

**BORNO STATE'S 10 YEAR
STRATEGY FOR TRANSFORMATION
in consideration of its 25 YEAR
DEVELOPMENT PLAN**

March 2020

Introduction

This document captures a 10-year strategy for transformation and an implementation plan with clear accountability for execution.

It provides an overview of the 25-year development plan, from which, the 10-year transformation strategy detailed herein has been formulated.

To ensure focus on execution, clear guidelines are defined as 'Governance for Execution'. In addition, the State's Medium-Term Expenditure Framework (MTEF) shall be developed in alignment to the strategy detailed herein. This will adopt a 3-year cycle.

For more information, please contact:

The Office of the Governor, Borno State
and Borno State Agency for the Coordination of Sustainable
Development and Humanitarian Response

Content

- ❖ Mission
- ❖ Borno State's Vision
- ❖ Borno State's 25-year Development Plan (BSDP): an overview
- ❖ Approach: developing the strategy
- ❖ Borno State's 10-year Transformation Strategy and Implementation Plan
 - ❑ Borno by 2030
 - ❑ Borno's Current Realities
 - ❑ Desired Goals and Desired Outcomes
 - ❑ Our Guiding Principles & Values
 - ❑ Strategy: Transforming Borno State
 - ❑ Strategic Transformation Initiatives
- ❖ Implementation Plan: 10-year roadmap & accountability for execution
- ❖ Governance for Execution

Mission

We, collectively as a people are committed to a fundamental mission that we will
**‘Restore the age-old honour, dignity, and prosperity of the State,
while ensuring that all citizens and future generations have access to
basic-necessities and thrive at every stage of their lives’.**



**With this MISSION, we reaffirm an
unwavering commitment to a successful
Borno for this generation and the next.**

Our Borno. Our Success



Vision

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

The vision aims to be both inspiring and ambitious, while also practical.

Borno State's Vision

Our vision is our desired future state. It serves as our north star; defining our boldest aspiration for Borno State.

Our vision meets the aspiration of over 6 million Borno citizens and residence; by 2045, the State is:

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

To achieve this vision, over the next 10 years, through a participatory approach we defined what we must work on individually and collectively to build and sustain by 2030 a: **‘Self Reliant Borno, with over 70% productive population by 2030.’**



Our Borno. Our Success.

BORNO STATE 25 YEARS DEVELOPMENT PLAN

- AN OVERVIEW -

This is an overview of the 25 years development plan for Borno State that informed the 10-year transformation strategy.

For a full copy, please contact the Office of the Governor or
or Borno State Agency for the Coordination of Sustainable Development and Humanitarian
Response

Borno State 25-year Development Plan (BSDP) is a framework for long term sustainable and inclusive development.

Overview of Borno State

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

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

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

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

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

Background

In spite of its long history of existence, the state of socio-economic development of the state is very low compared to its counterparts across the country.

The prevailing low level of development in Borno is partly ascribed to lack of consistency and systematic planning. Past development efforts have been ad-hoc and discontinuous in nature, a situation that has made sustainable development elusive in the state.

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

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

Consideration of current situations

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

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

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

Further, different aspects of economic development and agriculture in Borno State are examined. The disrupted state of economy and the requisite investment need to improve competitiveness have been identified.

The current situation of infrastructure with regards to the existent of damages and reconstruction needs, as well as environmental degradation issues and requirement for economic competitiveness form part of the key considerations.

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

The Methodology

The first stage was mapping of needs analysis beginning with collation of data from local government level through to the Executive Governor's vision.

The development of the BSDP also involved organisation of visioning workshop with stakeholder such as Ministries, Departments and Agencies (MDAs), private sector and other non-state actors, and development partners.

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

Strategic Architecture

The BSDP vision, values, principles and priorities are fashioned in line with underlying precepts of global development agendas such as the Sustainable Development Goals (SDGs), as well as in recognition of local development needs. The BSDP vision is building of **'A secure, competitive agri-business and commercial hub anchored on prosperous people'**, while the mission is **the restoration of the age-old honour, dignity and prosperity of the state, while ensuring that all citizens and future generations have easy access to basic necessities of life.**

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

Strategic Pillars which represent the foundations and driver for transformative development are defined based on inputs and consensus across all levels to be: human capital; health; economic development; agriculture; and environment.

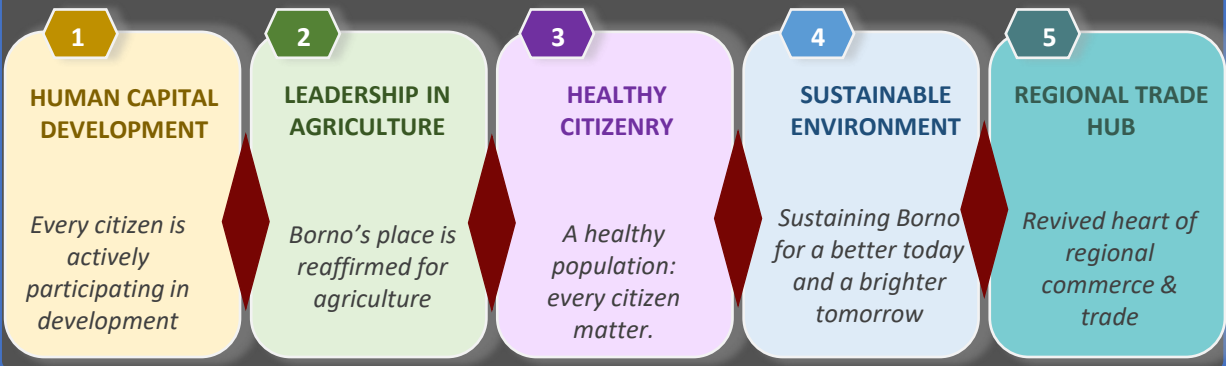
Infrastructure for reconstruction, rehabilitation and resettlement; Purpose Infrastructure for education, health, ICT and economic development; security peace building and humanitarian; and Accountable Governance were identified as the key enablers for successful implementation of the development plan.

Borno State's Development Pillars

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

FIVE INCLUSIVE ECONOMIC, SOCIAL & DEVELOPMENTAL TRANSFORMATION DRIVERS PILLARS:

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



FOUR ENABLING TRANSFORMATIVE PILLARS:



Based on situation analyses that inform the pillars, action plans in terms strategic objectives and initiatives for achieving the vision of the BSDP are put forward. The initiatives are categorised along immediate (those that could implemented by 2020), short-term (2021-2023), medium term (2024-2026) and long-term (2027-2030) action plans.

Enabling Focus on Execution

Many government plans fail due to improper execution and inappropriate implementation of projects and programmes.

In order to enable adequate execution of the BSDP, guidelines for financing and structure to ensure adequate resources and accountability for implementation are detailed and captured as 'Governance for Execution'.

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

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

Structure of BSDP

The BSDP framework is partitioned into eleven main sections and several sub-sections.

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

For a copy of the full BSDP report, contact:

The Office of the Governor, Borno State
or Borno State Agency for the Coordination of Sustainable Development
and Humanitarian Response



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APPROACH: DEVELOPING THE STRATEGY

An inclusive and participatory approach was adopted for the development of the strategy and development plan.

Data, inputs and insights were gathered from all levels of government and from the private sector and partners. This included: Content of key research publications such as ‘Nigeria: 2020 Humanitarian Response Plan’ as well as local knowledge and inputs from the citizens, Development Partners and Experts.

These data, facts and knowledge were critical in informing the strategies developed herein.

Our approach: Developing Borno State's Strategy for transformation

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

Strategic Prioritise Defined

The Executive Governor's vision for the state over the first term taken from the manifesto was drawn out to identify priority sectors for intervention.

Needs Analysis

A bottom-up approach to identify and consolidate critical needs and gaps

- ❖ The first level of data collected was provided by the Local Governments. Each Local Government Area was asked to provide details of their needs and priorities. This was compiled to provide a comprehensive analysis of needs to determine the major gaps across the state.
- ❖ Ministries departments and agencies also provided a summary of the sector goal, strategic objectives and initiatives over the next ten years
- ❖ The plans for the various donor agencies to show both ongoing programme activity and planned activities in Borno state were compiled across all the sectors of intervention.

Visioning Workshop

Desired Future State define in consideration of critical needs

- ❖ Defined a collective understanding of the situation in Borno State in the local, regional and international context.
- ❖ Identified key challenges and priority areas of needs to be addressed.
- ❖ Gained a collective understanding of advantages that Borno state enjoys compared to other state, and used these to identify potentials.
- ❖ Craft a vision for Borno state in the next 25 years.

Ownership of the strategy content and consensus on the Execution Road-Map & Governance Model

The approach fostered ownership of the strategy and consensus on key transformational initiatives to create a step-change for Borno State.

Strategic Options Formulation

- ❖ Data, information and inputs were analysed and synthesized.
- ❖ Participants from various ministries, departments and agencies were engaged in workshop running from 28th to 31st October 2019 to review the data and craft the vision statement and define the pillars as options for consideration.
- ❖ For each proposed pillar, sector goals, objectives and initiatives were developed to maximise the comparative advantage that Borno enjoys and taking into cognisance the challenges.
- ❖ A review and validation process were implemented consisting of meetings with ministries departments and agencies at the state government. This took place between 19th and 23rd January 2020. The objectives of the meetings were to:
 - ✓ First level review of sector plan goal, objectives and initiatives
 - ✓ Collect additional relevant data
 - ✓ Review project priorities
 - ✓ Validate content and increase the level of buy-in
- ❖ The process resulted in the development of about 600 proposed initiatives; a mixture of strategic projects, business improvement projects, operational activities to be enhanced/ started and required policies.

Reached consensus on the State's Strategy Architecture, Pillars and Strategic Transformation Initiatives

- ❖ Reviewed and consolidated the proposed 600 initiatives and activities into 70 strategic projects and initiatives for consideration by Senior Government Officers and Experts.
- ❖ Facilitated an executive workshop with Senior Government Officers including MDA Commissioners and Experts to
 - ✓ Review the proposed pillars and confirm EIGHT strategic pillars for the State with clear goals, objectives and measures of success with targets.
 - ✓ An additional Pillar: Peace & Security was added after review.
 - ✓ Illustrate the strategic pillars into the State's Strategy Architecture to provide clarity and create focus.
 - ✓ Review, refine and formulate 20 Strategic Transformation Initiatives (STIs) from the proposed 592 projects and activities.
 - ✓ Define, articulate and reach consensus on the key elements of each STI; the expected outcomes with measures of success and accountability for execution.
- ❖ Documented the strategy and its components, along with the agreed Implementation Plan, Accountability for Execution, and Governance Model as detailed herein.



Our Borno. Our Success.

BORNO STATE 10 YEAR TRANSFORMATION STRATEGY

Borno by 2030

‘Self Reliant Borno, with over 70% productive population’ by 2030

With current productive population of about 30%, this means, our aspiration is to build on this foundation and enable at least an additional 40% to be productive and have pride in their achievement.

This mid-term vision is based on the following sustainable development fundamentals:

- ❖ Peace and security for all.
- ❖ Borno is reaffirmed as the leader in agriculture.
- ❖ Every citizen is actively participating in development.
- ❖ No one is left behind – everyone has a place to call home.
- ❖ Sustaining Borno for today and a better tomorrow by actively addressing environmental challenges and climate change impact
- ❖ Every citizen matter.
- ❖ We are connected for success.
- ❖ Innovation – consciously adopting appropriate technology
- ❖ Good governance with transparency, integrity, continuity of progress and timely execution of programmes.

For all sectors of the economy of the State and MDAs, this translates into statements of intent that are both aspirational and achievable, time-bound and quantifiable.



Borno's Current Realities;

An Overview

In developing our strategy for transformation, the issues and challenges facing the State were considered. This enabled the evaluation of pragmatic options and constructive considerations of trade-offs in developing strategies that would kick-start the process of creating step-change in key areas of the economy and the society for the betterment of all.

Investing in human capital & development is fundamental for the State

For the growth and prosperity of post insurgency Borno state to be a reality, the centrality of investing in the people cannot be overemphasised.

Education

Education serves the primary thrust for the development of human capital. In Borno state it can best be described as underdeveloped, overstretched and grossly inadequate for its population and its developmental aspirations. The sector has suffered further degradation and disruptions from the on-going insurgency with massive infrastructure damage, loss of human resources, displacement of thousands of pupils and occupation of schools.

Social Orientation

The poor rate of enrolment in schools is an indicator of the general attitude towards conventional education, vocational training and skills development. A lot of the resistance is due to misperception that such human development contradicts established religious and cultural beliefs and values.

Drug Abuse

The prevalence of drug abuse in Borno state currently estimated at about 300,000 people, need to be urgently addressed to avoid a generation of lost youth.

Youth & Sports

The engagement of young people in extracurricular activities such as sports is key to building participating and resilient citizens. Also, sports have been proven to mobilise and motivate positive competitiveness and instil discipline.

Gender

Borno State's gender disparity is often fuelled by socio cultural factors. Borno needs to effect a deliberate policy to promote and ensure long-term social equity across class and gender roles.

Arts & Culture

The state has strong and deeply rooted culture and arts. Our drive presents an opportunity to unleash our heritage in Arts & Culture to drive social development and cohesion in society.

Agriculture is at the heart of our inclusive development story

Agriculture

With 72,600 square km land area, the state is endowed with great potential for agriculture including the production of livestock, fisheries and poultry.

Significant investments have been made in agricultural equipment and machinery to harness this potential but has been dormant due to the insurgency which has restricted access to farmland, particularly in the northern part of the state close to the Lake Chad.

There are also many brownfield agro-processing that present an opportunity for investments and development of agriculture value chains on a large scale.

Key Baseline Information :Agriculture

1. Cattle Population as a percentage of National: 9%
2. Sheep Population as a percentage of National: 5.7%
3. Goats Population as a percentage of National: 3.3%
4. Fish Production capacity (hatcheries): 400,000 fingerlings per cycle
5. Groundnut production as a percentage of National: 4.7%
6. Maize production as a percentage of National: 4.1%
7. Sorghum production as a percentage of National: 10%

A summary of the key challenges we plan to address:

1. Many facilities damaged by the insurgency
2. Lack of knowledge on modern practises
3. Poor access to agricultural equipment
4. Lack of access to funding
5. Poor capacity of cooperatives to deal with large companies
6. Challenged access to farmland in some areas due to insurgency

Health is fundamental to Borno State's Human Capital Readiness

Healthcare

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

To foster a healthy population as a foundation to human capital readiness for the State, we must urgently;

1. Address the growing burden of communicable diseases including Malaria, TB, HIV, NTDs, and VPDs.
2. Reduce the burden of non-communicable conditions, largely due to ageing population, lifestyle and insufficient preventive and curative programmes.
3. Execute a State Health Contributory Scheme to increase affordable access to Basic Healthcare.
4. Ensure adequate human resources to support healthcare need.
5. Address poor-availability of medicines, vaccines and health commodities to meet state health needs.
6. Ensure adequate distribution of standard State public health laboratories across the State to improve diagnosis and enable timely response to public health emergencies.
7. Ensure universal access to improved water sources and basic sanitation.
8. Install adequate HMIS/M&E system to enhance efficiency, improve patient management and enhance the quality of evidence generation.
9. Institutionalise health research culture.
10. Increase coverage of mental health and psychosocial services.
11. Accelerate health promotion and preventive programmes for improved wellness.

Key Baseline Information:

1. Over 3,023,417 people are in need of health care in Borno state.
2. Over 1,729,227 people are in need of nutrition in the state.
3. Low mortality rates at 42 per 1,000 live births
4. Inadequate Human Resources:
 - i. 8,315 health personnel
 - ii. 5.8/10,000 skilled health care worker to population ratio
 - iii. Doctor to patient ratio is 5/100,000.
 - iv. Nurses & midwives/patient ratio is 6.5/100,000.
5. 48% of facilities are not functional.

The location of the State offers significant regional advantage for commerce

Trade & Commerce

Commerce is the second most common occupation after agriculture due to Borno's strategic location. The fact that Borno State shares borders with three countries presents opportunities for cross-border international trade.

