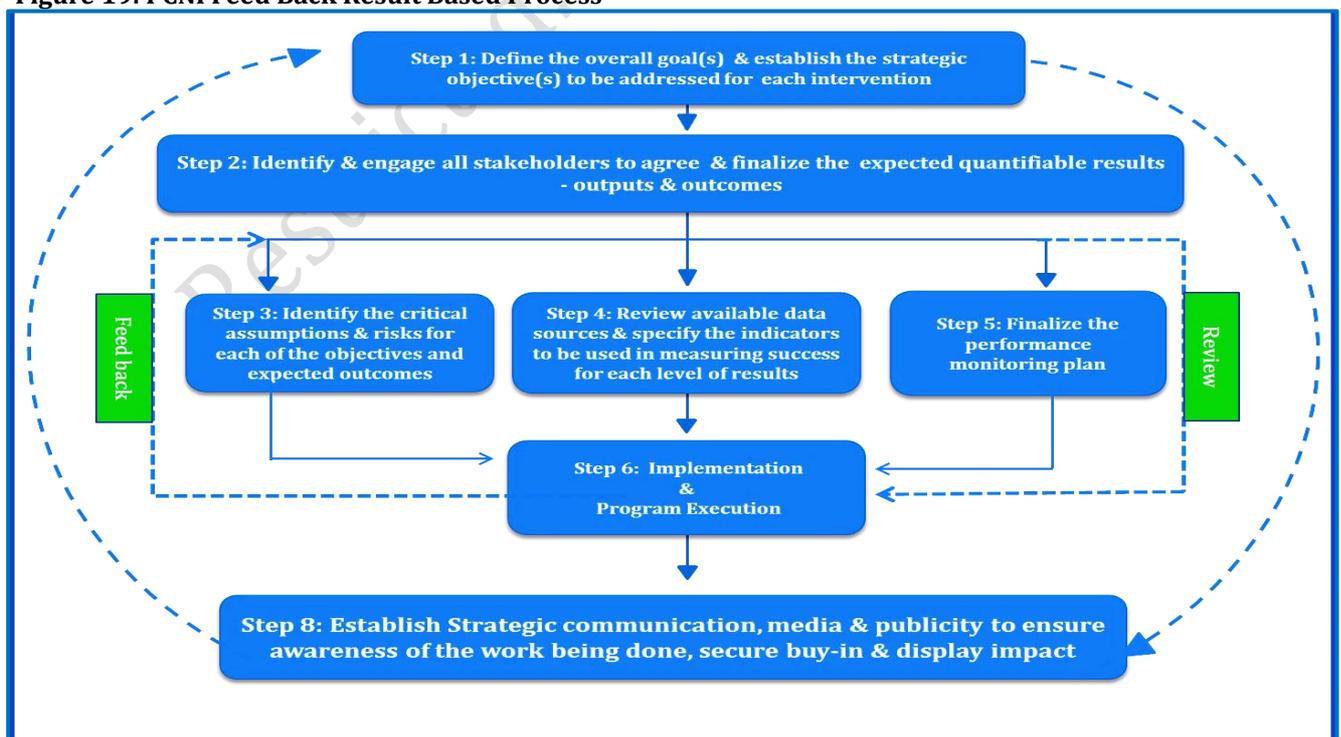
