STRATEGIC PROGRESS UPDATE

THE NORTH-EAST RECOVERY & STABILISATION PROGRAMME FOR NIGERIA
A SYNTHESIS OF RESULTS, ACHIEVEMENTS, & LESSONS LEARNT
Background

The insurgency that has devastated the North-East of Nigeria since 2009 has resulted in the loss of over 20,000 lives, the destruction of billions of dollars’ worth of infrastructure, and has affected the lives of over 15 million people. Against this backdrop, the Government of Nigeria (GoN) commissioned a Recovery and Peacebuilding Assessment (RPBA), carried out in partnership with the World Bank (WB), the European Union (EU) and the United Nations (UN). The GoN subsequently requested for assistance from these partners to implement recommendations from the RPBA, which included the adoption of a programmatic approach for stabilisation and recovery in the region. This approach, the North-East Recovery and Stabilisation Programme (NERSP), operationalises the RPBA and the Buhari Plan to rebuild the North-East through an effective implementation plan so that the region can achieve its recovery and peacebuilding goals.

NERSP Components

The NERSP is built on five pillars:

1. Policy Development for Recovery and Peace Building
2. Prioritising and Sequencing of Recovery
3. Institutional Framework & Implementation Strategy
4. Recovery Financing Strategy
5. Programme Oversight, Monitoring and Evaluation, and Coordination

The implementation of the NERSP, through activities in each of the five pillars listed, began in 2016 with support through a US $1.5 million grant from the United Kingdom’s Department for International Development (DFID), through the World Bank, to support the provision of technical assistance for peacebuilding and recovery efforts in the region.

Progress Made

Since 2016, noteworthy progress has been made, yielding a more streamlined approach to engaging in interventions, based on needs as prioritised by the states. This is to foster an enabling environment for strengthening relevant institutions. Under the various pillars, the following specific outcomes have been recorded:

1. Policy Development for Recovery and Peace Building: Policy mapping with a gap analysis study initiated for recovery and peacebuilding
2. Prioritising and Sequencing of Recovery: Methodology developed for prioritising and sequencing interventions by the states. Strategic action and investment plans were consequently developed
3. Institutional Framework & Implementation Strategy: Mandate mapping exercise to improve coordination at state and federal levels which highlights gaps and overlaps has been completed. Technical assistance has been provided to improve PCNI coordination through strategic and operational forums
4. Recovery Financing Strategy: The PCNI web dashboard to track aid was reviewed, and a diagnostic analysis is in progress to improve aid tracking capabilities based on needs met, through resources committed by Government and development partners
5. Programme Oversight, Monitoring and Evaluation, and Coordination: Expertise has been to aid the development of monitoring and evaluation mechanisms at federal and state levels to monitor Programme implementation progress

Way Forward

The next steps for the Programme include building on progress made based on implementing recommendations from various analyses to strengthen the institutional architecture for recovery and peace building. Next steps also include further developing the online dashboard linked to a robust monitoring and evaluation system for tracking aid and interventions, which is critical to realising progress during implementation. A task team to ensure that the agreed upon methodology for prioritising and sequencing interventions is implemented will be necessary to monitor efficient Programme delivery.
Background
Since 2009, nearly 15 million people have been affected by the violence of Boko Haram and the resulting military operations in the North-East of Nigeria. When the fighting became particularly intense in 2014, over 20,000 people lost their lives and 1.9 million people were displaced. The conflict further aggravated the already fragile economic development of the North-East, resulting in estimated infrastructure damages of about US$ 9.2 billion, and accumulated output losses of up to US$ 8.3 billion.