Borno State is noted for its boisterous international trade; there exists healthy exchange of goods between the State and Niamey, Tillabari, Fada Gouma, Boi, Banki, Daso, Maradi, Zindar, Tahoua Nguelkolo, Parakon, e.t.c.

The flow of livestock (cattle, goat, sheep, camel etc.) and cash/crops, food (rice wheat groundnut gum Arabic sorghum etc.) to and from Borno state and her neighbours is unprecedented and can be explained by the long historical ties between the ethnic nationalities in this region.

A large amount of trade is however informal, with a lot of people engaging in buying and selling across borders. The informal nature has meant that it is not recorded as import or export. Most importantly, the State is not able to scale-up and boost this form of trade nor is it able to benefit from it as a valid source for Internally Generated Revenue.

Key Baseline Information:

1. Trade value: N62,877,000,000 (NBS 2018)
2. Trade % of national : 0.3%. (NBS 2018)

A summary of the key challenges we plan to address:

1. Insufficient capital.
2. Incessant Custom raids.
3. Insecurity.
4. Porous Borders.
5. Instability in the market.
6. Transportation and road linkages



Sustaining the environment is crucial for this and future generations

Environment

Borno is the most north-eastern state in Nigeria, with an area of 72,600 sq. km

It has a physical setting which arises from an amalgam of factors relating to location, geology, climate as well as the intensity of resources exploitation in the area.

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

The State is experiencing desertification and a shrinking Lake Chad; a cumulative impact from deforestation, climate change, drought and inappropriate use of land. This is a challenge that needs urgent attention.

Infrastructure deficit is a present challenge for connectivity

Infrastructure

The destruction of physical and socioeconomic infrastructure by the insurgency is severe and significantly affects development. The quantum of infrastructure damage in Borno State is valued at about 1380 billion Naira.

Infrastructural facilities in Borno can be classified along three major categories:

- a) Destroyed assets due to insurgent activities;
- b) Ongoing new projects or facilities
- c) Ongoing rehabilitation projects

In addressing the deficit, there is an urgent need to address the following challenges:

1. Pre-insurgency Housing deficit that has been exacerbated by the conflict
2. Lack of adequate skilled manpower
3. Lack of maintenance, sustainability and sense of ownership for public infrastructure
4. Inadequate Water and WASH resources
5. Lack of sustained investment, coordination and planning in provision of Educational Infrastructure for demographic changes.
6. Lack of sustained investment, coordination and planning in provision of Agricultural Infrastructure for improving value chain.

Key Baseline Information:
A summary of damaged assets

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

Good governance is a critical condition of progress; it is a necessity to enable the present and assure the future

Governance

The characteristics of good governance are participation, consensus orientation, accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness and the rule of law.

Good governance assures zero tolerance for corrupt practices, encourages inclusion that ensures the views of minorities are considered and that the voices of the most vulnerable in society are heard in decision-making.

The insurgency is partly driven by grievances resulting from decades of poor governance, elite delinquency, poor education and extreme economic inequality. The conflict is sustained by masses of unemployed youth and negligence that has allowed the emergence of militant sanctuaries in the northeast.

Good governance is important for the achievement of overall development of a state, whereas bad governance, erodes public confidence, undermines public service delivery and embeds insecurity in society. Consequently, an essential instrument for driving any development plan is good governance.

To assure the State's development and future, having good and accountable governance is paramount. Thus, these challenges must be addressed with full attention and as a matter of urgency;

1. Public service delivery must be re-structured to remove red tape and undue bureaucracy, and enhance the quality of service
2. Embed accountability with transparency and active citizen participation in the Planning, Budgeting and Expenditure cycle of the State.
3. Activate timely engagement and feedback mechanism from the citizens to foster a responsive government.
4. Instil Open Government with the adoption of Freedom of Information Bill
5. Create focus and drive better performance across all levels of government by having clear strategies and integrated long-term planning in consideration of immediate needs to achieve the State's measurable vision.
6. Enhance public service management with unwavering alignment of every MDA and LGA strategic goals, operational structure, functions and administrative capacity to the State's strategic priorities.
7. Instill disciplined work ethics and respect for the rule of law at all levels of governance and the civil service
8. Establish due process and quality control.



Desired Goals & Outcomes

The transformation strategy of the State is focused on sustainable and inclusive poverty reduction and job creation through agriculture value chain development and commerce.

The transformation of Borno State is focused on the reduction of abject poverty and increased economic inclusion for all

We shall focus on SIX Priorities over the next TEN years:

1. Rebuild and sustain a society where our citizens and residence can live in peace and thrive by improving security and rebuilding communities.
2. Increase employment opportunities and decent work particularly for the youth by stimulating a vibrant economic sector, with particular focus on agriculture, livestock, fishing and commerce.
3. Develop healthy human capital through access to quality education and life-long learning, good healthcare, portable water and sanitation.
4. Reverse the trend of environmental degradation and promote sustainability.
5. Rebuild and secure infrastructure to support inclusive economic growth and cater for both current and future population needs.
6. Re-energise and instil our cultural values of integrity, hard-work and dignity of labour, as well as respect for our fellow citizens regardless of gender, age or religion, and appreciation for the sustainability of our land.

MEASURE OF SUCCESS by 2030

To foster a collective focus on our desired goals and outcomes, we have defined clear measures of success with targets in alignment with the Sustainable Development Goals.

END POVERTY:
With over 80% of the population
living above national poverty line.

1

Over 80% of the
population is active in
education, job,
entrepreneurship
and/or community.

2

Food Security Index
GFS score of 70.

3

100% of the
population have
access to basic &
affordable healthcare.

4

Reduce desertification
rate and deliver a net
gain of least 1 Km per
annum.

5

Share of Intra-Regional Trade:
at least 20%

6

At least 30% of IDP
successfully resettled in
a year.

7

Maintains above 70% completion
rate for Economic Connectivity
infrastructure projects.

8

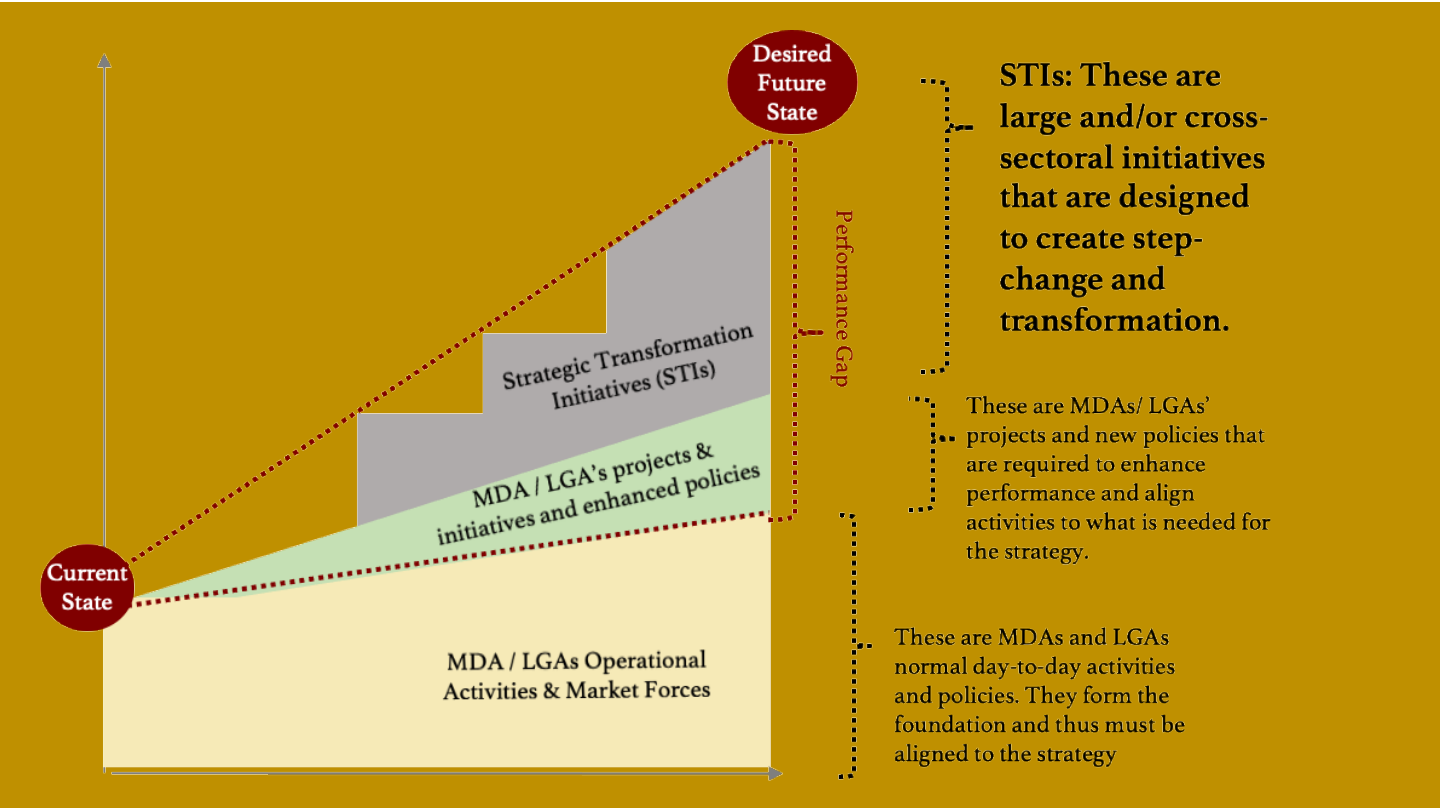
Index: Citizens' satisfaction with
Government's performance:
>80% approval rating.

Our vision is translated into measurable goals with clear targets.
These form our measure of success.

Strategy without action is only a dream. Actions to attain the strategy and executed with a sense of urgency can change the world.

As part of our strategy, we have identified a number of Strategic Transformation Initiatives as actions to be taken to create ‘Step-Change’ that transforms. These are captured herein.

These are not the only actions required. It is paramount for every MDA & LGA to ensure all projects, initiatives and day-to-day activities are aligned and geared to execute the Borno State strategy. The activities and actions by the MDAs and LGAs are the foundation for the transformation if Borno is to attain its Vision.





Guiding Principles & Values

Our values and guiding principles are founded in our faith and humanity. They are fostered from our desire to build and sustain a promising world for us and the future generations.

Our principles

Our defined principles
provides a strong foundation
for our collective growth.

Self Reliance. Inclusion. **Good
Governance.**

Sustainable & Equitable. Innovation. Social
justice, cohesion & harmony. **Human &
Equitable Rights.**



Our Values

We shall re-energise the deep values of Borno, that conveyed respect of every human, empathy for each other, and integrity of actions and deeds. We shall revive our resilience spirit and ensure all citizens feel valued and secured. In our actions, we will be transparent and accountable to each other.

1. INTEGRITY
 2. TRANSPARENCY
 3. SECURITY
 4. EMPATHY
 5. RESPECT
 6. RESILIENCE
- 



Strategy; Transforming Borno State

Strategy is the integrated sets of choices, defined as strategic objectives to be focused on individually and collectively by all levels of government, the private sector, partners, and individuals to facilitate and drive economic transformation and development across Borno State. It is through the achievement of these objectives that the State shall attain its stated desired future state.

Borno State's 25-year Development Framework was a key source of input for developing the 10-year strategy.

Borno State's Strategy Architecture

The architecture depicts the State's Strategy on one page. It highlights how each of the State's strategic pillar contribute to the achievement of the aspiration. It clearly illustrates the cause and effect between the measurable pillars and the desired future state.

Mission: 'Restore the age-old honour, dignity, and prosperity of the State, while ensuring that all citizens and future generations have access to basic-necessities and thrive at every stage of their lives'.

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

Aspiration: By 2030 'Self Reliant Borno, with over 70% productive population'

FIVE INCLUSIVE ECONOMIC, SOCIAL & DEVELOPMENTAL TRANSFORMATION DRIVERS PILLARS:

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

1

HUMAN CAPITAL DEVELOPMENT

Every citizen is actively participating in development

2

LEADERSHIP IN AGRICULTURE

Borno's place is reaffirmed for agriculture

3

HEALTHY CITIZENRY

A healthy population: every citizen matter.

4

SUSTAINABLE ENVIRONMENT

Sustaining Borno for a better today and a brighter tomorrow

5

REGIONAL TRADE HUB

Revived heart of regional commerce & trade

FOUR ENABLING TRANSFORMATIVE PILLARS:

6

RECONSTRUCT, REHABILITATE & RESETTLE

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

7

PURPOSEFUL INFRASTRUCTURE

Connected for success

8

ACCOUNTABLE GOVERNANCE

Integrity & Focused on Execution

9

PEACE & SECURITY

Peace and security for all

Our Shared Values:

INTEGRITY . TRANSPARENCY. SECURITY. EMPATHY. RESPECT. RESILIENCE

The State's Strategy is formulated as NINE Strategic Pillars

The strategy for the transformation of Borno State is focused on ensuring all citizens and residences do not just survive but thrive at each stage of life.

1

HUMAN CAPITAL DEVELOPMENT

We shall create a peaceful, secured and cohesive environment in which people can learn rapidly, apply new ideas, build competencies and skills to sustain a purposeful life. An equitable and secured society with positive social cohesion in which every man, woman and child are equipped and supported to be the best they can be. We shall renew pride in Borno's values for community, peace and hard work.

As a core driver for Economic Development, we shall optimise and ensure a secured agriculture value chain aimed at enhancing outputs as well as the development of complex products. We shall foster an inclusive and participatory approach to ensuring food security and that Borno becomes a net exporter.

2

LEADERSHIP IN AGRICULTURE

3

HEALTHY CITIZENRY

We shall develop and attract to ensure adequate healthcare professionals per capita. We will drastically improve access to secured and basic healthcare for all citizens and residence. We shall focus on preventative, promotional and wellness programmes in conjunction with better diagnosis and treatment to improve health and quality of life.

We shall promote and actively pursue a sustainable environment with conservation and preservation at the heart of every action in our pursuit of inclusive social and economic development for us and the future generations.

4

SUSTAINABLE ENVIRONMENT

5

REGIONAL TRADE HUB

We shall be deliberate in our effort to position Borno as a safe, secure and peaceful regional hub for trade and commerce. We will enable and attract private sector participation in developing, resuscitating and growing key industries to boost employment and economic output, including from SMEs.

We shall work to ensure faster reconstruction, rehabilitation and resettlement of displaced individuals and families in secured and affordable and self-sustaining communities; such that we achieve voluntary resettlement of at least 50% of IDPs by 2022 and no IDP camps by 2026.

6

RECONSTRUCT, REHABILITATE & RESETTLE

7

PURPOSEFUL INFRASTRUCTURE

We shall ensure good and secured connectivity and infrastructure network to support the economic development of key sectors. We shall adopt sustainable solutions to enhance access and drive reach across Borno. We will promote the participation of the private sector through PPP arrangements. We will ensure assets are adequately protected.

We shall have a transparent and accountable government and institution at all levels. We shall actively collate and analyse data for better and timely decision making. We will promote and live by a culture of accountability, good governance and high performance in executing agreed strategies, plans and projects.

8

ACCOUNTABLE GOVERNANCE

9

PEACE & SECURITY

We shall work with the Federal Government, Partners, Security Agencies, neighbouring countries, communities and the citizenry in ensuring peace and security for all. This shall be a core consideration in our approach and actions.

Strategic Pillar - One

Enabling ‘every citizen to actively participating’ in developing, building and sustaining ‘a secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’.

HUMAN CAPITAL DEVELOPMENT

Over 80% of the population is active in education, job, entrepreneurship and/or community.

We shall create a peaceful, secured and cohesive environment in which people can learn rapidly, apply new ideas, build competencies and skills to sustain a purposeful life. An equitable and secured society with positive social cohesion in which every man, woman and child are equipped and supported to be the best they can be. We shall renew pride in Borno’s values for community, peace and hard work.

Strategic Goals

1. An equitable society with inclusive and quality education reinforced with strong enrolment and retention. (SDG4)
2. Promote lifeline learning and development for all and eliminate lost youth phenomenal (SDG4).
3. Educate and orient people of all sexes, ages towards developing socially desirable attitudes, values and culture which will lead to holistic personal development and that of the state (SDG5 / SDG16)).