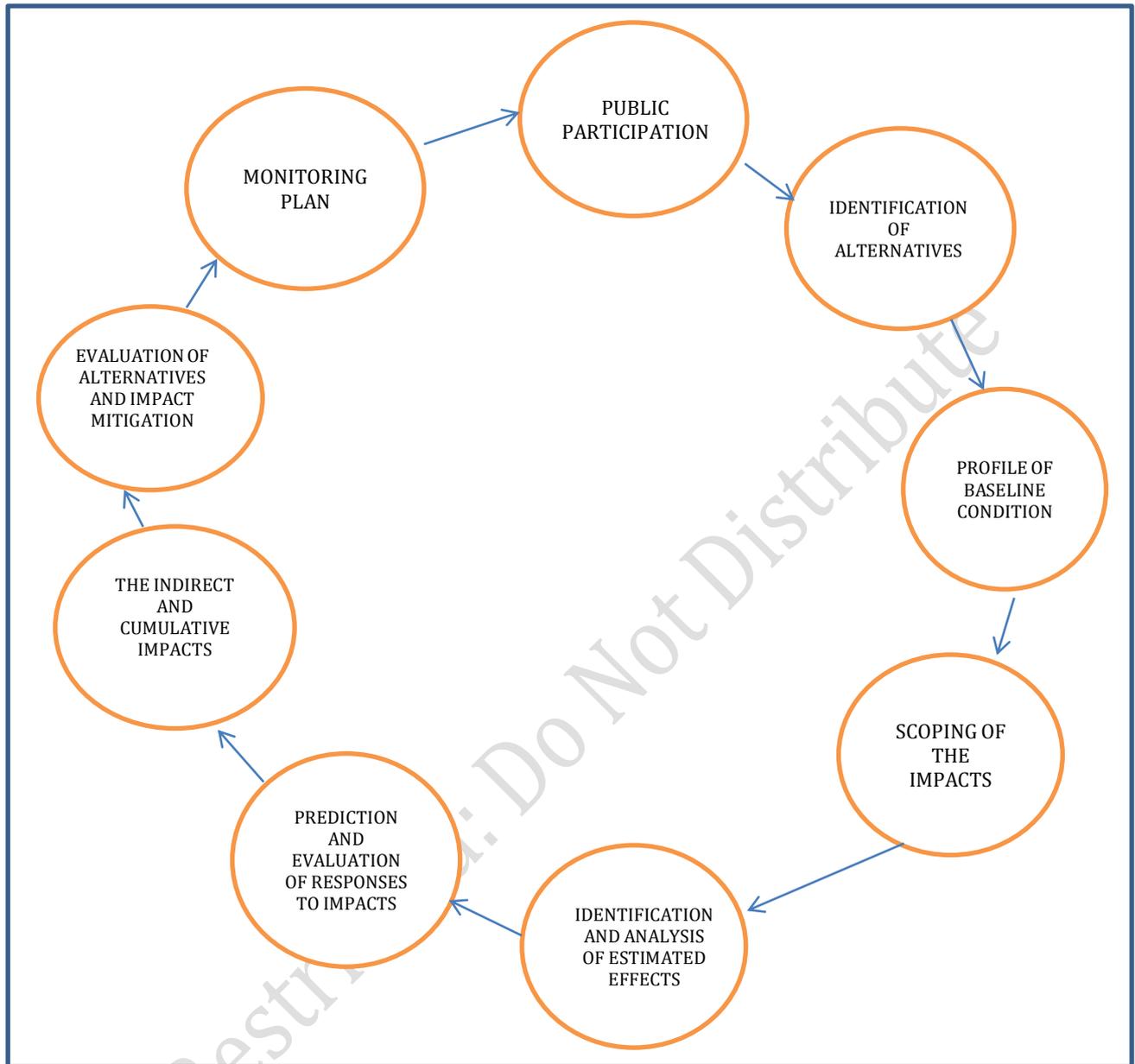