In this context, the Government of Nigeria (GoN), with the support of the World Bank, the European Union, and the United Nations, led a Recovery and Peace Building Assessment (RPBA) for North-East Nigeria to comprehensively assess the needs resulting from the conflict. The RPBA was prepared and implemented jointly by the Federal Government, led by the Vice President’s Office and the Governments of the six affected states: Borno, Adamawa, Yobe, Gombe, Taraba, and Bauchi. The RPBA involved extensive data collection, considerable dialogue and stakeholder consultation, and the quantification of recovery and peace building needs across the affected states. It consisted of three main components including:

1. Peace Building, Stability and Social Cohesion
2. Infrastructure and Social Service
3. Economic Recovery

The economic impact of the crisis was found to be substantial, reaching nearly US$9 billion across the six North-East states, while the total needs for recovery and peace building across the three strategic areas of intervention in both the stabilisation (years 1-2) and recovery (years 3-4) phases is US$6.7 billion. Findings from the assessment outline the needs and priorities to be addressed for the sustainable recovery of North-East Nigeria.

Upon successful completion of the RPBA in April 2016, the GoN requested for support from the WB, EU and UN to implement recommendations from the RPBA, including in the adoption of a programmatic approach for stabilisation and recovery in the region. To this end, a post-RPBA process—the NE Recovery and Stabilisation Programme for Nigeria (NERSP)—would provide technical assistance to strengthen the institutional and legal frameworks for recovery, prioritisation and monitoring and evaluation mechanisms, and a financing strategy for the NE. Moreover, RPBA and associated operationalisation activities under the NERSP, would promote a more coherent and aligned package of recovery support from the government and development financing partners. In September 2016, the UK Department for International Development (DFID) provided the WB with US$1.5 million to support this process.
**The North-East Recovery and Stabilisation Programme for Nigeria (NERSP)**

The North-East Recovery and Stabilisation Programme for Nigeria operationalises the RPBA and Government strategies for recovery, stabilisation and peace building, such as the Buhari Plan, translating these recommendations into an effective implementation strategy for recovery and peace building. The NERSP establishes an institutional framework to apply operational approaches and institutional arrangements for interventions and projects. The Programme features:

1. A coherent Programme, prioritising the need for recovery and peace building across social, economic and infrastructure, recovery, restoration and reconstruction efforts
2. An institutional framework for implementation, coordination, quality assurance and monitoring and evaluation of the recovery Programme
3. A resource mobilisation plan to fund the recovery Programme

The NERSP is advanced through a set of activities organised under five pillars:

1. Policy Development for Recovery and Peace Building
2. Prioritising and Sequencing of Recovery
3. Institutional Framework & Implementation Strategy
4. Recovery Financing Strategy
5. Programme Oversight, Monitoring and Evaluation, and Coordination.

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1 The Buhari Plan is an amalgamation of a number of plans focused on the NE - Presidential Initiative for the NE (PINE) and the NE States Transformation Strategy (NESTS), including the RPBA. It has set targeted goals in seven aspects, including: restoring peace and stability, coordinating humanitarian and development responses, providing basic services and infrastructure, promoting a civil and peaceful culture, accelerating equal access to education, reducing inequality, and addressing environmental degradation.
NERSP Key Development Outcomes

The implementation of the NERSP began in October 2016. The implementation of the programme has produced the following key development outcomes to date:

- **Created an enabling environment for recovery and peacebuilding programmes in the North-East:** The NERSP aims to facilitate the creation of an enabling environment for the Government of Nigeria and donors active in the country to carry out recovery and peace-building interventions in the North-East. Through the activities supported by NERSP (mapping of capacities, and capacity building activities), the institutional capacity of the PCNI has been strengthened and is better equipped to coordinate recovery and stabilisation programming in the North-East. Also, the Programme has facilitated the framework for policy implementation and has bolstered operational capacities at the federal and state levels (through systematic approaches for prioritisation and sequencing), as necessary for implementing recovery and stabilisation Programmes.

- **Galvanized programmematic engagement for Recovery and Peacebuilding in the North-East:** The vast impact of the Boko Haram insurgency and its protracted derailment of socio-economic development in the North-East has made programmematic engagement in the region a necessary to approach to recovery and peacebuilding in the North-East. The NERSP galvanizes programmematic engagement to recovery and peacebuilding in the North-East by: (i) strengthening and leveraging nodes of convergence to enhance collaboration and coordination at the federal, state, and donor community levels; and (ii) consolidating the framework through which programmes for recovery and peacebuilding in the North-East can be implemented.