Strategic Objectives:

1. Effect adequate and equal access to free and compulsory education based on national standard for all children up to secondary school
2. Promote access to education, vocational training and life-long development through proximity of secured and equipped learning facilities and e-learning solutions.
3. Streamline and integrate non-formal education and Qur’anic and Tsangaya schools into formal education.
4. Enhance and embed school standards, verification and certified teachers for quality education.
5. Refine curriculums and incorporate industrial attachments to support employability and youth/ community entrepreneurship in Agri-business, Commerce, Science and Technology.
6. Institutionalise support programmes such as sponsorship and community enablers to incentivise high performance, enrolment and retention, and life-long learning.
7. Promote collaborative research with established organisations and institution to foster home-grown research and development in targeted economic sectors.
8. Foster a gender equitable society by equipping women to participate at all levels of decision making, promoting girl-child education, and institutionalising Child Right & Violence against Person Prohibition Acts.
9. Build sporting capability to encourage healthy competition, healthy living and development of those with promising capability to compete and serve as a motivating inspiration for others.
10. Mobilise active grass-root, religious, traditional rulers and cultural entertainment sectors to promote Pride-in-Borno and foster orientation for positive connections, healthy lifestyle, mental wellness, sustainable living, peace building and enhanced community security.
11. Collate, capture and analysis data for decision making and resource allocation.
12. Increase education sector funding to 35% of State’s annual budget.

Measure of Success

P1-M1: 80% of active population (in education, employed, entrepreneurs, community etc.)

P1-M2: Education capacity (human, infrastructure, learning aids etc.) gap: <20% (2030)

P1-M3: Adult Literacy and Numeracy rate: 25% (2015) to 80% (2030)

P1-M4: Enrolment rate at all levels: <30% (2015) to >75% (2030)

P1-M5: % of lost youth (insurgency, drugs etc.): c40% (2015) to <10% (2030)

P1-M6: % of female participation (in legislators, senior govt officials, managers and community leaders etc.): 30%

Strategic Pillar - Two

Prioritising the development and enhancement of the Agriculture value for ‘a secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’, that reaffirms Borno as a leader in agriculture.

LEADERSHIP IN AGRICULTURE

Food Security
Index GFS
score of 70.

As a core driver for Economic Development, we shall optimise and ensure a secured agriculture value chain aimed at enhancing outputs as well as the development of complex products. We shall foster an inclusive and participatory approach to ensuring food security and that Borno becomes a net exporter

Strategic Goals

1. Optimise the agriculture value chain to deliver food security and enhance Borno as the regional leader in Agriculture. (SDG2)
2. End hunger and improved nutrition for all citizens (SDG 2)
3. Enable long-term sustainability and growth of the sector with broader and inclusive participation. (SDG1, 5, 2, 14)

Strategic Objectives:

1. Enhance the quality and volume of agriculture produce to enhance positioning in the country and among the Lake Chad border countries.
2. Adopt a Hub & Spoke approach in developing each agriculture value-chain to leverage the competitive advantage of each region of the State, ensure security of the value chain, foster deep expertise and faster creation of secured and far reaching eco-systems.
 1. Develop the value chains with supporting inputs and eco-system (from farming to aggregation, processing, storage and transition of basic to complex food products) for tier-one in cereals and legumes: - Maize, sorghum, millet, Rice, Wheat etc.
 2. Develop the value chains of tier-two in oil seeds namely; Groundnuts, soya beans, Sesame seeds and cotton seed.
 3. Establish Borno as leader in Cattle value-chain for local and international markets.
 4. Develop industrial scale ranches, for dairy industry (milk, cheese, butter etc) and meat and allied products processing to position Borno State as a main source for Nigeria and neighbouring countries.
 5. Promote irrigation development.
 6. Promote the establishment of hatcheries for quality and increased outputs.
 7. Improve aqua culture, fish hatcheries, cage culture etc. and enhance capability in fish processing, storage and logistics
 8. Establish community-based storage facilities/warehouses and cold-rooms for agricultural products.
 9. Enhance agro-processing capability.
 10. Develop cottage industry for processing and packaging of agro products for export.
 11. Develop and sustain a thriving leather and tannery industry as the key source of input for the booming Nigeria and international fashion and garment industries.
3. Facilitate enhanced participation in the agricultural value chain by rural communities, women and youth, small holder farmers and SME agro-business and leverage to drive rural development.
4. Foster development and adoption of innovative techniques, technology, machineries, irrigation methods and sustainable / conservation solutions.
5. Train large number of extension workers in modern agricultural practices to support communities
6. Activate all existing irrigation projects and develop an additional three.

Measure of Success

P2-M1: Food Security Index GFS score of 70.

P2-M2: Utilization of arable land
Baseline – 17000ha, Target – 100,000ha

P2-M3: No. of people employed in
agriculture. Target – 2m

P2-M4: 27.95 tonnes per person annual
agriculture production. At least a 3.6%
growth per annum.

P2-M5: % of complex Agri/agro products
and services vs basic: 50%

P2-M6: Increase yield per kilogram per
year: 50% crop, 50% eggs, 50% meat,
50% fish

P2-M7: Share of Agriculture Intra-
regional Trade. Baseline- 3.85%
national, target – 10%

Strategic Pillar - Three

Ensuring a healthy citizen to build, sustain and enjoy ‘a secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’

HEALTHY CITIZENRY

We shall develop and attract to ensure adequate healthcare professionals per capita. We will drastically improve access to secured and basic healthcare for all citizens and residence. We shall focus on preventative, promotional and wellness programmes in conjunction with better diagnosis and treatment to improve health and quality of life.

100% of the population have access to basic and affordable healthcare.

Strategic Goals

1. Strengthened health care delivery system and ensure availability and timely access to quality, affordable and adequately resourced healthcare. (SDG2, SDG3 & SDG6).
2. Ensure health and well-being for Borno people through disease prevention, health promotion and participation in NTD eradication initiatives and health research.
3. Embed wellness and improved nutrition as the norm for all ages across the state to achieve a high healthy population (SDG 3)

Strategic Objectives:

1. Increase quality and equipped healthcare professional per capita by 75%
2. Provide one functional Primary Health Care per ward with all the components of the extension and referral services that provide Basic Health Care Services under one roof to reduce maternal and child mortality and morbidity by at least 50% and improve immunization coverage of all under-five children to at least 90%.
3. Ensure healthy wellbeing and mental health through coordinated and community integrated disease prevention, health promotion and wellness programmes that includes school health, Adolescents Reproductive Health and Rights and the Health and wellbeing of the elderly
4. Leverage afro-innovation and eHealth solutions for reach and adequate timely access to healthcare services including prevention, diagnosis, treatment and management.
5. Effect an integrated cost-effective, safe and efficient logistics supply chain for medical supplies and products.
6. Effect a system for timely data collection, patient records and health information.
7. Enable affordable universal healthcare through micro-insurance and community based programmes.
8. Strength Enhance emergency Response Preparedness and ability to respond to infectious disease outbreaks.
9. Effect the supply of sustainable energy to health facilities
10. Strengthen the health system, education and research.

Measure of Success

P3-M1: 100% of the population have access to basic and affordable healthcare.

P3-M2: Access to potable water source and sanitation: 100%

P3-M3: Critical healthcare professionals per capita: at least at par with Nigeria average

P3-M4: Maternal Mortality rate reduced to <70 per 100,000 live births

P3-M5: Neonatal mortality reduced to <12 per 1000 live births

P3-M6: Under 5 mortality reduced to <25 per 1000 live births

P3-M7: Index incidence of diseases (including NCD, Malaria, HIV, mental health etc.): Better than Nigeria Average

Strategic Pillar - Four

'A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development' sustained for a better today and a brighter tomorrow.



SUSTAINABLE ENVIRONMENT

We shall promote and actively pursue a sustainable environment with conservation and preservation at the heart of every action in our pursuit of inclusive social and economic development for us and the future generations.

Strategic Goals

Reduce desertification rate and deliver a net gain of least 1 Km per annum.

1. Promote and champion responsible interaction with the environment to avoid the depletion or degradation of natural resources.
2. Enhance the quality of living by having a clean and healthy environment.
3. Conserve the environment and reverse the impact of climate change for the benefit of present and future generations.

Strategic Objectives:

1. Protect, restore and promote use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss.
2. Conserve and sustainably use the lakes, rivers and marine resources for sustainable development.
3. Mitigate the effects of the Climate Change by the adoption of clean energy and climate smart technologies.
4. Combat deforestation and desertification by Curbing illegal logging and other types of forest degradation.
5. Promote agro-forestry and community-based conservation schemes.
6. Promote tree planting and reforestation programmes.
7. Champion the process of recharging the Lake Chad otherwise known as the Lake Chad Water Transfer Project.
8. Drive desilting of lake water.
9. Create value-chain around waste disposal (Turn-Waste-To-Wealth).
10. Reduce Borno States carbon footprint thereby reducing carbon dioxide emissions, which contribute to global warming.
11. Promote and enable the development and adoption of alternative energy sources for broader access to sustainable and bio-power.
12. Create value-chain around waste disposal (Turn-Waste-To-Wealth).
13. Build strong advocacy around environmental sustainability.

Measure of Success

P4-M1: Rate of desertification - Reduce desertification rate to deliver a net gain 1 Km/PA

P4-M2: Number of trees per annum: 3m

P4-M3: Minimum Number of trees planted per person per year: 3

P4-M4: At least 25% households with sustainable energy

P4-M5: 60% of cities, towns and communities meeting Environmental standards

P4-M6: 80% of the citizens are satisfied that the environment is sustainable and preserved for the future.

Strategic Pillar - Five

Revive Borno’s heritage as the center and heart of regional commerce and trade in the drive to be **‘A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’**



Share of Intra-Regional Trade: at least 20%

We shall be deliberate in our effort to position Borno as a safe, secured and peaceful regional hub for trade and commerce. We will enable and attract private sector participation in developing, resuscitating and growing key industries to boost employment and economic output, including SMEs.

Strategic Goals

1. Achieve sustainable and inclusive poverty reduction and job creation through value chain development of industrial activities with strong private sector participation (SDG8).
2. Foster and motivate a booming SME sector for increased output for local consumption and exports. (SDG 1, 8 & 10)
3. Position the State as a Logistics hub for AfCFTA (SDG1, 8, 9, 10 & 12)

Strategic Objectives:

1. Adopt policies and structures, supported with activated and deliberate investment promotion to improve ease of doing business
2. Leverage PPP structure and business attracting incentives to attract and sustain private sector participation to establish, resuscitate current facilities, grow and expand key sectors in commerce, trade, manufacturing and agriculture.
3. Improve the trade supports institutions, promote trade and commercial related activities and leverage e-commerce platform to boost trade internally and externally.
4. Revive the traditional trans-saharan trade route with flourishing and secured border markets at Banki, Ngala, Damasak and Baga
5. Foster exports with the establishment of Dry Port and commodity corridors that conveys processed goods to markets beyond Nigeria.
6. Promote, attract and incentivise private sector to manufacturing, agro-processing, large scale farming (both produce and livestock) and supporting industries.
7. Create forum of the business community and government official to collaborate, coordinate and jointly work to develop the private sector.
8. Facilitate access to finance – with structured support to leverage credit schemes, such as BOI and CBN for micro, small and medium enterprises and reactivate small-scale industries credit scheme. Set up MSME Fund to be privately managed independently by Borno Micro Finance Bank.

Measure of Success

P5-M1. Share of Intra-Regional Trade: at least 20%	P5-M3: At least 80% of the working population gainfully employed and/or self employed.	P5-M6: Increase IGR to reduce dependency on FAAC allocation to less than 40% of State Budget.
P5-M2: Increase Borno State GDP by 10% annually	P5-M4. Triple average income per household	P5-M7: At least 70% of the population are living above national poverty line.
P5-M3: 43.08% industry production as share of GDP	P5-M5. Increase in per capita income to be at least at par with average top 15 States in Nigeria	

Strategic Pillar - Six

'A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development' where everyone has a place to call home.

**RECONSTRUCT,
REHABILITATE &
RESETTLE**

We shall work to ensure faster reconstruction, rehabilitation and resettlement of displaced individuals and families in secured and affordable and self-sustaining communities; such that we achieve voluntary resettlement of at least 50% of IDPs by 2022 and no IDP camps by 2026.

Strategic Goals

At least 30% of IDP successfully resettled in a year.

1. Create a peaceful, secured, inclusive and economically self-reliant communities.
2. Ensure early and sustainable return, resettlement and re-integration of Orphans, IDP's & returning refugees.
3. Successfully, rehabilitated returnees as positive contributor in the communities and active participants in the State's economy.

Strategic Objectives:

1. Facilitate the reconstruction and rehabilitation of destroyed homes and communities.
2. Adopt traditional construction methods to build modern and eco-living affordable homesteads and communities faster.
3. Incentivise host communities to actively participation in the transition of settlers to self-reliance and the transformation of their respective communities into net economic contributors based on key areas competitive advantage (cottage industry, agriculture, services etc.) of the area where members of the community have equity stake and access to basic education, healthcare, water, sanitation and power.
4. Foster community spirit through shared interest with employment and equity in community-based economic activities.
5. Strong coordination and collaboration with Development Partners to target humanitarian, stabilisation and development efforts to drive faster rehabilitation and resettlement that translates into self-reliance and secured cohesive communities.
6. Empowerment and adoption of warning system to promote security.

Measure of Success

P6-M1: At least 50% of IDP successfully resettled by 2022 and no IDP camps by 2026

P6-M3: At least 80% of resettled individuals are productive within 1 year of settlement.

P6-M5: Inhabitants' HDI in community-integrated RRR programmes: Positive Trend

P6-M2: Average duration for Reconstruction of community homestead: <4 months

P6-M4: 75% reduction in security challenges

Strategic Pillar - Seven

‘A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’ connected for success.

PURPOSEFUL INFRASTRUCTURE

We shall ensure good and secured connectivity and infrastructure network to support the economic development of key sectors. We shall adopt sustainable solutions to enhance access and drive reach across Borno. We will promote the participation of the private sector through PPP arrangements. We will ensure assets are adequately protected.

Strategic Goals

Maintains above 70% completion rate for Economic Connectivity infrastructure projects.

1. Ensure availability of resilient and sustainable infrastructure that promotes inclusive social services and economic opportunities in Borno State.
2. Ensure availability and access to water and sanitation (SDG 6)
3. Expand access to power and attain broader use of sustainable energy sources.

Strategic Objectives:

1. Determine and prioritise for execution the refurbishment of existing or establishment of new key infrastructure for economic connectivity, agriculture, health and human capital development.
2. Build, repair, maintain and sustain good quality road networks created to connect all rural areas and LGAs to Maiduguri to enhance agri-business and commerce.
3. Ensure sufficient energy supply to meet the requirements in the State for domestic and industrial use.
4. Drive public and private buildings rehabilitated and constructed to enhance service delivery and welfare of the people.
5. Ensure adequate provision of affordable housing that leverages conservation and sustainable methods.
6. Improve access to safe water supply for domestic and livestock consumption.
7. Enhance sanitation and hygiene practices to meet international benchmark.
8. Provide affordable and sustainable mass transit systems for the citizens of Borno state.
9. Ensure best practise in development, documentation and access of land data, for structured community development planning.
10. Prioritize the use of alternative energy such as solar, wind, geothermal, biomass, waste-to-power, hydropower etc.
11. Enable Private Sector participation in the construction, maintenance, operations and/or management of key infrastructures.

Measure of Success

P7-M1: 70% of completed infrastructure projects for Economic Connectivity

P7-M2: At least 80% of projects are completed to budget, deadline and quality

P7-M3: At least 70% have access to portable water and sanitation

P7-M4: 30% access to clean and sustainable power

P7-M5: % Technology Connectivity Index at par with Nigerian top 15 States

Strategic Pillar - Eight

Strong accountability and governance to mobilise a collective force and partnership of government, citizens and partners to build, execute and sustain **‘A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’**

ACCOUNTABLE GOVERNANCE

Index: Citizens’ satisfaction with Government’s performance: >80% approval rating

We shall have a transparent and accountable government and institution at all levels. We shall actively collate and analyse data for better and timely decision making. We will promote and live by a culture of accountability, good governance and high performance in executing agreed strategies, plans and projects.

