



# REBUILDING THE NORTH EAST

A #BringBackOurGirls Options Note

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## **Abstract**

As the North East of Nigeria recovers from a protracted insurgency, a deliberate response to the humanitarian crisis becomes imperative. At the #BringBackOurGirls movement, we believe this response requires an aggregation of financial, human, technological and intellectual resources at such a scale that delivers the ultimate objective of creating a momentum of positive change and impact on the lives of the people. We present this Options Note as part of contributions to the rigorous analysis needed to arrive at the best modality for ensuring this. It reviews and assesses three response models and how well they can deliver on key metrics.

## A CASE FOR RECONSTRUCTING THE NORTH EAST REGION USING EXISTING AGENCIES. THE AMPLIFIED STATUS QUO APPROACH

**CONTEXT:** The current space for reconstruction of the North East is occupied by several initiatives that are trying to address different issues. These include the Presidential Committee on North-East Interventions (PCNI), Presidential Initiative for the North East (PINE), Victims' Support Fund (VSF), Safe School Initiative (SSI), the work of Ministries, Departments and Agencies such as NEMA, Commission for Refugees, Ministry for Women Affairs, Ministry of Education, the affected State Governments, etc. If this arrangement is to lead to successful reconstruction, rehabilitation, resettlement and reintegration of the North East, we believe greater political will, sincerity of purpose and an amplified sense of urgency is required. In this context, an amplified status quo will imply the coalescence of all the different interventions into a functional program with a defined end date of 10 to 20 years. This proposal presents a case for how it can be achieved.

1. **Objective and Results:** The objective of the current arrangement is to target specific intervention areas through each of the different vehicles. However, overlapping and sometimes unclear responsibilities have hindered progress. Results have so far been limited to interventions within IDP camps. Meanwhile, huge chunks of mobilized funds remain unutilized due to lack of a coordinated approach.

For this system to work, a projectized structure should be developed for the reconstruction of the North East. Ideally, a global program will be developed for the entire work in the North East, a sub-program under that for each intervention area (Critical Infrastructure, Education, Healthcare, Security, the Economy), and several projects designed under the sub-programs. Inputs to these projects can be drawn from the work and resources of the aforementioned initiatives.

2. **Diagnosing the key problems to solve: Data, Analysis and Empirical Evidence & scale of problem:** Currently, considerable data exists within each initiative and with the wider development community across Nigeria. These have however not been pooled into a data bank that is readily available from a single source. Consequently, critical analysis of the scale of the problem and the formulation of a cohesive response strategy continues to face bureaucratic bottlenecks.

This can be resolved through a program approach where targeted and deliberate effort is made to compile data as program assets for the North East. These can then be stratified according to intervention areas and form baselines for the projects. It is on the basis of these baselines and empirical evidence that priorities can be sequenced and ranked according to urgency of need. As the program progresses, these baselines (even though historical after a few years), lessons learned and other enterprise environmental factors generated from the interventions will form the basis for **determining and ranking new priorities**.

3. **Determining and ranking priorities:** See above.
4. **Mobilizing funding resources:** Current efforts at mobilizing funding have been reasonably successful for VSF and SSI but overall funding for reconstruction of the North East has been

unimpressive. At the heart of this has been the lack of a streamlined structure for managing resources. Development partners and donor countries have on their part pegged funding to the condition that such a structure is established.

With a projectized structure, funding needs become evident and create access to a wider pool of development finance sources. Public-Private Partnerships can be developed for specific projects that appeal to the private sector (both domestic and foreign), while Multilateral Development Banks and other specialized donors can target specific intervention areas through grants, concessional loans, etc.

5. **Mobilizing knowledge resources:** Reasonable resources were mobilized at different points and under different initiatives. However, these have not crystallized to a readily available knowledge source that can be pulled on demand. Again, the lack of a deliberate and sustainable resource management plan across MDAs and initiatives can be highlighted.

If status quo is to be successful, inclusive Resource Management Plans will have to be developed by the functional Project Management Office responsible for each intervention area. These PMOs will be constituted of representatives of each stakeholder that is critical to the work of the specific intervention area.

6. **Mobilizing internal and external Partnerships:** The initially immense will and enthusiasm of both internal and external partners to contribute to the reconstruction process seem to have declined. This however is a greater indicator of frustration at the lack of results than of a potential difficulty in mobilizing partnerships in future. Future partnerships will therefore depend on a streamlined structure with clear mandates, a results delivery framework and strong accountability matrix. A projectized structure produces these tools and processes.
7. **Assembling Human Resources and Capacities:** The existence of functional siloes in the current arrangement creates bottlenecks in inter-agency working relationships. This means, for example, that staff of NEMA and those of the VSF working on a rehabilitation project will see each other as rivals as opposed to team members. This situation becomes even more strained because they have to report to separate heads at the end of the day, week or month.