Figure 20: PCNI Impact Assessment Process Cycle



PCNI Monitoring and Evaluation Budget

Table 6: Summary Budget for the PCNI Monitoring and Evaluation Framework

RESULT	KEY OUTPUTS	KEY ACTIVITIES	MEANS OF VERIFICATION	BUDGET
ENHANCE THE CAPACITY OF PCNI TO PROVIDE ACCURATE UPDATE AND FEED BACK ON THE PCNI PROGRAMES	M&E Gap Assessment Conducted	Skill gap assessment of the PCNI Implementing states and federal MDAs	Assessment Report	30,000,000
		Validation Meeting of Diagnostic assessment report of the PCNI implementing MDAs at the States and FG	Meeting Report, list of attendance	
		Production of Report of the Diagnostic Assessment of the PCNI implementing MDAs	M&E diagnostic Assessment Reports	
	PCNI frame work developed	Servicing of desk review meeting for development of framework	M&E Frame work blue print in place	100,000,000
		validation & dissemination of the PCNI framework	M&E Frame work blue print	10,000,000
	Strengthened PCNI M&E system	Development of M&E System for PCNI	PCNIM&E system developed	50,000,000
	Result based Plan for PCNI	Development of a Project Management Plan(PMP)& data quality assessment policy for PCNI	PCNI data assessment policy document in place	20,000,000
	Integrated & qualitative data bank for PCNI	Data quality assessment exercise of PCNI projects	Assessment report	50,000,000
	Skills for Development of M&E Strategy for PCNI Implementing MDAs and committee members	Training on Result based Monitoring & Evaluation Modules for the MDAs involved in PCNI , affected states and local government officials	Management/ Training Reports	100,000,000
	Base line study for PCNI indicators	Baseline Study	Study Report	100,000,000
	Project monitoring	Field visits logistics , report writing and dissemination	Monitoring Reports Produced	80,000,000
		Production of report	Final PCNI M&E Report produced by MBNP	20,000,000
	Program Evaluation	Mid Term Evaluation Field visits logistics , report writing and dissemination	Mid Term Evaluation Report produced	100,000,000
		Ex-Post Evaluation Field visits logistics , report writing and dissemination	Ex-Post Evaluation Report produced	80,000,000
	Advocacy and Communication	Jingles and advocacy campaigns		20,000,000
	Coordination and review meetings	Coordination and quarterly review meetings for relevant stakeholders	Quarterly review meeting reports	100,000,000
GRAND TOTAL FOR MONITORING AND EVALUATION				860,000,000.00

Monitoring and Evaluation Partners & Responsibilities

Table 7: PCNI Monitoring and Evaluation Partners and their Roles

Actors	Responsibilities
Office of the National Security Adviser (ONSA)	Overall implementing body of the Soft Approach (Countering Violent Extremism)
PCNI Steering Committee	Body tasked by the president of the federal republic of Nigeria to administer the PCNI Initiative; Consists of multiple MDAs (FMF, FMW, FMA&RD, MBNP, COS State House, BOF, FMP, NEMA, OSGF) in the implementation;
Ministry of Budget and National Planning	Anchoring the overall coordination of the National M&E System; providing technical support and advisory role on the delivery of Government development projects, programmes and policies; as well as ensuring that resources are utilised effectively and efficiently
PCNI Field Offices	To provide administrative, financial & operational support at the field; manage operational M&E across all the projects of PCNI; preparing periodic reports to the PCNI Steering Committee; verification of beneficiaries to cash transfer programme; provision of information, education & communication materials to WDCs
Project Teams	Collection, collating & keeping of data of beneficiaries; tracking of beneficiaries and implementation progress; developing of payroll for payment to beneficiaries; recruitment & orientation of mobile medical team; advocacy for State and local Government level engagement; keeping records of beneficiaries of health programme
National Emergency Management Agency (NEMA)	Delivery of immediate relief materials to households & refugee camps; distribution of first aid & other health care services to households & refugee camps;
Project Delivery Units (PDUs)	Paying, recording & verifying of cash transfer beneficiaries; identifying & securing Warehouses for relief materials; providing logistics for distribution relief materials to community delivery points & refugee camps
Primary Healthcare Centres (PHCs)	Keeping records of pregnant women, children, elderly persons & widows to benefit from cash transfer; having a total number of beneficiaries from the mobile medical team; to be a partner in the advocacy and State-level engagement
Donor Agencies (DFID)	Identifying & advocating for malnourished children; advocacy for re-sensitisation of the people
State Governments	Provision of 40% counterpart funding for the PCNI Initiative; advocacy for State and local-level engagement
Local Government Areas	Keeping records of elderly persons & widows for cash transfer
Ward Development Committees (WDCs)	To lead awareness creation & target beneficiaries in the communities.
Bank partners	To partner in electronic banking & cashier-based options
Telecommunication Partners	To partner with telecommunications companies in using mobile banking services to disburse funds to beneficiaries

Data Management

Storage

Preliminary data storage from the field will be in the form of spread sheets, photographs Word documents and other hard copies of documents. Subsequently, the data collated from the field by the various PCNI State Officers will be backed up in a database domiciled in the State Offices and sent to the PCNI National Office. The duration for storage is as long as the data is needed since government records are to be kept for future reference and use

Analysis

The tools to be used in analysing the data gathered are Excel spread sheets, SPSS software and any other software that may be applicable for this purpose

Privacy

The data gathered will be confidential and it will be accessible to the PCNI Steering Committee who will have administrative rights on the use and management of data and information concerning the programme.