Strategic Goals

1. Build effective and equitable institutions at all levels that ensure the needs of the citizenry inform Government’s strategy and plans.
2. Promote transparency, data driven decision making and a culture of accountability for timely execution of strategies and initiatives.
3. Promote equitable and peaceful society where every citizen, regardless of gender or religion have access to timely justice and an opportunity to contribute their best (SDG6/ SDG 16).

Strategic Objectives:

1. Ensure the alignment of State Development & Sectoral Plans, as well as all MDAs and LGAs to the strategic pillars and goals of the State. This includes the prioritisation of their activities, projects and budget to those actions that deliver the stated strategic objectives.
2. Ensure accountable, transparent & purposeful budget aligned to the strategy and implemented for measurable outcomes
3. Effect a strategy-led budgeting process with a defined percentage set aside as STRATEX annually to finance the Strategic Transformation.
4. Effect a pragmatic and effective Monitoring & Evaluation Framework to track, monitor and report on performance of the implementation of the Transformation Plan against set targets and time frame.
5. Adopt a tiered-strategy review structure to ensure timely review of actions, projects and initiatives across the critical levels of executions for timely decision on course correction and/or resource reallocation.
6. Increase citizenry participation through proactive communication, awareness building and engagement, as well as involvement in programmes and initiatives.
7. Effect transparent and pragmatic mechanism to instil zero-tolerance for corruption and non-compliance with the rule of law.
8. Enact access to timely, fair and equitable justice at all levels of the State (including rural communities)
9. Define and have universal adoption of service level charter for all government services and embed a consequence mechanism for non-delivery.
10. Leverage technology for the transformation to eGov with improved efficiency, better coordination across MDAs and enhance services for the citizens.
11. Reduce the cost of government whilst ensuring adequate, developed, capable and equipped man-power.

Measure of Success

P8-M1: Index: Citizens’ satisfaction with Government’s performance: >80% approval rating

P8-M2: Nigerian’s perception of Borno as a destination for Business, Agriculture and Living Standard vs other Northern States.

P8-M3: Cost of Government per capita < than National Average.

P8-M4: Rate of bribery incidence (of government and security, police justice officials) vs. National level

P8-M5: 100% normalised governance index

P8-M6: At least 90% have access to timely legal justice

P8-M7: At least 80% of Strategic Transformation Initiatives are started, resourced and operationalised with measurable benefits by the deadline.

P8-M8: 100% of MDA’s plans and budgets are aligned to the strategy.

Strategic Pillar - Nine

Strong accountability and governance to mobilise a collective force and partnership of government, citizens and partners to build, execute and sustain **‘A secured, competitive agri-business and commercial hub anchored on prosperous people and sustainable development’**



Trend: incidence of insurgency

We shall work with the Federal Government, Partners, Security Agencies, neighbouring countries, communities and the citizenry in ensuring peace and security for all. This shall be a core consideration in our approach and actions.

Strategic Goals

1. Facilitate and sustain security & peace in the State.
2. Strengthen Community Security Services through traditional security surveillance mechanisms and CJTF.
3. Build partnerships with National and International Security Mechanism Structures.

Strategic Objectives:

1. Instil in a comprehensive, workable and self-sustaining Early Warning Response Mechanism that is community driven.
2. Strengthen the traditional structure as a security system linked with the formal mechanisms.
3. Leverage existing traditional, local and international peace infrastructures in the zone by consolidating on the gains recorded by these peace initiatives for conflict mitigation and peace enhancement.
4. Re-orient, rehabilitate and re-integrate insurgency returnees to become positive contributors to society
5. Facilitate reconciliation for peaceful and cohesive communities; especially, for those affected by insurgency and returnees.
6. Ensure orphans are nurtured and have good care in good standard orphanages or in fostered homes.
7. Engage purposeful integration programmes that shifts mindsets and effect positive contribution.
8. Ensure the alignment of the State’s Peace and Security drive with that of the Federal and neighbouring countries for better coordination and impact that delivers lasting peace.
9. Ensure accountable, transparent & purposeful approach to implementing peace and security programmes.

Measure of Success

P9-M1: Trend Incidence of insurgency

P9-M2: Citizens and Residence’s perception of Borno as a Safe and Peaceful State



Strategic Transformation Initiatives

Strategic Transformation Initiatives are not business as usual activities. They are projects with clear start and end dates that create 'Step-Change' that transforms. On completion, the output and benefits realized become part of normal operations.

Successful execution of the strategy depends on timely execution of these initiatives as well as the alignment of MDAs and LGAs operational activities, projects and policies to the strategic goals of the State.

Strategy without action is only a dream. Actions to attain the strategy and executed with a sense of urgency can change the world.

In this section, we have defined Strategic Transformation Initiatives (STIs) as actions to be taken to create 'Step-Change' that transforms.

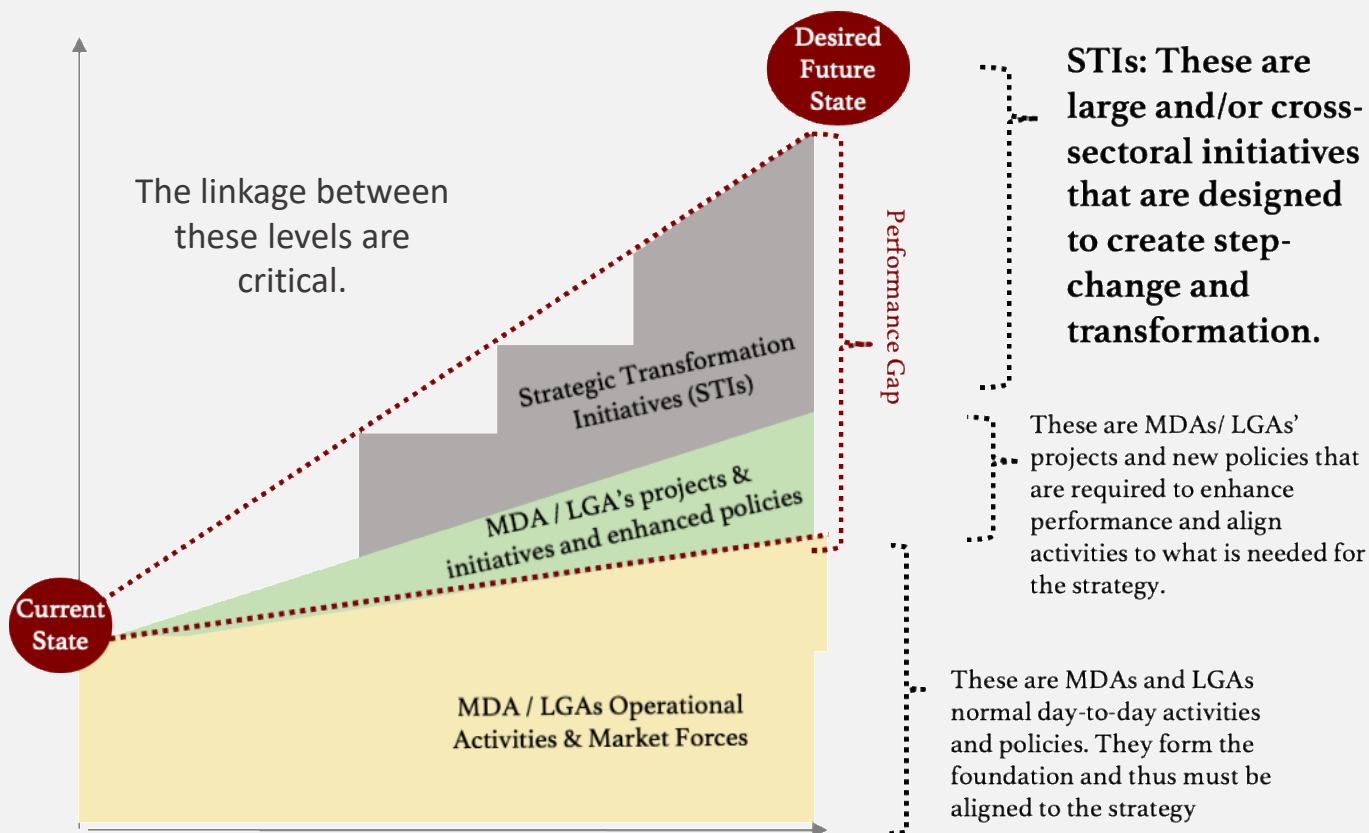
Approach adopted for identifying the STIs

- A bottom-up approach was used to generate ideas and gather inputs from Communities, Traditional Leaders, Civil Society, Organized Private Sector, Academia, International and National Development partners, and government MDA at State and LGA levels. This resulted in 592 initiatives.
- The identified 592 initiatives were consolidated into 76 programmes for consideration by senior government officials, Development Experts and Private Sector Stakeholders.
- In a workshop of senior government official and experts, the 76 programmes (and the underlying 592 proposed initiatives) were analysed, refined, and consolidated as necessary to formulate 20 Strategic Transformation Initiatives (STIs) that will address the Borno State's Government and people's development aspirations.

The STIs are not the only actions required to achieve the vision. It is paramount for every MDA & LGA to ensure all projects, initiatives and day-to-day activities are aligned and geared to execute the Borno State strategy.

Understanding Strategic Transformational Initiatives and other required actions

These are projects designed to create 'Step-Change' transformation for the State. They are not the only actions required.



Operational activities and MDA/LGA projects and policies are key contributors to closing the performance gap for the strategy. They are the foundation for the transformation. Full alignment of our State and Local Government institutions and communities are key to achieving Borno's vision.

An overview of the Strategic Transformation Initiatives

		HUMAN CAPITAL DEVELOPMENT	LEADERSHIP IN AGRICULTURE	HEALTHY CITIZENRY	SUSTAINABLE ENVIRONMENT	REGIONAL TRADE HUB	RECONSTRUCT, REHABILITATE & RESETTLE	PURPOSEFUL INFRASTRUCTURE	ACCOUNTABLE GOVERNANCE	PEACE & SECURITY
HCD1	Employability, Entrepreneurship, lifelong learning and incentives									
HCD2	Pride in Borno: Social re-orientation for inclusive participation and development									
HCD3	Human Resource Enhancement and Standards									
HCD4	Access to Education									
HCD5	Enrolment, retention and transition									
LAG1	Cluster-based Agriculture Value Chains									
H1	Human Resource for Health									
H2	Health Infrastructure, Technologies, Supplies and Equipment									
H3	Health Prevention, Promotion and Wellness									
H4	Financing for Health									
H5	Health Information, Research & Development									
E1	Light-Up Borno									
E2	Plant your root in Borno									
E3	Healthy Environment, Healthy Living									
TB1	Regional Trade Eco-system									
RRR1	Infrastructure development and livelihoods restoration and enhancement									
RRR2	Sustainable thriving communities incentivized for the right behaviours.									
PI1	Integrated connectivity for economic productivity									
PI2	Improvement of access to clean water									
AG1	eGovernment									
	No specific STI for Peace & Security. The Pillar is also to be executed through on-going coordinated programmes with the Federal Government and Development Partners. In addition, all STIs above must consider applicable elements of peace and security in the design and implementation of the initiative.									

Strategic Transformation Initiatives for Human Capital Development



Every citizen is actively participating in development

STI Name:	Employability, Entrepreneurship, lifelong learning and incentives
Issues/ Challenges to be addressed	Gaps in the curriculum in reflecting the needs of the state’s vision. • Lack of database management and systems design expertise. • ICT knowledge, infrastructure, teaching facilities and power • Limited availability of qualified health care and Teaching personnel • Population have dependency mindset. • Lack of qualified technical and vocational training personnel
Future State Defined	• A larger percentage of young people and graduates are employers rather than employees, with thirst for continuous innovative learning. • A vibrant economy in agro-business and associated value-add that has fully engaged its citizens productively • Borno is part of the “Digital Economy” with all its MDAs digitally connected for ease of doing business and access to key information for economic development
Measure of Success & Targets	• Curriculum 100% successfully harmonized • To reach up to 70% sufficiency in human capacity and continued learning • More than 60% of business minded and talented young people in their chosen vocation • Agro-allied business is the main driver of the economy. • Achieved UN SDG’s goals on Mass Literacy
Key activities and element of the initiative	
HCD2-I1 –	To review and realign all tertiary institutions programs to reflect the human capacity development needs of the Borno State vision (Agri-business, Commerce, Science & Technology).
HCD2-I11 -	Develop 1-year remediation program in Health Sciences.
HCD2-I12 -	Strengthen the entrepreneurship studies in all institutions
HCD2-I13 -	Strengthen the capacity of the state Agency for Mass Literacy (SAML)
HCD4-I1 -	Map and assess existing facilities and the required human resources for Technical and VTC
HCD4-I2 -	Develop a master plan for Technical and Vocational Training centers.
HCD4-I3 -	Restructure, renovate and equip all existing technical and vocational institutions in Borno State.
HCD4-I4 -	Establish 1 craft/tech centers in every LGA in Borno State.
HCD4-I5 -	Provide incentives to students of skill acquisition institutions to establish viable skills related enterprises.
HCD4-I6 -	Establish community based Vocational Enterprise institutions (VEIs) and Innovation Enterprise Institutions for each Senatorial Zone (IEIs) in collaboration with National Board for Technical Education
STI1-I1	Facilitate the acquisition of Skills and knowledge to adapt, utilize, replicate and diffuse technologies for the growth of SMEs, Agri-Business development, and poverty reduction
STI1-I2	Facilitate the protection of Intellectual Property Rights (IPR) to help encourage and protect effective management of intellectual property.
STI1-I3	Strengthen and encourage Borno based scientists and engineers with ideas to combine STI with entrepreneurship. Facilitate the development and management of STI knowledge base through Hackathon events, Exhibitions, Seminars and Workshops.
STI1-I4	Encourage the promotion of gender balance in technology and innovation disciplines in Borno state by providing scholarships, funding and mentorship for women with interest in STI.

Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Education, Science, Technology & Innovation	Ministry of Science Technology & Innovation, Ministry for Higher Education, MRRR, Ministry of Youth, Ministry of poverty alleviation, Ministry of Education, Ministry of Agric and Natural Resources, Ministry of women Affairs and Social Development, Organised Private Sector , NEDC, SUBEB	State-wide	2020-2024 From 2025 operationalise with annual review.

STI Name:	Pride in Borno: Social re-orientation for inclusive participation and development		
Issues/ Challenges to be addressed	• Over dependency • Lack of motivation • Low Human Development Indices; health, education and economic growth • Encroachment of Social Values • Widening socio- economic divide		
Future State Defined	• Reduced Lost youth proportion, drug abuse and misuse curbed by 90% • Increased female participation in development activities and improved gender equity • A strong sense of pride in earning, work and self reliance resulting in 80% self Reliance • Enhanced Social cohesion with community spirit, connections, sharing and responsibility across economic class • Religious and traditional leaders are champions for development		
Measure of Success & Targets	• 80% of youth and adults in Borno are engaged in economically productive activities.		
Key activities and element of the initiative			
HCD2-1	Reposition the role of religious leader to emphasize individual and community responsibility for peace, development and human rights.		
HCD2-2	Revive and enhance the traditional institutions responsibilities for ensuring adherence to Health and Education policies		
HCD8-12 -	Introduce incentives including agricultural inputs and conditional cash transfer scheme.		
HCD9-11 -	Strengthen rehabilitation facilities to rehabilitate people addicted to drugs.		
HCD 9-12 -	Drive broad channel campaigns on the dangers of self-medication and drug abuse should be intensified.		
HCD 9-13 Policy -	Reactivate and strengthen the drug abuse committee to curtail the trading, distribution and consumption of illicit drugs.		
HCD 9-15 -	Increase and improve more youth friendly/recreational centers across the state.		
HCD 11-15 -	Create awareness on existing national laws on women’s right and domestic them in the state.		
HCD11-16 -	Strengthen the interface between the Ministry of Women Affairs and the LGs, traditional and religious leaders on social re-orientation on women issues especially, gender-based violence.		
HCD11-17 -	Need to cascade and scale down and regular communication of outcomes of interface between the MoWA and the LGA, traditional and religious leaders to the community.		
HCD11 I11 -	Initiate Behavioral Change Communication and Participatory Learning Approaches to educate, enlighten and incorporate positive gender norms in relatable and convincing state-wide campaigns.		
HCD 11- I14 -	Improve women’s access to finance for economic activities and improvement of financial literacy.		
HCD11-!18 Policy -	Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.		
HCD12- 12 -	Ensure collaboration between Borno’s arts and culture bureau and the National Council on Arts and Culture to showcase potentials of the sector.		