Under a projectized operating structure, all human resources report directly to the PMO in charge of the intervention area. This eliminates complex reporting lines and inter-agency rivalry during project design and implementation. Because projects pool resources and capacities on a needs basis, every assigned resource will be assessed for capacity to deliver immediately, or after some level of training. This eliminates waste and redundancy in the composition of staff while also presenting a clear picture of resourcing gaps at every point in time. These gaps can be filled through procurement based on make or buy decisions (where staff are hired on a full-time basis or responsibilities are outsourced). As a pre-condition for each intervention, it should be mandated that human resource is filled from within local communities IF THE LEVELS OF SKILL AND COMPETENCE EXIST INTERNALLY.

Resource and Procurement Management Plans will be developed as part of the structure, and eventually form the basis for future needs.

8. **Systems, Processes and Procedures:** Cumbersome systems and bureaucratic processes are the hallmarks of the current state of affairs. At the heart of this is the lack of a streamlined process flow with inbuilt accountability matrix, communication and stakeholder management plans, and a risk response strategy. Again, these are parts of established project management processes that result in a Project Governance Framework that defines matters such as organizational structures, risk response and communication systems, stakeholder relationships, success and acceptance criteria, etc.

A worthy addition to these systems and processes will be the adoption of a Problem Driven Iterative Adaptation (PDIA) Framework for tracking problems as they arise. Processes and tools such as Triple-A analyses, fishbone diagrams and search frames will identify problems, track causality, sequence causal factors according to existing change space, and deploy real life solutions during Monitoring and Evaluation.

9. **Speedy and Effective Execution:** Execution is rather slow, ineffective and inefficient at the moment. This points back to cumbersome processes and procedures that are built to strengthen bureaucracy as opposed to deliver services. Greater speed and efficiency of execution can only be achieved by reducing number of approvals and reporting lines. Project Management systems such as “Agile” or “Waterfall” allow for cross functional coordination of staff from different units or departments towards achieving the goals of particular projects.

For example, staff from ministries of Works, Education, and Youth can work on a Waterfall project to deliver education solutions to the North East region in the areas of Infrastructure, Content and Student Enrollment. All resources (from Works, Education, Youth, Safe School Initiative) will report solely to the head of the project for the entire duration of the intervention under such a structure.

A single reporting line eliminates bureaucratic bottlenecks while ensuring speed and synergy of execution. The Project Management Units designed for each intervention area will ensure this.

10. **Alignment and coordination:** Outputs of the Systems and Processes developed will address this. They include a

- Stakeholder Management Plan
- Communications Management Plan
- Resource Management Plan

11. **Mutual Accountability:** This will also be addressed by output from the Systems and Processes developed. They include

- Responsibility/Accountability Matrix
- Risk Management Plan

12. **Beneficiaries and Public Monitoring:** Monitoring and Evaluation presents exciting potentials for host communities in the areas of project ownership and job creation. Just as earlier conditions for human resource mobilization require use of locals in project execution, public buy-in and access to information should be entrenched. Moreover, endogenous monitoring tools like BudgIT's "*Tracka*" and CODE's "*Follow the Money*" continue to emerge thanks to a growing number of social entrepreneurs. These tools should provide access for public monitoring.

13. **Measurement and Evaluation for Results and Impact:** The practice of PDIA presents an excellent opportunity for evaluation of outcomes and impact thanks to its foundation on experiential learning in monitoring and evaluation. This new MeE model not only ensures continuous measurement of results, it promotes the adoption of "new/improved" solutions that adjust to current realities within the implementation process.

On the other hand, development partners and donor agencies can be handed a responsibility for monitoring and evaluation during the design of the Accountability Matrix. This eliminates bias, entrenches global best practice and reduces the burden on the public sector.

**CONCLUSION:** Should an amplified status quo be the option adopted for the work required in the North East, we believe this position paper provides a model that can help deliver success. It will strengthen human capacities within existing systems, promote specialization and result in the entrenchment of a new way of doing things within the Nigerian Public Sector.