- **Strengthened the institutional architecture for recovery and peacebuilding:** Activities under the NERSP have helped to clarify the roles and responsibilities of the institutions and agencies mandated with coordinating recovery and stabilisation programmes and projects in the North-East. Based on international experience and best practices, a Standard Operational Manual (SOP) is currently being produced to define the guidelines for institutionalised practices and procedures for recovery at the federal level. By promoting regular interactions and coordinated tasks under programmematic engagements in the North-East, the NERSP has fostered an environment for regular communication between the federal coordinating agency and the North-Eastern states.

- **Strengthened the humanitarian-development nexus.** By facilitating an institutional and policy framework through which recovery and peacebuilding programmes are implemented in the North-East, the NERSP seeks to strengthen and clarify the humanitarian-development nexus debate in Nigeria. The NERSP operationalises the need for paving the way and putting in place the policies, institutional architecture, and prioritisation models to implement recovery strategies in the North-East, while operating in coordination with...
humanitarian agencies. NERSP strengthens ongoing efforts in Nigeria by supporting activities that directly address humanitarian-development coordination, particularly through aid tracking under the Recovery and Financing Strategy pillar.

- Developed a state-owned prioritisation and sequencing methodology. As part of NERSP, the PCNI has been working with Borno, Adamawa and Yobe states, with the support of technical experts from the World Bank, to create the first prioritisation model, which will guide the process of identifying, planning, and financing of multi-sectorial interventions for recovery and peace-building in the North-East. This prioritisation model, fully owned by the states, is based on international best practices for recovery and peace building. It introduces objective criteria for transparency and objectivity, and ensures inclusive decision-making through continued consultations and iterations. This model will be adopted by Gombe, Bauchi and Taraba, as well, to cover all six states of the North-East.

- Facilitated a more accountable and coordinated response process to intervention in the North-East. NERSP also promotes a more accountable and transparent recovery and peacebuilding response process throughout the North-East. As such, NERSP includes monitoring and evaluation strategies (pillar on Monitoring and Evaluation) as well as tracking tools (pillar on Recovery and Financing) to evaluate progress made, not only for the implementation of the NERSP programme, but also for overall humanitarian and developmental engagements in the North-East.

### Deliverables

By October 2017, resources have been allocated to execute activities planned in each of the five pillars. The most significant progress has been targeted under activities planned for Prioritisation and Sequencing of Recovery, Institutional Framework and Implementation Strategy, and for the Recovery and Financing Strategy. For the other pillars, activities are on-going. It is expected that physical deliverables will be produced in the following months. Table 1 lists the key physical deliverables under the implementation of the NERSP.

<table>
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<th>Table 1: Deliverables produced as a result of the implementation of the NERSP</th>
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<td><strong>Pillar</strong></td>
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| Prioritising and Sequencing of Recovery | • Completion of the methodology, guideline and framework for prioritising, sequencing and financing needs for direct investments on recovery and peacebuilding customised to the North-East.  
• Capacity building within PCNI and BAY states for prioritising, sequencing and financing direct investments on recovery and peacebuilding.  
• Methodology for prioritisation documented in the report “From Needs to Investments: A Prioritisation Model for Recovery and Peace Building Interventions in North-East Nigeria.”  
• Prioritisation, sequencing and financing direct investments on recovery and peacebuilding methodology to be initially implemented in Yobe, Borno and Adamawa for a complete prioritisation process in the North-East. | 24% |
### Institutional Framework & Implementation Strategy

- Institutional mapping and capacity assessment of the coordinating agency at the federal level in charge of recovery and stabilisation in the North-East completed.
- Institutional mapping documented in the report “The Mandate and Stakeholder Mapping for the Operationalisation of the Presidential Committee on the North-East Initiative (PCNI).”
- Work plan and timeline for operationalising the North-East Nigeria Recovery and Stabilisation Programme produced.
- Programmatic Level Standard Operating Procedures completed by the PCNI, with close consultation with the North-East states.