Execution Leader	Execution Team	Host & Extensions	Timeline
Executive Governor, Ministry of Information & Internal Security, & Religious Affairs	Ministries of Information, Home Affairs and Cultures, Education, Religious affairs, Women Affairs, Local government and chieftaincy Affairs. Organized private sector (Entertainment industry), NEDC,	State-wide	2020-2022 From 2023 operationalise with annual review.

STI Name:

Human Resource Enhancement and Standards

Issues/ Challenges to be addressed

Insufficient entrepreneurial and vocational skills curriculum

- Lack of industry experience skills
- Insufficient mass literacy centres
- Paucity of qualified teachers
- Low interest in undergoing refresher trainings
- Insufficient science/technical based teachers
- Lack of adherence to time table by teachers and students
- Insufficient basic infrastructures and maintenance

Future State Defined

Over 70% of beneficiaries are employable

- Increased capacity of teachers to 85%
- Over 90% of the existing educational infrastructures have been put into use
- 85% literacy rate
- IGR Increased by 40%

Measure of Success & Targets

70% of the active population has sufficient capacity to support and sustain their means of livelihood.

Key activities and element of the initiative

HCD1-I1 -	Provide legal backing to the Free and compulsory Basic and Post Basic Education for all.
HCD1-I3 -	Enforce policies that ensures compulsory school attendance up to Senior Secondary School certificate and sanction in accordance to the law.
HCD1-I4 -	Provide free and qualitative ICT and Medical sciences education for all in tertiary levels.
HCD1-I6 -	Ensure all primary, post primary schools and continuing education learning facilities and being used.
HCD1-I7 -	Commence reorientation Programme for Parents, School Board Management Committees (SBMCs), Teachers, and Government.
HCD1-I9 -	Sustain School feeding at basic level and at Islamic, Quranic and Tsangaya Education (IQTE) centers to encourage enrolment, attendance and completion.
HCD2-I1 -	To review and realign all tertiary institutions programs to reflect the human capacity development needs of the Borno State vision (Agri-business, Commerce, Science & Technology).
HCD2-I8 -	Develop an aggregate database that Establish direct linkages between tertiary institutions and industry through research grants, industrial attachments and collaborative events.
HCD2-I11 -	Develop 1-year remediation program in Health Sciences.
HCD2-I12 -	Strengthen the entrepreneurship studies in all institutions
HCD2-I13 -	Strengthen the capacity of the state Agency for Mass Literacy (SAML)
HCD2-I16 -	Strengthen access to tertiary Education through collaboration and exchange programs
HCD4-I11 -	Map and assess existing facilities and the required human resources for Technical and VTC
HCD7-I1	management, early warning mechanisms and emergency: Implement and institute standard security and safety protocol responses and drills in every school across the state. - 1.To train all head teachers and schools administrators in Borno state on security
HCD7-I3 -	Fortify the physical infrastructure of schools. Use of technology to enhance security and safety through installation of CCTV cameras and other devices.
HCD8-I2-	Introduce incentives including agricultural inputs and conditional cash transfer scheme.
HCD9-I3 -	Reactivate and strengthen the drug abuse committee to curtail the trading, distribution and consumption of illicit drugs.
HCD9-I5 -	Increase and improve more youth friendly/recreational centers across the state.
HCD11-I18	Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.
HCD3-1	Strengthen school management, governance and accountability.

Execution Leader

Execution Team

Host & Extensions

Timeline

Ministry of Education, Science, Technology & Innovation

Ministries of Poverty Alleviation, Health, Youth and sports, Commerce and Industry, Agric and Animal Resources, Health, Women and social development, Organized private sector, Information, NEDC

State-wide

2020-2025
From 2026 operationalise with annual review.

STI Name:

Access to Education

Issues/ Challenges to be addressed

- Funding – infrastructure, learning facilities and wages
- Cultural barrier – Religious/western education dichotomy; Gender issues; low value of education
- Insecurity
- Dearth of skilled personnel
- Poverty – unemployment, illiteracy
- Exclusion of children with disabilities
- Geographical location not ideal for schooling

Future State Defined

All communities have access to education including e-Education tools

Measure of Success & Targets

- Increased willingness for self-sponsorship as a result of increase in income
- 70% of the population gainfully employed including self employment
- At least 95% of children are in school

Key activities and element of the initiative

HCD1-I1	Provide legal backing to the Free and compulsory Basic and Post Basic Education for all.
HCD1-I3	Enforce policies that ensures compulsory school attendance up to Senior Secondary School certificate and sanction in accordance to the law.
HCD1-I5	Conduct infrastructure needs assessment for basic, post basic schools and continuing education.
HCD1-I6	Ensure all primary, post primary schools and continuing education learning facilities and being used.
HCD1-I8	Integration of Qur'anic and Tsangaya Schools into formal educational system to expand access and improve learning outcomes.
HCD1-I14	Deploy ICT based E-learning facilities.
HCD1-I16	Strengthen institutional capacity for all sector MDAs.
HCD1-I18	Encourage private sector participation.
HCD5-I2	Increase Budgetary Allocation for all education activities according to the international best practice.

Execution Leader

Ministry of Education, Science, Technology & Innovation

Execution Team

Ministries of Education, Poverty Alleviation. Health, Youth and sports, Commerce and Industry, Agric and Natural Resources, Animal and Fisheries, Health , Women and social development, Information, Organized private sector, NEDC, Religious Affairs

Host & Extensions

State-wide

Timeline

2020-2025
From 2026 operationalise with annual review.

STI Name:	Enrolment, retention and transition																										
Issues/ Challenges to be addressed	1. Low level of school enrolment 2. High rates of school drop-outs 3. Perceptions about the goals of education 4. Weak and unequitable distribution of human capital resources across different professions 5. Low levels of girl child education 6. High levels of illiteracy and non formal education																										
Future State Defined	A state prepositioned with high proportion of human capacity across all spheres of life, that responds adequately to global challenges and trends.																										
Measure of Success & Targets	1.Reduce out of school children to less than 5% 2.At least 80% of secondary education graduates are confident to decide on their future 3.At least 90% of girl children have basic education and have potentials for economic productivity																										
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Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Education, Science, Technology & Innovation	State Universal Basic Education Board, Teachers Service Board, Ministries of Health, Women Affairs, Religious Affairs, Information and Justice	State-wide	2020-2024 From 2025 operationalise with annual review.

Strategic Transformation Initiatives for Leadership Agriculture

*Borno's place is reaffirmed for
agriculture*



STI Name:	Cluster-based Agriculture Value Chains																																								
Issues/ Challenges to be addressed	1. Stalemate in take off of agro-industries (value chain industry) 2. Lack of inputs, infrastructure & power/Energy 3. Lack of knowledge, research and innovation in agriculture 4. Large scale unemployment 5. Food insecurity 6. Low access to credit																																								
Future State Defined	To create a government enabled , private sector owned, managed and financed agriculture value chains that are driven by knowledge, innovation energy and infrastructure in farming communities; in order to increase productivity, maximize comparative advantage, reduce rural-urban migration, facilitate access to international markets, create wealth and take Borno to a leadership position on national food security.																																								
Measure of Success & Targets	Production output and volume in selected sectors vs other state, Target - Highest																																								
Key activities and element of the initiative	<table> <tr> <td data-bbox="87 955 299 1031">AG1-I0</td><td data-bbox="299 955 1385 1031">Conduct Feasibility study and develop of execution frameworks (aggregator model, cluster , off-taker model, industrial park etc.)</td></tr> <tr> <td data-bbox="87 1031 299 1094">AG1-I1</td><td data-bbox="299 1031 1385 1094">Encourage ranching in collaboration with private sector to reduce transhumance and farmer-harder conflict in the state.</td></tr> <tr> <td data-bbox="87 1094 299 1156">AG1-I2</td><td data-bbox="299 1094 1385 1156">Attract private sector investments by creating viable value chains in beef, dairy, leather processing and cold chain industries.</td></tr> <tr> <td data-bbox="87 1156 299 1187">AG1-I3</td><td data-bbox="299 1156 1385 1187">Facilitate animal registration mechanism for security and traceability.</td></tr> <tr> <td data-bbox="87 1187 299 1249">AG1-I4</td><td data-bbox="299 1187 1385 1249">Facilitate the construction of additional laboratories and slaughter-houses /Meat processing plants to curtail spread of disease from meat./ standardize the production.</td></tr> <tr> <td data-bbox="87 1249 299 1280">AG1-I5</td><td data-bbox="299 1249 1385 1280">Upgrade genetic potentials of the local breeds through breed improvement schemes.</td></tr> <tr> <td data-bbox="87 1280 299 1332">AG1-I6</td><td data-bbox="299 1280 1385 1332">Rehabilitate and operationalize the existing grazing reserves with grass, water, schools, veterinary and human clinics.</td></tr> <tr> <td data-bbox="87 1332 299 1363">AG1-I7</td><td data-bbox="299 1332 1385 1363">Facilitate the establishment of hides and skin cottage industry in the state.</td></tr> <tr> <td data-bbox="87 1363 299 1425">AG1-I8</td><td data-bbox="299 1363 1385 1425">Embark on a state-wide vaccination campaign to ward-off livestock diseases in view of Borno state border sharing with three countries (Niger, Cameroon and Chad (Immediate).</td></tr> <tr> <td data-bbox="87 1425 299 1487">AG1-I10</td><td data-bbox="299 1425 1385 1487">Establish more pests and disease control service centers and veterinary clinics with vehicles to enhance ambulatory services across the state. 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Introduce mobile fishponds across LGAs</td></tr> <tr> <td data-bbox="87 1570 299 1632">AG1-I14</td><td data-bbox="299 1570 1385 1632">Rehabilitate the 2 hatchery complexes in Maiduguri and construct fish hatchery complexes at Monguno and Biu</td></tr> <tr> <td data-bbox="87 1632 299 1663">AG1-I15</td><td data-bbox="299 1632 1385 1663">Establish fish feed mill in Maiduguri.</td></tr> <tr> <td data-bbox="87 1663 299 1725">AG1-I18</td><td data-bbox="299 1663 1385 1725">Make fishery extension services a priority thus bridging the gap between research results and the potential end users.</td></tr> <tr> <td data-bbox="87 1725 299 1757">AG1-I19</td><td data-bbox="299 1725 1385 1757">Establishment of fishing villages at Lake Allo and Biu dam.</td></tr> <tr> <td data-bbox="87 1757 299 1839">AG1-I20</td><td data-bbox="299 1757 1385 1839">Support the development of at least 3 value chains (1- cereals and legumes: - Maize, sorghum, millet, Rice, Wheat and cow pea. 2- in oil seeds namely; Groundnuts, soya beans, Sesame seeds and cotton seed. 3 – vegetables: -tomatoes and onions) in each of the local government areas as immediate target</td></tr> <tr> <td data-bbox="87 1839 299 1902">AG1-I21</td><td data-bbox="299 1839 1385 1902">Facilitate commodity standards in crop production to meet national and international market requirements through stakeholder engagements as short term target</td></tr> <tr> <td data-bbox="87 1902 299 1953">AG1-I22</td><td data-bbox="299 1902 1385 1953">Facilitate the transformation of small-scale local crop production into modern and viable commercial farming,</td></tr> <tr> <td data-bbox="87 1953 299 1984">AG1-I23</td><td data-bbox="299 1953 1385 1984">Facilitate private sector investment in medium and large-scale production, processing and marketing.</td></tr> <tr> <td data-bbox="87 1984 299 2036">AG1-I24</td><td data-bbox="299 1984 1385 2036">Transform extension services to ensure timely provision of quality services with increased private sector participation.</td></tr> </table>	AG1-I0	Conduct Feasibility study and develop of execution frameworks (aggregator model, cluster , off-taker model, industrial park etc.)	AG1-I1	Encourage ranching in collaboration with private sector to reduce transhumance and farmer-harder conflict in the state.	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Key activities and element of the initiative

Cont'd

AG1-I26	Establish data base on farmers organizations in the state.
AG1-I27	Ensure adherence to performance standards, regulations, supervision and accountability of extension service providers/ workers
AG1-I28	Promote private sector participation and gender mainstreaming in the provision of extension services.
AG1-I29	Prioritise public and private sector participation in irrigation development for the state to ensure high productivity and sustainability
AG1-I30	Strengthen irrigation schemes with special focus on value crops such as wheat, Paddy rice, Tomatoes, Onions and Pepper.
AG1-I31	Strengthen irrigator's organization to ensure effective management of irrigation schemes and full participation in integrated water resource management.
AG1-I32	Scale up water use efficiency and drainage to enhance water productivity and minimize water salinity in irrigation schemes.
AG1-I33	Enhance the development of water harvesting techniques in an economically efficient, socially acceptable and environmentally responsive manner.
AG1-I35	Establish an effective cost sharing and cost recovery mechanism for the development of irrigation in the state.
AG1-I36	Facilitate the acquisition and distribution of high-quality inputs and implements to farmers in collaboration with Borno State Agriculture Mechanization Agency and Borno State Agricultural Development Project (ADP)
AG1-I38	Structure and revamp Fertilizer blending plants and Government Agricultural input Supply Company in the state.
AG2-I1	Incentivize private sector to establish Agro-processing industries to target local and export market.
AG2-I5	Establish plants for local fabrication of agricultural implement and equipment to enhance agricultural production and processing in conjunction with technical colleges and tertiary institutions
AG2-I7	Ensure quality control and enforce standards in production, processing, marketing, packaging, haulage of agricultural produce in collaboration with Federal MDAs
AG2-I9	Partner with the private sector to set up an Agricultural Equipment Hiring Enterprise Scheme under a robust & transparent framework, providing fee for service, commercially focused on Tractor and related equipment rental market in Borno State anchored on Farmer Cooperative Movement across the Wards and Local Governments.
AG3-I1	Train Extension workers to Empower farmers through training on new techniques as well as on new approaches focusing on individual women and men to enable them to reach levels of adequate productivity and self-sustainability.
AG3-I2	Revive and strengthen farmer cooperatives.
AG3-I5	Facilitate linking various farmer stakeholders within the value chains
AG3-I6	Support group cooperation and rural entrepreneurial skills development particularly to women and youths.
AG3-I7	Create enabling environment for PPP.
AG3-I8	Re-opening of non-functional commodity market, cattle and fish markets in Gamboru Ngala, Dikwa, Bama/Banki, Askira/Uba, Baga and Ngamdu.
AG3-I9	Establish in collaboration with private sector, cold chain facilities to support trade in good quality food materials and perishable products (fish tomatoes etc.).
AG3-I10	Establish Research/knowledge and data management in consumer demand/consumption trends, for the development of high-level commodity market intelligence in the state.
AG3-I11	Facilitate the strengthening of micro finance institutions and promote non interest loan through collaboration with private sector.
AG3-I14	Establish a comprehensive data bank - for information on weather, agricultural opportunities/activities with push notification systems for farmers and agriculture entrepreneurs to receive real time, vital information for planning and action on their phones.
AG3-I16	Establish innovation and incubation centers to build the capacity of women and youths and mentor them to start new businesses and on ICT in Agriculture.
AG4-I2	Create Agric cities and Priority Crop Processing zones/clusters with provision of rural infrastructure to the farming population to facilitate production and distribution of farm outputs.
AG4-I3	Provide compressed targeted vocational/entrepreneurship trainings with provision of startup kits in a shorter duration (3-6 months), linked to a rapid job creation scheme (in priority sectors) for deployment of qualified labor directly into the rehabilitation efforts during the immediate stabilization phase.