## A CASE FOR ESTABLISHMENT OF THE NORTH EAST DEVELOPMENT COMMISSION AS PROPOSED BY THE NEDC BILL

**CONTEXT:** The demand for the establishment of the North East Development Commission (NEDC) is to enable the region have a dedicated and empowered organ of government saddled with singular responsibility of developing the region. This is with the view that all Federal government interventions such as Presidential Committee on North East Initiatives (PCNI), Safe School Initiatives (SSI), Victim's Support Fund (VSF), and other supports to FG from donor partners will be collapsed into the Commission, when established, to have clear, functional and linear administrative management of the Reconstruction, Rehabilitation, Resettlement and Reintegration (RRRR) of the North East region; targeted specifically at expediting a return to normalcy for the people by reconstructing communities, resettling IDPs, and providing alternative livelihoods as quick wins for economic revitalization. This submission advances suggestions on improving the prospects of success if the NEDC were to be selected as a viable option for rebuilding the North East of Nigeria (NEN).

1. **The commission should be result-oriented and people-focused:** If the North East Development Commission (NEDC) is to materialize through the current bill, then the functions of the Commission will determine its effectiveness. It must target real problems that will allow the people have certain degree of normal lives, and then improve on solving the issues that made the zone the worst in Nigeria, based on development indices.
  - a. If the objective of the commission is to address the issues of RRRR, then it must be targeted at the people.
  - b. Restore normal government structures and systems and ensure effective functioning of the systems.
  - c. Profile all the challenges, identify key solutions, and set milestones with timelines within which results must be achieved.
2. **Key problems for the commission to solve:** The commission should
  - a. Conduct a comprehensive survey and capture all affected communities and people, with accurate levels of devastation, and come up with verifiable data of all material and human losses.
  - b. Identify what existed prior to the insurgency, and damage caused by the effects of insurgency and occupation of territories by the insurgents.
  - c. Design different approaches to salvaging the problems and attach timelines and budgets.
  - d. Ensure community and critical stakeholder participation in analysing and documenting the problems to develop authenticated and verifiable data.
3. **Determine and ranking priorities:** The commission should focus on areas of topmost priority. These include
  - a. Improving security for all displaced persons in host communities and IDP camps, relocating and reintegrating them into their ancestral communities to start the rebuilding process.

- b. Restoring livelihoods, especially since the people are mostly peasant farmers and traders, by boosting agricultural support, opening roads and improving security for international and intra-state trades to resume. Roads and other transport infrastructure are critical in this sector. Blown up bridges and other affected roads need quick fixes for businesses to resume.
- c. Restoring water facilities by embarking on massive water supply projects through synergy between the Commission and Federal Government agencies with mandates to deliver access to water.
- d. Restoring child education, nutrition, well-being and support for women's health.

#### **4. Mobilising funding of the commission:**

- a. Available funding in the 2016 appropriation act for the rebuilding of the North East should be identified, aggregated and deployed to the Commission from the relevant Federal Government Ministries, Departments and Agencies for coordinated delivery.
- b. Funding from the several Federal Government initiatives targeted at the North East should be deployed to the Commission for proper monitoring and accountability.
- c. Areas of critical funding deficit should be identified and deliberately promoted for partnerships with International Donor Agencies and Development Partners.
- d. The commission shall quickly identify viable areas for investments and source for private partners to venture in and create business and employment for the youth.

#### **5. Mobilising knowledge resources:**

- a. The commission should be headed by competent and credible personalities who are result-oriented and focus strictly on areas identified for quick fixes, quick wins and systematically follow the designed intervention plans of RRRR.
- b. Resource persons to manage the commission should include experts and have considerable development knowledge regardless of which region they come from. This is central to getting results in line with global best practice of post-conflict rebuilding strategies.
- c. At the heart of the human resource should be staff with the ability to be fair, build trust, balance resources, and above all are accountable. The three Cs (competence, character, and capacity) matter.

#### **6. Mobilising internal and external resources:**

- a. The Commission should have an open mandate and broad enough powers to source for funding to meet up with the enormous financial challenges of rebuilding the North East.
- b. Partner with multinationals and developed nations who will want to assist through organs of government like the Commission.
- c. Design means of raising funds via channels that are authorized to fast track development funding.

- d. Identify substitutes, like volunteering, and other material donations that may not necessarily be financial, but will still deliver results in attaining development of the region and the people.

**7. Assembling Human Resources and Capacities:**

- a. The commission must work with result-oriented persons, especially those with development knowledge in post conflict rebuilding.
- b. NGOs, CBOs, FBOs that are critical within the communities that could mobilize for citizens' action will be great additions for fast tracking the work.
- c. Staffing should not be usual "food for the boys" approach for politicians but pro-people.