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<th>Pillar</th>
<th>Key Deliverables Produced</th>
<th>Percentage of investment from total available resources</th>
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| Recovery Financing Strategy | • Assessment and analysis of Government dashboard tracking aid pointing gaps for a fully functional tracking aid system completed.  
  • Analysis on aid tracking dashboard documented in the report “PCNI Aid Tracking Dashboard – Diagnostic Review and Way Forward.”  
  • Preliminary work plan to develop aid tracking dashboard and financial gap analysis taking stock of needs and resources from Government and development partners developed. | 19% |
| Programme Oversight, Monitoring and Evaluation, and Coordination | • Experts mobilised to support the design of Programme oversight, M&E and coordination mechanisms at the federal and state levels to monitor progress made on the implementation of recovery and stabilisation initiatives.  
  • International experts engaged to provide overall support and coordination for the implementation of activities under the NERSP. | 15% |
| Policy Development for Recovery and Peace Building | • Mapping policies at federal and state levels and reviewing National Disaster Recovery Framework (RPBA).  
  • Expert mobilised to conduct a gap analysis in recovery policy implementation at the federal and state levels, including policies related to displacement, and offer strategies to fill identified gaps. | 12% |
**Outcome:** “Using demand-responsive, criteria-based methodology to prioritise and sequence recovery needs”

### PILLAR: PRIORITISATION AND SEQUENCING OF RECOVERY

#### NENSRP INPUTS
- International expertise mobilised to support Federal and State counterparts to develop a methodology for prioritisation and sequencing of recovery needs
- Constituting and supporting multi-sector committees and task forces at the federal and state levels to prioritise recovery and peace building needs

#### OUTPUTS
- Detailed methodology developed and tailored to NE Nigeria context to prioritise and sequence sector investments in response to the conflict
- Forth-Fourth State and Federal representative from six NE states and PCNI prepared state-level Strategic Action and Investment Plans prioritising interventions identified in the Buhari Plan and the RPBA

#### OUTCOMES
- National, regional and local sectoral planning for recovery using demand responsive, conflict-sensitive criteria based methodology tailored to the NE context
- Increased Federal and State government collaboration and capacity to align priorities, plan recovery interventions and identify funding gaps for the North-East

#### WAY FORWARD
- Creation and capacity building of a prioritisation task force to lead and coordinate regular prioritisation exercises across states
- Codify methodology within the national recovery related policy frameworks
- Harmonise methodology with humanitarian planning frameworks

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**Prioritisation and Sequencing of Recovery**

Since late 2016, Borno, Adamawa, and Yobe (BAY) States have drafted state-level Strategic Action Plans (SAPs), prioritising interventions identified in the Buhari Plan and the RPBA. These plans are the result of implementing a prioritisation model that guided the process of identifying, planning, financing, and phasing multi-sectoral recovery and peace building interventions to address the respective needs of the states. The priorities of interventions in each state were then presented as State Action Plans, which serve as guiding documents to ensure that interventions would address the highest priorities in sequence, and would coordinate and monitor investments funded by different government entities and development partners.

The SAPs were discussed with the World Bank and have been shared with other development partners, including DfID, African Development Bank (AfDB), and Islamic Development Bank (IsDB), as a point of reference for the design of recovery activities in the North-East. The PCNI is currently working with the World Bank and the states of Gombe, Taraba, and Bauchi, to take a similar approach to prioritising and sequencing needs for future investments.
Institutional Framework and Implementation Strategy

Outcome: “A Harmonised and Efficient Institutional Framework for Recovery”

PILLAR: INSTITUTIONAL FRAMEWORK AND STRATEGY

INPUTS

- Conduct institutional mapping and a comprehensive capacity assessment of Federal and State level agencies coordinating recovery in NE Nigeria
- Supporting PCNI to develop the institutional architecture needed for recovery, including fiduciary and operational frameworks for recovery at Federal, State and LGA level