Execution Leader	Execution Team	Host & Extensions	Timeline
Executive Governor Ministry of Agriculture and Natural Resource	Ministries of Trade Investment and Tourism; Science Technology and Innovation; Finance; Transport & Energy; Works and Housing; and Higher Education. All Agencies of MANR Borno state University, Private sector Agriculture Industrialist; Water Resources	Njimtilo - host Ngala & Banki – livestock Legumes & cereals Oil seeds - tbd	2020 - 2026

Strategic Transformation Initiatives for Healthy Citizenry

Every citizen matter.



STI Name:	Human Resource for Health
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Issues/ Challenges to be addressed	• Inadequate skilled health workers • Gaps - Knowledge, Skills and Attributes(KSA) • Inadequate Training Facilities/Trainers • Mal – distribution and Retention
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Future State Defined	• Adequate number of skilled and motivated HW • Highly effective, adequate Health training institutions and Trainers. • Equitable distribution of HW • Borno university teaching hospital established and fully functional
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Measure of Success & Targets	• 300 VHW/CHIPS trained annually • 1 new school of nursing established and fully functional in each senatorial district. • Health care professionals increased by 70%
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Key activities and element of the initiative

H1-I1	Engagement/ out-sourcing of skilled HRH (priority to clinical and teaching staff)
H1-I2	Expand the Village Health Workers/CHIPS network
H1-I3	Consolidate the Community Midwifery training scheme, strengthen existing institutions and where necessary establish Nursing & Midwifery school – with the aim of having 1 per zone.
H1-I4	Establishment of the state college of medicine.
H2-I2	Zonal referral Hospitals Monguno, Biu, Bama, and sub-zonal Ngala, Mobbar, Askira Uba.
H2-I3	Establish a drugs and supplies management and logistics Agency
H3-I2	Institute a campaign on health prevention, promotion and wellness, championed by teachers, clerics and traditional rulers and promoted intensely by new – media.
H3-I3	Collaborate with strategic partners to carry research and development projects on health behavioural sciences.
H1-I5	Build a college of Health & Technology to Northern Borno

Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment	State-wide	2020-2025

STI Name:		Health Infrastructure, Technologies, Supplies and Equipment	
Issues/ Challenges to be addressed		• Inadequate health infrastructure to support a robust referral system (staff quarters, water, electricity, ambulances, etc.),. • Limited access to quality health care • Lack of technologically driven health information systems • Large stock of obsolete equipment • Inadequate supply system for drugs, vaccines and consumables	
Future State Defined		• Sufficient and adequate infrastructure, robust medical logistics management and coordination unit and innovative technological interventions to meet the optimum health needs of Borno state. • Borno state University Teaching hospital is constructed and fully functional	
Measure of Success & Targets		• Reduced vaccine preventable diseases, polio eradicated. • Better control of chronic non-communicable diseases • Existence of the minimum of one(1) functional PHC in every ward.	
Key activities and element of the initiative			
H1-I3	Consolidate the Community Midwifery training scheme, strengthen existing institutions and where necessary establish Nursing & Midwifery school – with the aim of having 1 per zone.		
H1-I4:	Establish college of medicine.		
H2-I1:	At least one fully functional PHC per ward: (HF & support structures construction/ expansion/ renovation, HRH, Equipment, medicines & consumables)		
H2-I2:	Zonal referral Hospitals: Monguno, Biu, Bama, and sub-zonal: Ngala, Mobbar, Askira Uba.		
H2-I3:	Establish a drugs and supplies management and logistics Agency		
H4-I2:	Enable PPP as a matter of urgency		
H5-I1:	Shift health data management from paper based manual entries to e– based digital methods.		
H5-I3:	Acquisition of relevant ICT hardware and soft ware		

STI Name:	Health Prevention, Promotion and Wellness
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Issues/ Challenges to be addressed	• Poor health seeking behavior • Illiteracy, socio - cultural barriers • Poverty • Poor health worker attitude • lack of behavioral research to inform strategic health promotion messaging.
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Future State Defined	A better informed, healthy and well Borno state.
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Measure of Success & Targets	Reduced burden of diseases and improved wellness and health indices.
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Key activities and element of the initiative	
H1-I1	Engagement/ out-sourcing of skilled HRH (priority to clinical and teaching staff)
H1-I2	Expand the Village Health Workers/CHIPS network
H2-I1	At least one fully functional PHC per ward (HF & support structures construction/ expansion/ renovation, HRH, Equipment, medicines & consumables)
H2-I2	Zonal referral Hospitals Monguno, Biu, Bama, and sub-zonal Ngala, Mobbar, Askira Uba.
H2-I3	Establish a drugs and supplies management and logistics Agency
H3-I1	Re-energize State Advocacy Groups on Maternal and Child Health(re-engineer their workplan) .
H3-I2	Institute a campaign on health prevention, promotion and wellness, championed by teachers, clerics and traditional rulers and promoted intensely by nu – media.
H3-I3	Collaborate with strategic partners to carry research and development projects on health behavioural sciences.
H4-I3	Fast-track functionality of the Social Health Insurance Agency.
H5-I2	Shift health data management from paper based manual entries to e– based digital methods.
H5-I3	Partner with tech companies for real time data transmission.

Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Health	Ministry of Health, Chief Exec Officers of Primary Health Care Board, Hospitals Management Board, Contributory Health Management Agency, Traditional and religious institutions, HCs Religious affairs, Information, Education, RUWASSA	State-wide	Ongoing: 2020 – 2030 Redesigned for impact 2021-2022

STI Name:

Financing for Health

Issues/ Challenges to be addressed

- Inadequate Government expenditure on health & budget performance & a lack of enabling policy for PPP.
- Poor priority setting and accountability
- High out of pocket expenditure on healthcare
- High number of vulnerable / indigent pop
- Non-existence of safety nets
- Rising cost of healthcare(poor domestic production of medicines & consumables)

Future State Defined

- Attainment of Abuja commitment of at least 15% budget spending on health
- Existence of a robust, mandatory social health insurance scheme, available to all citizens of Borno state

Measure of Success & Targets

- Adequate access and reduced out of pocket expenditure on health.

Key activities and element of the initiative

H4-I1	Prioritize establishment of policy on transparency, proper planning and accountability of budgeted resources.
H4-I2	Enable PPP as a matter of urgency
H4-I3	Fast-track functionality of the Social Health Insurance Agency.
H4-I4	Advocate for grants from partners, donors and individuals
H0-I1	Leverage fintech for micro individual/family/community health insurance schemes

Execution Leader

Ministry of Health

Execution Team

Ministry of Health, Chief Exec Officers of Primary Health Care Board, Hospitals Management Board, Contributory Health Management Agency, Traditional and religious institutions, Community leaders, HCs Religious affairs, Information, Education, Insurance operators

Host & Extensions

State-wide

Timeline

2020 - 2023

STI Name:	Health Information, Research & Development
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Issues/ Challenges to be addressed	• Poor health data collection, analysis and feedback systems • Poor institutional memory/ information/ data • Poor capture of health data on HIMS and DHIS2 • Lack of e – data. • Lack of reliable data for evidence-based health planning research and development • Poor funding of state HMIS
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Future State Defined	• Improved data generation, transmission and analysis on e-platform • Evidence –based health Planning and research using reliable data • Better and reliable capture of health service data on DHIS2
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Measure of Success & Targets	Fully digitized and responsive health management and information systems for planning, forecasting and healthcare interventions.
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Key activities and element of the initiative

H1-I2	Expand the Village Health Workers/CHIPS network
H2-I2	Zonal referrar Hospitals Monguno, Biu, Bama, and sub-zonal Ngala, Mobbar, Askira Uba.
H3-I3	Collaborate with strategic partners to carry research and development projects on health behavioural sciences.
H4-I1	Prioritize establishment of policy on transparency, proper planning and accountability of budgeted resources.
H4-I2	Enable PPP as a matter of urgency
H5-I1	Shift health data management from paper based manual entries to e– based digital methods.
H5-I2	Partner with tech companies for real time data transmission
H5-I3	Acquisition of relevant ICT hardware and soft ware

Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Health	Ministry of Health, , Chief Exec Officers of Primary Health Care Board, Hospitals Management Board, Contributory Health Management Agency, HCs Finance, Econ Planning, Information, PS Budget, M&E, RRR, Water resources, Environment	Stata-wide	Ongoing: Refined for impact 2021 - 2026

Strategic Transformation Initiatives for Sustainable Environment

*Sustaining Borno for a better
today and a brighter
tomorrow*



STI Name:	Light-Up Borno
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Issues/ Challenges to be addressed	• Lack of power and high cost of connectivity • Dependency on wood for power and consequent deforestation • High energy cost for agricultural processing/production • Mitigate challenges faced by Small and Medium Scale Enterprises
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Future State Defined	• Sustainable livelihood from natural resources (such as trees) • Improved biodiversity/ecotourism/improved environmental health/improved agricultural productivity • Increase usage of sustainable energy in homes and factories. • New African-modern affordable eco-villages.
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Measure of Success & Targets	Percentage of Households using sustainable energy: >40%
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Key activities and element of the initiative

E1-I1	Clean energy and climate smart technology Initiative (E1-I1)
E2-I1	Capacity development for turning home waste into usable bio-gas for home, community and sustenance farming.
E2-I3	Development and deployment of affordable school/ community and healthcare centres sustainable solar power.
E1-I4	Advocacy on reforestation and desertification control (MoE)
E2-I3	Creating enabling environment for sustainable energy investors
E2-I3	Afro-Innovation power competition to promote innovative solutions in schools.
E1/RRR-I1	Work with RRR to build affordable homes using appropriate technology and best practices from across the African Continent.

Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Transport and Power	Min. of Environment, Min of Information, Min of Education, Science and Innovation, Min of Women Affairs, Min of Commerce Tourism and Industries, Min. of Science, Technology and Innovation. Eco-solution experts. Min of RRR, Min of Religious Affairs.	State-wide	2021 - 2027

STI Name:

Plant your root in Borno

Issues/ Challenges to be addressed

- Environmental degradation
- Desert encroachment
- Seasonal flooding

Future State Defined

- Reduced desertification
- Improved environmental health
- Eliminated unregulated tree cuttings
- Green Borno is the norm

Measure of Success & Targets

Roll back rate: Net Effect of 1 Km Per Annum

Key activities and element of the initiative

E1-I5	My Three-Tree Campaign
E1-I6	Review laws of Environmental Protection, Wildlife Protection and the law against tree felling (MoE)
E2-I2	Create and implement policies to promote positive net climate change impact e.g. manufacturers to plant plants to contact effect of production.
E1-I4	Initiate the planting of economic-trees and ever-green plants
E1-I5	Make gifting of tree seedlings part of the culture – Plant 3 trees on your birthday / gift of life for birthday
E0-I1	Drive the adoption of conservation methods including rain-water collection reservoirs etc with holed-rubber piping for ever-green irrigation
E0-I2	Drive broader campaign with engaging competitive programmes using social media to incentivize behaviours and a shift to making gardening and tree planting a State past-time

Execution Leader	Execution Team	Host & Extensions	Timeline
Executive Governor & Ministry of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs and Min. of Agriculture, Min. of Science, Technology and Innovation, Min of Religious Affairs, All Agencies of Mins of Environment.	State-wide	2020-2023

STI Name:

Healthy Environment, Healthy Living

Issues/ Challenges to be addressed

- Open defecation
- Indiscriminate waste disposal
- Poor environmental health (WASH), airborne diseases, etc.
- Perennial flooding

Future State Defined

- Clean, healthy and serene environment
- Healthy population
- Sustainable waste management (Waste-to-Wealth).
- Safer and productive land

Measure of Success & Targets

Value of Waste-to-Wealth
80 % of citizens are satisfied with the environment

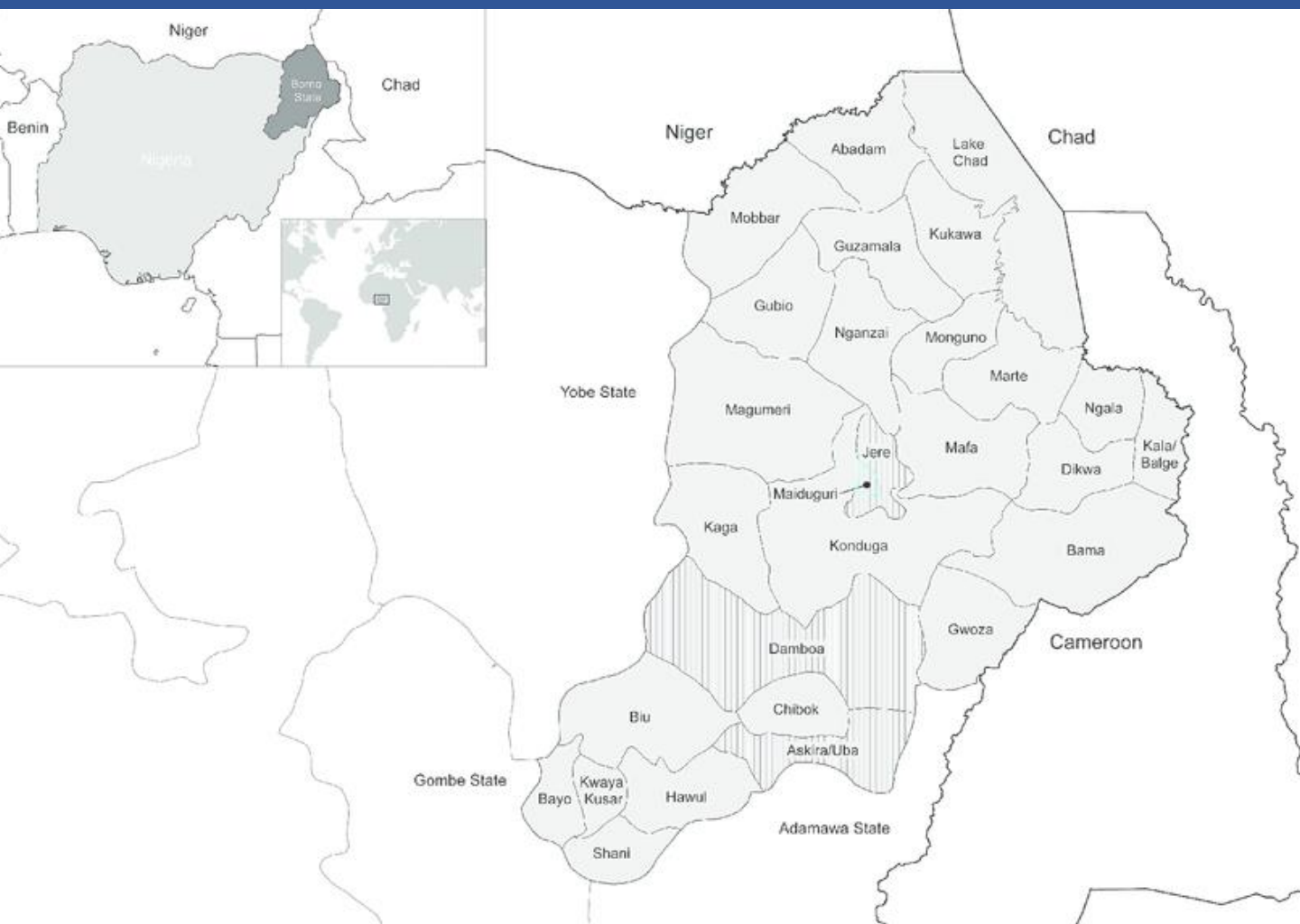
Key activities and element of the initiative

E2-I5	Monthly Sanitation and Advocacy Programme
E2-I5	Sanitary inspection and fumigation programme
E2-I1	Waste to wealth Initiative (structured for PPP to attract Private Sector participation, financing and ownership)
E2-I5	Build secured public sanitation and toilets and embed consequences for open defecation and urination
E2-I6	Flood and Erosion Control Initiative

Execution Leader	Execution Team	Host & Extensions	Timeline
Min of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs Min. of Agriculture, Min. of Commerce Tourism and Industries, Min. of Poverty Alleviation, Min. of Science, Technology and Innovation, Min. of Health, Min of Religious Affairs, RUWASSA	State-wide	2021-2026

Strategic Transformation Initiatives for Regional Trade Hub

Revived heart of regional commerce



STI Name:

Regional Trade Eco-system

Issues/ Challenges to be addressed

- Despite expansion in some sectors, employment creation remains weak and insufficient to absorb the fast-growing labour force, resulting in high rate of unemployment (23 percent in 2018), with another 20 percent of the labour force underemployed.
- Trading with three neighbouring countries presents an underutilised opportunity due to insufficient capital, incessant Custom raids, insecurity, porous borders, fluctuation of currency and instability in the market.
- Public service delivery is characterized by delays, red tape and undue bureaucracy, all of which hamper business

Future State Defined

Booming cross-border trade and Borno established as the de-facto regional hub for commerce

Measure of Success & Targets

Share of Intra-Regional Trade: at least 20%
Commerce & Trade as a % of GDP
Reduce unemployment to single digits
Increase exports as a % of GDP
Improve Internally Generated Revenue (IGR) in the State by 200%.