**8. Systems, Processes and Procedures:**

- a. The operational system of the commission should be free from normal bureaucracy and ensure that timeline is attached to every project with available funding.
- b. Performance must be result-based, and a simplified process of initiation and execution should be adopted so that all procedures associated with projects and programmes are seamless.

**9. Accountability/Beneficiaries and public monitoring:**

- a. The commission should have open governance in procurement and financing of all projects and programmes.
- b. Community participation in monitoring will ensure accountability.
- c. The commission should be open to project monitoring and evaluation by development partners to ensure funds are properly utilized and tracked.
- d. Details of projects and programmes should be in the public domain before execution so that communities/beneficiaries can monitor implementation.

**CONCLUSION:** Should the establishment of a North East Development Commission be the preferred vehicle for pursuing the reconstruction of the North East, we believe adopting the guides highlighted in this position paper and an adherence to sincerity of purpose will boost the prospects of success.

## **A CASE FOR RECONSTRUCTING THE NORTH EAST REGION USING A NORTH-EAST MULTI-DONOR TRUST FUND MECHANISM.**

**CONTEXT:** The North East of Nigeria is gradually coming out of a protracted period of terrorist onslaught and other socio- political and economic crises that has resulted in the destabilization of that region. It needs speedy and result focused global intervention to prevent low equilibrium stagnation that can trigger many more cycles of violent conflict and relapse. An estimated 2 million people have been displaced and considerable damage was caused to the physical and social infrastructure. In the world of development, it is usually the case that communities, regions, or countries coming out of violence and conflict face an urgent need to commence reconstruction that require massive resource investment. Usually, to tackle the problems of resource constraints, countries need to mobilize all possible sources of domestic and external support to enable their governments embark on the rebuilding necessary. Resource constraints often go beyond financial to knowledge, capacities, and partnerships. By widening the range of stakeholders that cooperate in the rebuilding process, the objective can be achieved better and faster. Even more important is harmonizing and agreeing to the flexibility required in the use of national and donor systems to channel funding, and ideas that will solve the problems of reconstruction fast enough to bring positive change to the people and their communities. This proposal advances the global mechanism of a Multi-Donor Trust Fund as the best option to achieve reconstruction of the North East of Nigeria (NEN).

### **WHAT IS A MULTI-DONOR TRUST FUND MECHANISM (MDTF)?**

The MDTF mechanism is a pooled funding approach through which cooperative stakeholders - countries, bilateral and multilateral partners -- combine their resources to solve urgent problems especially associated with post- conflict contexts. MDTFs are usually "large in scale and designed to support a clearly defined programmatic purpose and results framework based on a shared theory of change." It is considered one of the most effective, flexible, responsive and innovative ways to deliver post conflict reconstruction, on the premise the primary thing that such communities and people need are SPEEDY and SCALED interventions that will help restore orderliness, stability, progress, prosperity and help them avoid a relapse to destabilization. MDTFs in post-crisis situations have in fact been found to be "important instruments for resource mobilization, policy dialogue, and risk and information management" - which are the principal determinants of how solid and fast a reconstruction can turn out.

1. **Objectives and Results:** To reconstruct communities, regions and restore livelihoods to people who have suffered tragedy of destruction and displacement arising from Violence and Conflict, the Objective and Results must a priori be stated with clarity. This is in order to ensure that all the needs of reconstruction, rehabilitation, resettlement and reintegration are properly identified and interconnected at the very beginning. It is in so doing that objectives can be properly linked to programs and programs properly linked to resources and resources properly linked to results. MDTFs have a track record of fulfilling this clarity of Objective and Results over the decades and in many countries where it was deployed for post conflict reconstruction. In the North East our national objective can simply be expressed as "ensuring that the region is fully reconstructed for security, social and economic stabilization of our communities and people and build public and business confidence for the creation of quality jobs especially for young people".