OUTPUTS

- Mandate mapping report analyzing the coordination and implementation structures at the federal and state level
- Capacity building plan to fulfill outlined mandates
- Standard Operation Procedures (SOPs) and Instructions (SOIs) manual developed for smooth, effective and efficient functioning of the NE Recovery Programme
- Knowledge exchange and exposure of PCNI to best practices and experiences on recovery from around the world

OUTCOMES

- Maximised the use of common implementation resources, reducing institutional inefficiencies and improving country systems for recovery response
- Higher credibility, capacity and confidence of the apex institution to carry out recovery function in the NE
- Improved coordination with the humanitarian sector

WAY FORWARD

- Implement capacity building programme mandated apex institution at the federal level for operationalising the organisational results framework
- Support selected humanitarian sector working groups (at both State and Federal levels) to expand their mandates to include recovery intervention planning
- Develop information products that enhance coordination and highlight successes and learning in the NE
The PCNI has continued its close collaboration and partnership with federal and state agencies and various development partners to advance this coordination role. In doing so, the PCNI has proactively sought for technical guidance from the World Bank on how to strengthen coordination and streamline communications between the North-East states and partners, and on the design and implementation of its monthly coordination forums.

The PCNI also benefited from knowledge exchange opportunities with experienced recovery practitioners and specialists from around the world, aiming to enhance recovery efforts in the NE. For example, with WB support, PCNI leadership and some GoN officials attended the third edition of the World Reconstruction Conference (WRC3) in Brussels in early June 2017. Co-organised by the WB’s Global Facility for Disaster Reduction and Recovery, the EU, the UNDP, and the EU’s African, Caribbean and Pacific Group of States, the conference sought to promote resilience through post-crisis recovery and provided GoN officials with an opportunity to learn from other regions, and exchange tactics for effective recovery with global practitioners and government officials.

To better identify capacity gaps and institutional needs, the PCNI collaborated with the World Bank to conduct an Institutional Mapping and Capacity Assessment (carried out by the independent consulting firm Mannion Daniels). The assessment titled, “The Mandate and Stakeholder Mapping for the Operationalisation of the Presidential Committee on the North-East Initiative (PCNI)” included an operating framework consisting of stakeholder mapping for recovery, and an analysis of how a PCNI-led system of coordination for recovery in the North-East can be established alongside the existing humanitarian coordination architecture.

### Recovery and Financing Strategy

**Outcome:** “Monitoring Recovery Financing, and Improving Transparency”

#### PILLAR: RECOVERY FINANCING STRATEGY

**NENSRP INPUTS**

- Launch national aid tracking dashboard at NENSRP workshop where stakeholders registered and provided feedback to improve system functionality
- Conduct diagnostic analysis of the aid-tracking dashboard to strengthen functionality and improve funding gap analysis and M&E functions

**OUTPUTS**

- National system for monitoring recovery needs, analysing impact and improving transparency
- In-depth training to PCNI on geo-enabling of operations using Open-Data Kit
- Leveraging investments for evolving recovery needs

**OUTCOMES**

- Improved standards and design of monitoring recovery funding gaps and impact
- Improved communications and transparency in utilising recovery funding

**WAY FORWARD**

- Capacity training state focal points on geo-enabling
- Conduct a NE expenditure review with Ministry of Budget and National Planning and Ministry of Finance (review of expenditure budgets)
- Knowledge exchange with countries that have developed aid tracking systems for mutual learning
In April 2017, PCNI introduced the PCNI Dashboard, an online tool that captures and displays key information from the Buhari Plan, the RBPA, and the progress made towards the implementation of recommendations from these documents. With the support of the World Bank, a detailed assessment of the dashboard was carried out to identify its strengths, gaps and strategies for full functionality. This included developing an agreement on a set of indicators serving as the basis for a results framework to monitor progress made on the operationalisation of the Buhari Plan and the RPBA. In the process of supporting the PCNI Dashboard, PCNI has also received capacity building support from the World Bank on developing geo-enabled tracking of these initiatives.