Key activities and element of the initiative

TH0-I1	Set up free trade zones with integrated government services (customs, registration, standards warehousing, commodity exchanges etc.) and supported with eMatching, eCommerce and ePayment integrated online solutions.
TH0-I2	Institute policies and structures, supported with activated and deliberate investment promotion to improve ease of doing business in the Trade eco-system for Manufacturing, Processing, Commerce and Trade.
TH0-I3	Revive the traditional trans-saharan trade route with flourishing and secured border markets at Banki, Ngala, Damasak and Baga
TH0-I4	Establishment of secured Dry Port and commodity corridors that conveys processed goods to markets beyond Nigeria.
STI1-I5	Facilitate the commercialization and diffusion of local technologies as well as establish system for acquiring and transfer of technologies.
STI1-I8	One-integrated online portal to access government services (registrations, approvals, payments, information queries, applications and processing etc.)

Execution Leader	Execution Team	Host & Extensions	Timeline
Min of Trade & Investment, Investments Promotion Agency	Min of Trade, Investment Promotion, Min of Agriculture; Animal resources and Fisheries Development; Tourism; Science Technology and Innovation; Finance; Housing & Energy; Works; Higher Education, MRRR	Hub and Spokes to be determined	2023 - 2028

Strategic Transformation Initiatives for Reconstruction, Rehabilitation and Resettlement

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



STI Name:	Infrastructure development and livelihoods restoration and enhancement		
Issues/ Challenges to be addressed	Lack of accessibility to the communities. Increase in Internally displaced people and dilapidated nature of the infrastructures. Over stretched amenities in the host communities.		
Future State Defined	Secured and good living condition that is conducive for a productive life.		
Measure of Success & Targets	At least 30% of IDP successfully resettled in a year. 75% reduction in security challenges. 65% of low-income household with affordable housing		
Key activities and element of the initiative	IF1-I11-16 Construction/ rehabilitation ward feeder roads in each of the 3 Borno senatorial districts. IF1-I17 Rehabilitation of destroyed/dilapidated/damaged drainages. IF1-I19 Repair of destroyed/ dilapidated/damaged streetlights and installation of new streetlights in major cities and towns. IF1-I20 Rehabilitation of community town halls. IF1-I21 Rehabilitation of Community Police Posts. IF1-I22 Rehabilitation of Local Government Council Secretariats. IF1-I23 Rehabilitation of Community markets and shopping complexes. IF2-I2 Construction of new Community Police Posts. IF3-I1 Construction of 60 units of 3 bedrooms flats for senior staff quarters at L.G. zonal offices. IF3-I2 Construction of 200 units of two bedrooms flats intermediate staff quarters at L.G. Zonal offices. IF3-I3 Construction of 300 units of one-bedroom flats Junior Staff Quarters at L.G. Zonal offices. IF3-I4 Rehabilitation of destroyed private buildings (residential houses) of destroyed private housing in selected communities across the state. IF3-I5 Construction of 11,770 units of two bedrooms flats for Urban and Rural Housing. IF4-I1 Construction of 1,700 units of two bedrooms flats urban Housing to be built in MMC, Jere, & Biu LGAs to be funded by family Homes. IF4-I2 Construction of 2000 units of three bedrooms flats Urban Housing. IF4-I3 Construction of 1000 units of four bedrooms flats urban Housing. IF4-I7 Rehabilitate all damaged Boreholes of all communities in all accessible LGA's in the State. IF6-1 Replace and rehabilitate damaged power equipment: a. Replace and reconstruct damaged / destroyed transformers, Inter-Town Connections (ITC) and Inter-Town Distribution Network (IDN) b. Provide new transformers and construct new ITCs and IDNs. IF10- I1 Sharing of intelligence information with security operatives IF10- I2 Deployment of Modern Technology to mitigate security challenges in the state IF12-I2 Reconstruction of telecommunication infrastructure in areas where facilities have been destroyed		
Execution Leader	Execution Team	Host & Extensions	Timeline
MRRR and Mins of Works & Housing	MRRR, Ministry of Finance, Ministry of Works and Housing, Mins of Transport and Power, Ministry of Health, Ministry of Education, Ministry of Women Affairs, SEMA, Borno Microfinance Bank, RUWASSA, Private Sector. Agency for Coordination of SDPHR.	Targeted locations for RRR	Ongoing. Refine approach 2023

STI Name:		Sustainable thriving eco-communities incentivized for the right behaviours.	
Issues/ Challenges to be addressed		Accessibility and overstretched facilities Little or non existing gainful economic engagement	
Future State Defined		A satisfied community of resettled people that will contribute positively to the economy of the state	
Measure of Success & Targets		IDPs must not stay in a camp beyond two years. Success rate of eco-communities as a thriving productive settlement: at least 80%	
Key activities and element of the initiative			
E1/RRR-I1	Work with Min of Environment to revive old African techniques of building to build affordable eco-villages that are self sustaining, zero-waste and use only local materials.		
IF11- I1	Education Enrolment Incentive - Grants for SME development		
IF11-I2	Construction of infrastructures to drive informal sector targeted at economic empowerment of unskilled labour (craft centers)		
IF11- I3	All unemployed unskilled individuals should be targeted through advocacy to take advantage of infrastructures to increase economic wellbeing		
HE1-I1	Integrate and ensure a coordinated approach to Humanitarian efforts in a manner than delivers positive impact to the communities, programmes and regions supported.		

Execution Leader	Execution Team	Host & Extensions	Timeline
MRRR and , Agency for Coordination of SDPHR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works and Housing, Ministry of Health, Ministry of Education, Ministry of Women Affairs, Ministry of Information.	Targeted locations for RRR	2021 – 2022 Refine and implement approach. From 2022 ongoing

Strategic Transformation Initiatives for Purposeful Infrastructure

Connected for success



STI Name:

Integrated connectivity for economic productivity

Issues/ Challenges to be addressed

Lack of sufficient transport and ICT network and connectivity of to drive high economic productivity

Future State Defined

An economically viable state with adequate transport and ICT network to support current and future economies

Measure of Success & Targets

70% of completed infrastructure projects for Economic Connectivity
30% access to clean and sustainable power

Key activities and element of the initiative

- | | |
|------------|---|
| IF0 – I1 | Attract and enable the construction, operation and management of secured fast ICT networks |
| IF0- I2 | Identify and develop as part of the top priorities key infrastructures required to support Agriculture Value Chain |
| IF0- I3 | Ensure adequate infrastructure and connectivity to enable regional trade hub and exportation |
| IF0 – I4 | Ensure and effect adequate, cost-effective and secured infrastructure for Health and Education |
| IF1- I7/I8 | Construction of inter LGA roads in all the 3 Borno senatorial districts for economic connectivity |
| IF6-I2 | Facilitate the establishment of renewable energy Independent Power Plants in the state. |
| IF6-I3 | Facilitate embedded power contracts with Yola Distribution Company for dedicated supply to Maiduguri and the entire State. |
| IF6-I4 | Engage the Rural Electrification Agency for targeted power plants in prioritised communities and LGAs to support economic growth. |
| IF12-I1 | Establishment of STI Centers |

Execution Leader

Ministry of Transport and Power

Execution Team

MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works and Housing, Ministry of Health, Ministry of Education, Ministry of Women Affairs, Mins of Commerce & Investment Investment Promotion Agency..

Host & Extensions

State-wide

Timeline

Ongoing.
Refine and implement new approach 2022-2030

STI Name:	Improvement of access to clean water	
Issues/ Challenges to be addressed	Inadequate access to clean water suitable for drinking and other hygiene and sanitation activities	
Future State Defined	All citizens in the state have access to clean water	
Measure of Success & Targets	80% access to clean and sustainable water supply	
Key activities and element of the initiative		
	IF4-I4	Rehabilitate the water supply scheme of MMC and other prioritised LGAs.
	IF4-I5	Expand the reticulation of the MMC water supply to new communities and layouts of the city.
	IF4-I6	Expand the reticulation of the water supply to new communities in prioritised local governments.
	IF4-I10	Expand capacity of existing water facilities with reticulation of the non-surface area boreholes to endure the water supply reaches the outskirt of communities.
	IF4-I11	Construct mini Water schemes and reticulation to key social services such as Schools and Primary Healthcare Centers in prioritised LGAs.
	IF4-I12	Construct Boreholes schemes,
	IF4-I13	Construct Water Gallery Schemes.
	IF4-I14	Construct Water Ponds Schemes.
	IF4-I15	Provide solar powered boreholes for domestic use and community sanitation in all accessible LGAs in the State.
	IF4-I16	Improve the water quality (expansion of water treatment plants).
	IF4-I17	Water: Promote capacity building through training and provision of relevant equipment.
	IF4-I18	WATER SUPPLY: Establish performance management and data management framework.
	IF4-I19	WATER SUPPLY: Engage stakeholders through advocacy and campaign and encourage the formation of water consumer associations to ensure suitability of access to water.
	IF6-I2	Facilitate the establishment of renewable energy Independent Power Plants in the state.
	IF6-I3	Facilitate embedded power contracts with Yola Distribution Company for dedicated supply to Maiduguri and the entire State.
	IF6-I4	Engage the Rural Electrification Agency for targeted power plants in prioritised communities and LGAs to support economic growth.

Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Water Resources, Ministry of Transport and Power	MRRR, RUWASSA, Ministry of Environment, Ministry of Finance, Ministry of Works and Housing, Ministry of Health, Ministry of Education, Ministry of Women Affairs	State-wide	Ongoing. Refine and implement new approach 2021-2022

Strategic Transformation Initiatives for Accountable Governance

Integrity & Focused on Execution



STI Name:	eGovernment		
Issues/ Challenges to be addressed	1. Weak service delivery processes occasion by overlaps and inadequate role delineation among Ministries, Departments and Agencies (MDAs) 2. Inadequate capacity within the civil service. 3. Government expenditure in the past years showed dominance for recurrent cost over capital development projects 4. Legacy of accountability issues: lack of information, independence scrutiny of State budget & spending, and weak assessment of government performance 5. Lack of data and timely feedback		
Future State Defined	• A responsive, transparent and accountable government. • Increased efficiency of government services with reduced red-taps, bureaucracy and bottlenecks. • Reduced cost of government with improved efficiency (eliminated overlaps in roles, duplications and wastage), and enhanced human capital capability		
Measure of Success & Targets	• Index: Citizens' satisfaction with Government's performance: >80% approval rating. • 100% of MDA's plans and budgets are aligned to the strategy. • Cost of Government per capita < than National Average. • Adequate and well incentivised civil service and other state personnel		
Key activities and element of the initiative			
AG1 – I1	Leverage technology for the transformation to eGov with improved efficiency, better coordination across MDAs and enhance services for the citizens.		
AG1- I2	Domesticate freedom of information act and enable online access.		
AG1- I3	Adopt integrated and transparent budgetary process that ensures alignment to the strategy.		
AG1 – I4	Finalise and implement a robust online based performance measurement framework to report on implementation and measure results achieved by each MDA and the government		
STI1-I2	Facilitate the protection of Intellectual Property Rights (IPR) with eRegistration and documentation to help encourage and protect effective management of intellectual property.		
STI1-I5	STI ecosystem for the improvement of quality of life and sustainable economic development.		
STI1-I6	Build a strong system for data collection, analysis, information synthesis and dissemination		
STI1-I7	Leverage eParticipation for citizen's scrutiny, feedback and input.		
STI1-I8	One-integrated online portal to access government services (registrations, approvals, payments, information queries, applications and processing etc.)		
SP1-I1	Enhance sustainable research and documentation to provide timely insights on conflict trends and dynamics in the state for conflict mitigation and peace enhancement		
SP1-I2	Establish a comprehensive, workable and self-sustaining Early Warning Response Mechanism that is community driven		
Execution Leader	Execution Team	Host & Extensions	Timeline
Ministry of Education, Science, Technology & Innovation	Min. of Education, Science, Technology and Innovation, Ministry of Finance, Ministry of communication, and all MDAs and LGAs to be involved as necessary.	State-wide	2020 - 2023

Our Borno. Our Success.



IMPLEMENTATION PLAN: 10-YEAR ROADMAP & ACCOUNTABILITY FOR EXECUTION

Success is determined by how well strategy is executed. It is not easy. It is complex and involves many people with conflicting agendas and opinions. Often the journey is filled with unforeseen barriers and risks. However it is a worthwhile investment if the desired future is to be attained.

Implementation Plan

Note: where the economic interruption of COVID19 is longer than 6months, it is likely that the timeline would shift forward to start in 2021.

STIs are normally executed as a project to include the initial testing and roll-out. Thereafter, it is transferred to the relevant MDA to form part of its normal operations.

	STIs	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
STI Code: HCD1	Employability, Entrepreneurship, lifelong learning and incentives		2021 - 2025					Operationalise and transfer to MDA					
STI Code: HCD2	Pride in Borno: social re-orientation for inclusive participation and development	2020 - 2022					Operationalise and transfer to MDA						
STI Code: HCD3	Human Resource Enhancement and Standards		2021 - 2026					Operationalise and transfer to MDA					
STI Code: HCD4	Access to Education	2020 - 2025					Operationalise and transfer to MDA						
STI Code: HCD5	Enrolment, retention and transition		2021 - 2024					Operationalise and transfer to MDA					
STI Code: LAG1	Cluster-based Agriculture Value Chains	2020 - 2026					Operationalise and transfer to MDA						
STI Code: H1	Human Resource for Health		2022 - 2028					Operationalise and transfer to MDA					
STI Code: H2	Health Infrastructure, Technologies, Supplies and Equipment		2021-2025					Operationalise and transfer to MDA					
STI Code: H3	Health Prevention, Promotion and Wellness	2020 - 2026					Operationalise and transfer to MDA						
STI Code: H4	Financing for Health	2020-2024					Operationalise and transfer to MDA						
STI Code: H5	Health Information, Research & Development		2021-2026					Operationalise and transfer to MDA					
STI Code: E1	Light-Up Borno		2021 - 2027					Operationalise and transfer to MDA					
STI Code: E2	Plant your roots in Borno		2021-2023					Operationalise and transfer to MDA					
STI Code: E3	Healthy Environment, Healthy Living		2021-2026					Operationalise and transfer to MDA					
STI Code: TB1	Regional Trade Eco-system		2022- 2028					Operationalise and transfer to MDA					
STI Code: RRR1	Infrastructure development and livelihoods restoration and enhancement						2023 – 2035						
STI Code: RRR2	Sustainable thriving communities incentivized for the right behaviours.						2022-2025		Operationalise and transfer to MDA				
STI Code: PI1	Integrated connectivity for economic productivity						2022- 2025		Operationalise and transfer to MDA				
STI Code: PI2	Improvement of access to clean water						2022 - 2026			Operationalise and transfer to MDA			
STI Code: AG1	eGovernment						2020 - 2025			Operationalise and transfer to MDA			
MDAs	Projects & Operational Activities aligned to the strategy	Ongoing							Operationalise and transfer to MDA				
LGAs	Projects & Operational Activities aligned to the strategy	Ongoing							Operationalise and transfer to MDA				
Partners	Projects & Operational Activities aligned to the strategy	Ongoing							Operationalise and transfer to MDA				

The project timeline involves the design, development, testing and roll-out. It excludes once it has been operationalized.