2. **Diagnosing the key problems to solve: Data, Analysis and Empirical Evidence & scale of problem:** One distinctive feature of the MDTF mechanism is that it follows the analytical and empirical evidence based approach in solving problems of humanitarian and development interventions such as we wish to do in the North East of Nigeria. Assessing the types and scale of problems that will be solved through reconstruction is core to optimization of scarce resources. Simply put, the best way to ensure value-for-money during reconstruction is to know the true nature of the most important problems, the best ways to and the sequence for solving them. The United Nations and the World Bank are the major development partners that work with countries to lead the needs assessment efforts. With a rich gathering of data, needs assessments help to define and identify the basic, infrastructural, institutional and policy needs; the deficits that make fulfilling the identified needs challenging as well as the domestic and external resources necessary for meeting the gaps. The repository of relevant studies by both Nigeria and the partner institutions would form a strong analytical feeder for the needs assessment process in the North East. It means that we will not be solving symptoms but addressing the root causes of the identified deficits and challenges.
3. **Determining and ranking Priorities:** The benefit of a data anchored needs assessment process that is co-led by our country and the two key development partners and involving other bilateral partners at the outset is that it makes ranking of priorities considerably easier. Whereas in other frameworks that are sometimes used to deliver post-conflict reconstruction, prioritizing ends up muddled leading to poor design and execution of interventions, with MDTF mechanism, there is incentive for all stakeholders to ensure evidence based choices that would achieve the envisaged change faster. Nigeria will of course lead its partners in the discussion of priorities and that would mean communities, local, state and federal levels of government using informed analysis to rank priorities that could include, the implementation of collective reparation programmes; demining, signage and education in mine-affected and at-risk municipalities; improvements in social and economic infrastructure, rebuilding schools and health facilities, local employment generation opportunities; raising agriculture productivity and food security; strengthening of the police and other support to agencies that address gender violence, access to justice, strengthen local government capacities, manage social conflicts and promote education for peace, focusing on the most conflict-affected areas while promoting community participation.
4. **Mobilizing funding resources:** Multiple donors and in the case proposed for the North East MDTF (NE-MDTF), shall be led by the Government of Nigeria, to pool individual resources together into a common basket in order to jointly address agreed reconstruction priorities. By pooling resources into one fund together with multiple partners with a common agenda to reconstruct the North East, the Government of Nigeria will achieve economies of scale. Such economies of scale will reduce the transaction cost that it would otherwise incur trying to work with all manner of partners individually. The ability of our Government to leverage every Naira of resources it invests into the fund means that it can achieve resource scale up by a factor of 3-4 as studies have proven. This is one of the key reasons for the popularity of MDTFs.

The strong argument for a NE-MDTF lies in the fact that it has more prospect of rallying as many partners to the table as the other two reconstruction options. Why so? It is because MDTFs are naturally designed to persuade several stakeholders (domestic and external but the latter even more so) that their money will yield better and more results if it co-mingles with resources from other contributors to the pool. Our Federal Government which is the proposed primary driver of the NE-MDTF would have to first utilize the NEC with Governors to launch the fund mobilization process. Consider a FGN that is armed with an Economic Studies note that factually shows to all its constituent parts, the aggregate benefit to the whole, of a reconstructed North East region. Consider the consensus that will emerge from such a process in which the other five regions see analytical and empirical proof that it is beneficial for them both broadly and individually to co-invest in the North East rebuilding program.

Once the local pooling is achieved through an agreement by all constituent parts to a decade long "ring fenced" federal budgetary allocation of a "determined sum" (using the needs assessment as guide) then the States of the North East must align with their own "ring fenced" budgetary contribution. Such internal fund mobilization closure serves as a trigger for external partner's pledges that sync with the dedicated resources of the federal and North East state governments. The Internationally-led Donor Roundtable becomes the NE-MDTF's vehicle for aligning domestic to external pool of resources.

5. **Mobilizing knowledge resources:** In the world of Development, most financial contribution by partners to post conflict reconstruction are accompanied by knowledge resources. MDTF donors- whether the United Nation and its agencies, international financial institutions like the World Bank and the African Development Bank (AfDB), the International Monetary Fund (IMF) or bilateral government partners almost always pool not just finance but their own area of comparative strength in knowledge production. The unique "How To" of each partner often demarcates areas of specialized knowledge that they can contribute to reconstruction, thereby helping achieve some level of effective "division of labour".
6. **Mobilizing internal and external Partnerships:** The primary driver of the MDTF, in our case, the Federal Government designs a strategic document that maps potential partners of reconstruction and understand their incentive for joining the pool. It then engages in a series of customized strategic partnership dialogues to persuade their commitment to the Reconstruction program.
7. **Assembling Human Resources and Capacities:** The quality of technical, managerial and administrative skills that the MDTF can assemble will to a large extent determine the efficiency and effectiveness of the reconstruction. The flexibility rules for instant deployment of capacities from within government and hiring of project managers for specific tasks ensures that the right skills are in place and adequately led by top professionally recruited persons to deliver goals within set timelines, both within and across the Reconstruction priorities.