Programme Oversight, M&E and Coordination

**Outcome:** “Strategic planning, improving partnerships and oversight”

**PILLAR: PROGRAMME OVERSIGHT, MONITORING & EVALUATION AND COORDINATION**

**NENSRP INPUTS**
- Laying foundation of a comprehensive M&E system for the NE
- Regular meetings and consultations with NE stakeholders bilaterally, at coordination forums and working groups
- Documentation of recovery experiences around the world to inform development of standards for resilient recovery

**OUTPUTS**
- Development of Programme level, multi-sectoral results framework design for multi-billion dollar investments
- Two national workshops organized in Abuja and one in Yola, Adamawa garnering an audience of more than 300 people altogether
- Process-based knowledge products informing NE recovery and World Bank operations in the NE

**OUTCOMES**
- Laid groundwork for efficient monitoring of results, development impacts and need from the LCA to state to federal level
- Sustained momentum to mobilise funding, convene partnerships and harmonise humanitarian and development efforts
- Strategic planning, improving partnerships and oversight for NE recovery

**WAY FORWARD**
- Building programmatic level Results Framework system for the NE linked with other projects’ M&E systems
- Harmonising humanitarian and development efforts through implementation activities based on the Five pillar recovery framework
- Piloting and showcasing initiatives showing promising results in other FCV contexts
The PCNI is working closely with the World Bank to engage an international Monitoring and Evaluation expert, with financial support from DfID, to produce an M&E framework and system to monitor the progress made while implementing recovery strategies in the North-East.

In terms of coordination, the PCNI continues to perform its coordination role by bringing together multi-lateral development banks (MDBs), multi-level government agencies, as well as civil society organisations, with a view to ensuring engagement using the multi-partner, multi-sector programmematic approach embraced by the NERSP.

Between late March and early April 2017, PCNI, in collaboration with the WB and with the support of DfID, conducted two workshops:

1. “Turning Plans into Action: Advancing the Roadmap to Resilient Recovery in the North-East” (Yola, March 28 and 29)
2. “Driving Multi-Sector Programmematic Recovery” (Abuja, April 6)

These workshops helped advance the operationalisation of the RPBA and Buhari Plan, built agreement on the NERSP pillars, identified next steps to be taken, and reinforced PCNI’s central role of Programme coordination. The following actions were agreed upon:

1. Strengthen the recently launched PCNI dashboard through iterative consultations with stakeholders
2. Formalise regular coordination meetings between government and development partners
3. Continue the joint programming of projects and technical assistance funded by multilateral development partners
4. Establish and improve coordination between humanitarian and development responses in the North-East

PCNI conducts a monthly coordination forum, designed to provide a common platform that systematically supports all actors in the North-East. The overall goal of the PCNI Coordination Forum is to support and increase coordination in the North-East through systematic, regular interface with all key actors and stakeholders working in the region. The forum also provides mutual opportunities that:

- Facilitate the development and adoption of common strategies and tools to aid the identification of operational, intervention and delivery gaps.
- Foster cooperation, the advancement of open dialogue for team building, and provides an avenue for sharing information and providing regular updates on activities planned for, or carried out in the North-East by the Government of Nigeria, humanitarian and development partners, and local and international donors.
- Rapidly enhance delivery, ensuring higher impact of interventions in a coordinated manner that significantly reduces the risks of duplication and saturation while also increasing mutual accountability.