Accountability for Execution

	STIs	Execution Leader	Execution Team
STI Code: HCD1	Employability, Entrepreneurship, lifelong learning and incentives	Ministry of Science, Technology & Innovation	Ministry of Science Technology & Innovation, Ministry for Higher Education, MRRR, Ministry of Youth, Ministry of poverty alleviation, Ministry of Education, Ministry of Agric and Natural Resources, Ministry of women Affairs and Social Development, Organised Private Sector , NEDC
STI Code: HCD2	Pride in Borno: social re-orientation for inclusive participation and development	Executive Governor Min of Religious Affairs	Ministries of Information, Home Affairs and Cultures, Education, Religious affairs, women affairs, Local government and chieftaincy Affairs. Organized private sector (Entertainment industry), NEDC
STI Code: HCD3	Human Resource Enhancement and Standards	Ministry of Higher Education	Ministries of Higher Education, Education, Poverty Alleviation. Youth and sports, Commerce and Industry, STI, Agric and Natural Resources, Animal and Fisheries, Health , Women and social development, Organized private sector, NEDC
STI Code: HCD4	Access to Education	Ministry of Education	Ministries of Education, Poverty Alleviation. Youth and sports, Commerce and Industry, STI, Agric and Natural Resources, Animal and Fisheries, Health , Women and social development, Organized private sector, NEDC, Religious Affairs
STI Code: HCD5	Enrolment, retention and transition	Ministry of Education	State Universal Basic Education Board, Ministries of Education, Higher Education, Health, Women Affairs, Religious Affairs, Information and Justice
STI Code: LAG1	Cluster-based Agriculture Value Chains	Executive Governor, Ministry of Agriculture & Ministry of Animals	Ministries of Agriculture; Animal resources and Fisheries Development ; Trade Investment and Tourism; Science Technology and Innovation; Finance; Housing & Energy; Works; and Higher Education. Borno state University, Private sector Agriculture Industrialist; Water Resources
STI Code: H1	Human Resource for Health	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment
STI Code: H2	Health Infrastructure, Technologies, Supplies and Equipment	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment
STI Code: H3	Health Prevention, Promotion and Wellness	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, Traditional and religious institutions, HCs Religious affairs, Information, Education
STI Code: H4	Financing for Health	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, Traditional and religious institutions, Community leaders, HCs Religious affairs, Information, Education, Insurance operators
STI Code: H5	Health Information, Research & Development	Ministry of Health	Ministry of Health, Chief Executives of MoH parastatals, HCs Finance, Econ Planning, PS Budget, M&E, RRR, Water resources, Environment
STI Code: E1	Light-Up Borno	Ministry of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs, Min of Commerce Tourism and Industries, Min. of Science, Technology and Innovation. Eco-solution experts. Min of RRR, Min of Religious Affairs.
STI Code: E2	Plant Roots in Borno	Executive Governor & Ministry of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs and Min. of Agriculture, Min. of Science, Technology and Innovation, Min of Religious Affairs
STI Code: E3	Healthy Environment, Healthy Living	Min of Environment	Min. of Environment, Min of Information, Min of Education, Min of Women Affairs Min. of Agriculture, Min. of Commerce Tourism and Industries, Min. of Poverty Alleviation, Min. of Science, Technology and Innovation, Min. of Health, Min of Religious Affairs
STI Code: TB1	Regional Trade Eco-system	Min of Trade & Investment	Min of Trade, Investment Promotion, Min of Agriculture; Animal resources and Fisheries Development; Tourism; Science Technology and Innovation; Finance; Housing & Energy; Works; Higher Education, MRRR
STI Code: RRR1	Infrastructure development and livelihoods restoration and enhancement	MRRR	MRRR, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs
STI Code: RRR2	Sustainable thriving communities incentivized for the right behaviours.	MRRR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs, Ministry of communication
STI Code: PI1	Integrated connectivity for economic productivity	MRRR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs
STI Code: PI2	Improvement of access to clean water	MRRR	MRRR, Ministry of Environment, Ministry of Finance, Ministry of Works, Ministry of Health, Ministry of Education, Ministry of Women Affairs
STI Code: AG1	eGovernment	Min. of Science, Technology and Innovation,	Min. of Science, Technology and Innovation, Ministry of Finance, Ministry of communication, and all MDAs and LGAs to be involved as necessary
MDAs	Projects & Operational Activities aligned to the strategy	Commissioners & Boards	Commissioners, Permanent Secretaries, EXCO and institutional leaders and teams
LGAs	Projects & Operational Activities aligned to the strategy	Chairman & EXCO	LGA Executives, Management & Leaders, and teams
Partners	Projects & Operational Activities aligned to the strategy	Heads / Leaders/ Executives	Respective teams and partners



Our Borno. Our Success.

GOVERNANCE FOR EXECUTION

Success shall be determined by our individual and collective effort to execute with a sense of urgency and accountability. We are the drivers our success.

Governance for Execution

We shall adopt a governance model that ensures individually and collectively at MDA and Executive levels, that the execution of our strategic plans are managed as a continuous process.

1. The Execution Leader is accountable for the design, development and implementation of Strategic Transformation Initiatives. In this capacity, he/she must be authorised to set up purposeful project teams from the MDAs that form the Execution Team.
2. Execution Team MDAs has the responsibility to work as part of a cross-organisation team to execute and deliver the project. Together with the Execution Leader they are responsible for actions taken and results achieved.
3. Ministry of Budget and Planning is responsible for ensuring the State Budget is aligned to the strategy. Thus, it must work with each MDA, LGAs and the Executives to facilitate a transparent and accountable budgeting process.
4. The State's Medium-Term Expenditure Framework (MTEF) shall be developed in alignment to the strategy detailed herein. This will adopt a 3-year cycle.
5. A percentage of the state budget shall be set out as STRATEX (Strategy Expenditure) to implement approved STIs. This shall be considered as part of the resource allocation to strategic priorities.
6. Borno State Agency for the Coordination of Sustainable Development and Humanitarian Response in its role shall;
 - I. Support the design of the resource allocation model by Ministry of Budget and Planning to ensure alignment to the strategic priorities.
 - II. Work across MDAs to ensure the Commissioners, Permanent Secretaries and leaders of such institutions understand and involve the right people as project members in the Strategic Transformation Initiatives.
 - III. Foster strategic dialogues across the critical level of government and with MDAs & LGAs and Partners.
 - IV. Facilitate quarterly strategy review using a tiered-structure focused on addressing barriers to execution and issues at STI level, MDA level, and roll-up to Executive level.
 - V. Ensure timely performance review – through a robust Monitoring & Evaluation framework.
 - VI. Provide Technical Support to MDAs to Enable faster decision making on strategic issues with quarterly review.
 - VII. Create a dynamic process to test and adapt the strategy as well as track implementation and use of data for decision making
 - VIII. Support change management and provide quality assurance as necessary to the Execution Leaders and Teams.

Aligned Budget

Budgets shall support Strategic Transformation Initiatives, MDA projects designed to improve performance and operational activities that are aligned to the Budget.

We shall adopt a transparent and structured budgeting approach that creates focus on execution by ensuring adequate resources for each category of activities and actions that support the realisation of the strategy:

Strategic Transformation Initiatives (STIs)

A percentage of the budget shall be set out as STRATEX (Strategy Expenditure) for the approved STIs.

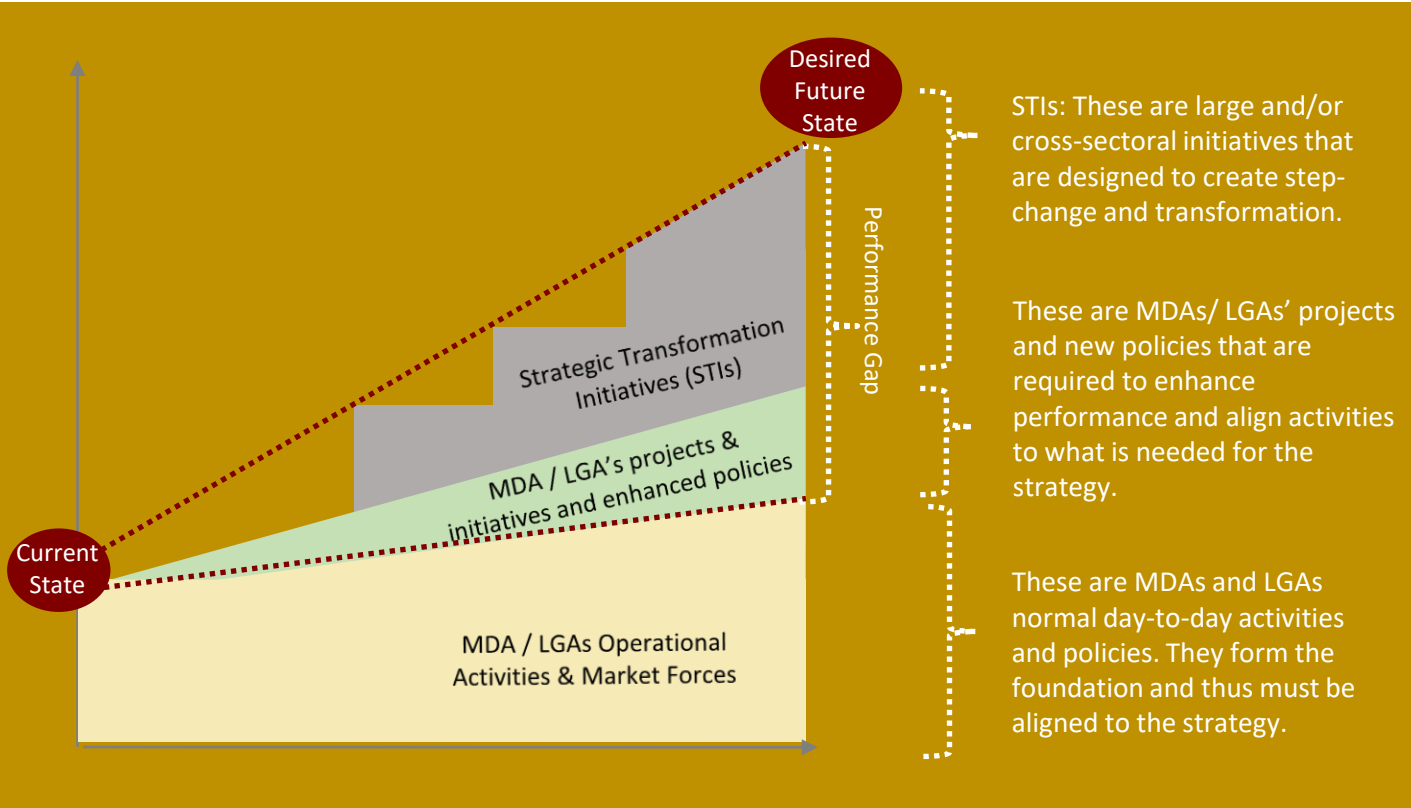
MDA projects and initiatives

Each institution shall clearly articulate the budget for its initiatives and projects that support the actualisation of the strategic objectives of the State. This shall form part of its normal budget.

MDA operational activities

The critical annual activities of the institutions shall be aligned to the strategy and the budget defined accordingly. This along with the budget for MDA’s projects and initiatives shall form part of its normal budget.

A transparent and performance driven approach shall be used in ensuring proper and accountable implementation of the budget.



Monitoring & Evaluation

We shall adopt and implement a robust Monitoring & Evaluation system to track progress and ensure decisions are informed by data and insights from performance.

Our achievements shall be reviewed against stated Measures of Success and targets

P1-M1: 80% of active population (in education, employed, entrepreneurs, community etc.)	P1-M3: Adult Literacy and Numeracy rate: 25% (2015) to 80% (2030)	P1-M5: % of lost youth (insurgency, drugs etc.): c40% (2015) to <10% (2030)
P1-M2: Education capacity (human, infrastructure, learning aids etc.) gap: <20% (2030)	P1-M4: Enrollment rate at all levels: <30% (2015) to >75% (2030)	P1-M6: % of female participation (in legislators, senior govt officials, managers and community leaders etc.): 30%
P2-M1: Food Security Index GFS score of 70.	P2-M4: 27.95 tonnes per person annual agriculture production. At least a 3.6% growth per annum.	P2-M6: Increase yield per kilogram per year: 50% crop, 50% eggs, 50% meat, 50% fish
P2-M2: Utilization of arable land Baseline – 17000ha, Target – 100,000ha	P2-M5: % of complex Agri/agro products and services vs basic: 50%	P2-M7: Share of Agriculture Intra-Regional Trade. Baseline- 3.85% national, target – 10%
P2-M3: No. of people employed in agriculture. Target – 2m		
P3-M1: 100% of the population have access to basic and affordable healthcare.	P3-M3: Critical healthcare professionals per capita: at least at par with Nigeria average	P3-M6: Under 5 mortality reduced to <25 per 1000 live births
P3-M2: Access to potable water source and sanitation: 100%	P3-M4: Maternal Mortality rate reduced to <70 per 100,000 live births	P3-M7: Index incidence of diseases (including NCD, Malaria, HIV, mental health etc.): Better than Nigeria Average
	P3-M5: Neonatal mortality reduced to <12 per 1000 live births	
P4-M1: Rate of desertification - Reduce desertification rate to net 1 Km/PA	P4-M3: Minimum Number of trees planted per person per year: 3	P4-M5: 60% of cities, towns and communities meeting Environmental standards
P4-M2: Number of trees per annum: 3m	P4-M4: At least 25% households with sustainable energy	P4-M6: 80% of the citizens are satisfied that the environment is sustainable and preserved for the future.
P5-M1. Share of Intra-Regional Trade: at least 20%	P5-M3: at least 80% of the working population gainfully employed and/or self employed.	P5-M6: Increase IGR to reduce dependency on FAAC allocation to less than 40% of State Budget.
P5-M2: Increase Borno State GDP by 10% annually	P5-M4. Triple average income per household	P5-M7: At least 70% of the population are living above national poverty line.
P5-M3: 43.08% industry production as share of GDP	P5-M5. Increase in per capita income to be at least at par with average top 15 States in Nigeria	

Our performance against these measures of success shall be communicated to motivate and mobilise our collective force to execute with a sense of urgency.

P6-M1: At least 50% of IDP successfully resettled by 2022 and no IDP camps by 2026

P6-M3: At least 80% of resettled individuals are productive within 1 year of settlement.

P6-M5: Inhabitants' HDI in community-integrated RRR programmes: Positive Trend

P6-M2: Average duration for Reconstruction of community homestead: <4 months

P6-M4: 75% reduction in security challenges

P7-M1: 70% of completed infrastructure projects for Economic Connectivity

P7-M3: At least 70% have access to portable water and sanitation

P7-M5: % Technology Connectivity Index at par with Nigerian top 15 States

P7-M2: At least 80% of projects are completed to budget, deadline and quality

P7-M4: 30% access to clean and sustainable power

P8-M1: Index: Citizens' satisfaction with Government's performance: >80% approval rating

P8-M4: Rate of bribery incidence (of government and security, police justice officials) vs. National level

P8-M7: At least 80% of Strategic Transformation Initiatives are started, resourced and operationalised with measurable benefits by the deadline.

P8-M2: Nigerian's perception of Borno as a destination for Business, Agriculture and Living Standard vs other Northern States.

P8-M5: 100% normalised governance index

P8-M3: Cost of Government per capita < than National Average.

P8-M6: At least 90% have access to timely legal justice

P8-M8: 100% of MDA's plans and budgets are aligned to the strategy.

P9-M1: Trend Incidence of insurgency

P9-M2: Citizens and Residence's perception of Borno as a Safe and Peaceful State



Borno State express its gratitude and thanks to the Developing Partners, Experts, Consultants, Private Sector leaders and Organisations that supported the development of this strategy and the 25-year development plan.

For more information, please contact:

The Office of the Governor, Borno State
and Borno State Agency for the Coordination of Sustainable Development and
Humanitarian Response