8. **Systems, Processes and Procedures:** MDTF mechanisms are usually designed with the intention of ensuring adaptation of existing systems of both the country and its partners, as well as rapid response in processes and procedures. Considering that the principal objective is speedy reconstruction of lives and communities that have survived conflict, efficiency and effectiveness are mandatory in the way decisions are made across the chains of the Fund. By establishing an effective Steering Committee that is supported by a Technical and Administrative Committee and Secretariat, the MDTF has a Structure that operates organically and is yet not tied down in bureaucracy.
9. **Speedy and Effective Execution:** The technical capacities hired to reflect Reconstruction Program and Project Priorities are organized, given structure as the Execution Team for NEN. The leader of the team will be a respected leader in Reconstruction effort with a record of results in previous publicly acclaimed responsibility. The first task of the Execution team is to design a Rapid Response Strategy -RRS - for program and project execution. The key government departments in the federal and state civil service like relevant sector ministries, Bureau of Public Procurement, Ministry of Budget and Planning, Ministry of Finance and the Office of the Accountant General are important to the agreement of the RRS. Once designed, discussed, negotiated and adopted, it becomes sine qua non for achieving the milestone objectives and deliver different components of the Reconstruction priorities within timeline. A RRS usually requires reformatting the usual procurement guidelines to reflect the nature of the speedy timeline required to deliver projects without trading off quality and value for money. It is the role of the leader of the Execution Team to work with the Administrative head of the MDTF secretariat who would have been recruited for their demonstrable organizational and political clout in ensuring alignment and coordination by all partners involved in task deliverables across the program.
10. **Setting Timelines and Milestones:** The timelines for project commencement and completion are defined as a function of the ranking of the MDTF's prioritizing. The knowledge and competencies available within the pooled resources where properly deployed to each task help to ensure that unreasonable timelines are not set and that slacks, inertia and delays are avoided.
11. **Mutual Accountability:** The concept of mutual accountability is that in a partnership and peer support that an MDTF engenders, it is extremely beneficial for parties to the cooperative and collaborative pooling approach to define the rules of accountability that will govern their activities. The Government of Nigeria and all partners who sign on to the MDTF would have clear responsibilities that are easy to account for. By having accountability matrices that are collectively agreed, the recipient of support and those who provide them have clarity of expectations from one another. This has usually been found as a good instrument for ensuring that commitment does not wane among the partners when the Reconstruction program after the high visibility political stages of pledging support is over and the real work of delivery commences.
12. **Beneficiaries and Public Monitoring:** The role of Civil Society as represented by both direct Reconstruction beneficiaries of the communities in the NEN as well as the larger interested Nigerian and foreign public represent the Demand Side pressure for accountability and

results. Usually, the MDTF mechanism is intentional in encouraging the emergence of strong citizens' voices especially among direct beneficiaries as it could become the most effective safeguard against poor management and governance more broadly of resources and project delivery timelines. As strong voices grow and citizens coalesce and learn to engage authorities in demanding accountability and good governance, agenda setting within the local community becomes less opaque and hidden from public debates. Considering that countries where citizens' voices are strong in demanding transparency and accountability not only rank high on the resilience and social inclusion but in overall economic performance, NEN would benefit from an approach that empowers citizens to demand for good governance and results.

13. **Measurement and Evaluation for Results and Impact:** If there is one overarching goal for a special intervention in the NEN, it is for there to be such rate of change in the post violence conditions that actually make a positive difference in the lives of the people of that region who have suffered innumerable anguish in the last decade or so. Measuring impact will offer the MDTF, the appropriate tools for easily monitoring and measuring the difference it makes as a result of its Reconstruction work, including to people it affects directly, people who are affected indirectly and the wider effects such as on government policy. In the program and project plan international stages, the MDTF integrates M&E as a structural part of the entire program. It would identify how to measure results and impact, how to collect information that helps with the measurement, how to make sense of the information, how to communicate the information and learn from it and how often all these happen.

**CONCLUSION:** Should Nigeria wish to have the North East rebuilt in record time and with the concrete resource-backed solidarity of the world then learning more about this mode of delivery of ambitious Reconstruction would be appropriate. A country-led MDTF by Nigeria would in fact be an innovation since until now, it was usually the partners of countries – United Nations or the World Bank that lead other MDTFs like the ones used or in use for post conflict reconstruction work in places like East Timor, Northern Uganda, South Sudan and even Afghanistan.