Since the inaugural forum in July 2017, the PCNI coordination forum has proved to be a powerful tool for inter-sectoral communication and collaboration, thereby enhancing synergy, increasing efficiency and improving transparency in the delivery of interventions in the North-East.
Policy Development for Recovery and Peace Building

Outcome: “Comprehensive Recovery Policy Framework and Implementation”

**PILLAR: POLICY DEVELOPMENT FOR RECOVERY AND PEACE BUILDING**

**NENSRP INPUTS**

- Mapping policies at Federal and State levels and reviewing National Recovery Framework
- Mobilising key actors and organising stakeholder workshops to facilitate the development of policy frameworks for recovery and peace building

**OUTPUTS**

- Review existing policy frameworks, develop policy proposals, and build Federal and State capacity to support development, implementation and compliance of policies for recovery and stabilisation
- Utilising results for Return Intention Survey to inform policy-making for NE recovery

**OUTCOMES**

- Developed a comprehensive policy framework and plan for implementation to ensure safe and voluntary return of IDPs aligned with international conventions

**WAY FORWARD**

- Acting to close other gaps in the emerging recovery-related legal and policy framework
- Training local and international focal points and champions of change in development policy and planning departments are identified and trained
- Establish a system of monitoring and reporting of compliance with recovery-related policy

An international consultant was selected and engaged, with financial support from DfID, to review existing policies critical for recovery, including the identification of policy gaps and proposal of new policies to fill the gaps. The consultant will build on key stakeholder recommendations from the workshops in March and April 2017, will work to align policies with international conventions on forced displacement, and will review the National Disaster Recovery Framework for the region.

**Way Forward**

As highlighted, the NERSP has created the framework at the institutional and policy levels to advance a Programme for recovery and stabilisation in the North-East. While NERSP has successfully implemented activities towards this goal, additional interventions are needed. As such, activities to be proposed to further the
NERSP include:

- **Planning and Prioritisation**: Establishing a task team, with the mandate of coordinating recovery and peacebuilding at the federal level to strengthen the implementation of the methodology for planning and sequencing of needs, which will be effective for prioritisation and planning. The institutionalisation of the activities of task team will ensure complete ownership of the process by the GoN, while ensuring that further refinements of the methodology will be implemented, also by the Government, with the support of the World Bank and other donors and partners.

- **Institutional Architecture for Recovery**: Expanding on and strengthening the architecture for recovery and the federal and state levels, while further operationalising the recommendations provided in the report, “The Mandate and Stakeholder Mapping for the Operationalisation of the Presidential Committee on the North-East Initiative (PCNI).” Supporting the institutional architecture and, more importantly, fostering an institutional framework that supports the architecture for recovery will ensure that any changes at the Ministry, Department, and Agency (MDA) level, will not affect the objectives and implementation of the programmamic engagement for recovery in the North-East.

- **Financing Strategy**: Establishing effective financial management strategies will further develop the recently launched PCNI dashboard, to ensure full functionality, as well as the inclusiveness of relevant stakeholders at the Federal and State levels and within the donor and humanitarian communities, while linking this dashboard to a robust M&E system.

- **Monitoring & Evaluation**: Implementing recommendations from M&E experts, an M&E system should be put in place to monitor progress, not only to implement the NERSP, but also to monitor all NE programmamic engagements for recovery in the North-East. Close monitoring will allow lessons learnt to be captured, and may allow the testing of pilot approaches to further scale up successful activities.

- **Policy Level**: Implement recommendations provided in the policy framework, and define roles and responsibilities at the Government level, to facilitate recovery and peace building in the NE and provide capacity building for key recovery-related policy actors, based on the gaps identified and policy mapping process conducted for recovery efforts.
Levels of Damage in LGAs and Locations of BAY State Investments

Legend

- Capacity Building on Water Supply/Sanitation/Hygiene Management
- Renovation/Construction of Borehole/Sanitation/Hygiene Promotion
- Construction/Renovation of General Hospital/PHC/Medical Material
- Construction/Renovation of Public Building
- Construction/Renovation of Schools/Office
- Building/Supply of Learning Material
- Renovation/Construction of Bridge
- Construction/Renovation of Road
- Local Governance
- Social Cohesion and Peacebuilding
- Transitional Support for Livelihood

High
Medium
Low

Levels of Damage in 2015

Legend for Levels of Damage:

- High Level of Housing Damage
- Medium Level of Housing Damage
- Low Level of Housing Damage

Map showing the locations of BAY State investments and levels of damage in LGAs.