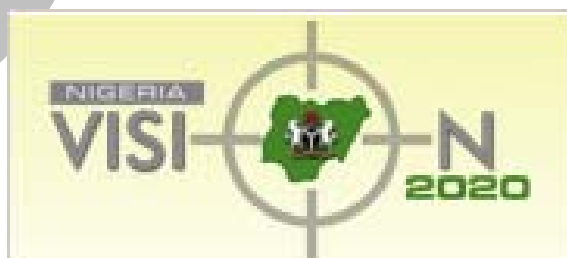




Nigeria Vision 20: 2020

The First National Implementation Plan (2010 – 2013)

Volume III: Sectoral Plans and Programmes



May 2010



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The Volume III of the Plan, is divided into three Parts. Parts I and II contain two thematic areas: Governance and General Administration and Regional/Geo-Political Zones Development, while the Part III, features the States' Investment Plans. Altogether, a total of 21 States out of 36, have submitted their respective Plans, in line with the guidelines provided by the National Planning Commission. This, implies that the sub-national investment plans captured in the document, as at date, is not a reflection of the estimated total investments by all the State Governments during the Plan period. In this respect, the National Planning Commission, will continue to update this portion of the Plan, as more States submit their Plans. However, this will be within the stipulated time frame for final production of the Plan. It is also important to state clearly that investment, at the Local Government level, which is the third tier of governance, has not been captured. This is due to the capacity gaps at the local government level to formulate Plans. Efforts will be made to support and encourage all Local Governments, to develop their respective investment Plans. When the sub-national Governments' investment Plans are fully integrated into the Plan, it will give a holistic view of the public sector investment and expenditure patterns in Nigeria. The highlight of the three parts contained in volume III, is presented below:

Part I, covers the Governance and General Administration thematic area, and contains 7 sectoral chapters, which include; Justice and Judiciary; Legislature; Anti-Corruption; Public Service; Business Environment and Competitiveness; Corporate Governance; Security and Civil Defence; Media and Communication. These are crucial enablers for the successful performance of the economy.

Part II, the Regional Development/ Geo-Political Zone Development, thematic area, covers four sectors. These are, Regional Development; Niger Delta Region Development, Federal Capital Territory, Environment and Water Supply and Sanitation. It also integrates the development of the rural economy as well as States Plans. These sectors, are critical for balanced and sustainable development, as well as, social equity.

Part III, contains the State Governments Investment Plans for the Plan period. It captures the complimentary efforts of the sub-national Governments to the achievement of the nation's Vision. The programmes have been articulated by the States, in relation to their needs and peculiarities. It is important to note that the figures, therein, have not been integrated with the national estimate, presented in the first volume.



PART I: GOVERNANCE and GENERAL ADMINISTRATION

THRUST

IMPROVING GOVERNANCE, SECURITY, LAW AND ORDER AND ENGENDERING SOCIAL HARMONY AND CONDUCIVE BUSINESS ENVIRONMENT FOR GROWING THE ECONOMY

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Chapter 1: Governance and Political System (Presidency)

Introduction

The proposed total investment for General Administration (Presidency) is N283.474 billion. The breakdown is reflected at the end of this chapter. Nigeria's inability to tackle decisively most of her development challenges, including pervasive poverty, unemployment, high crime rate and deplorable state of infrastructure, among others has been largely attributed to bad governance. The Economic Transformation Blueprint, fully recognizes the crucial position and the dominant influence of politics, and political issues in the management of the nation's affairs over the years. Achieving the nation's vision will require concerted efforts to address governance issues. In this respect, the policy direction during the 1st NIP will focus on instituting a system of governance that is transparent, accountable, gives voice to the people and guarantees their welfare, for sustainable national development. The key elements will be as follows:

- A workable federal structure that gives each tier of government the autonomy and resources to perform its function, while promoting cooperation and coordination among them in the interest of common national development goals;
- A political culture that discourages the politics of sectionalism and puts emphasis on policies and programmes rather than on patronage and clientism;
- An efficient and effective bureaucracy with the integrity, self respect and confidence to carry out proper intentions of government fairly and expeditiously;
- Strengthening the Due Process mechanism to ensure value for money;
- The restoration of transparency and accountability.

Situation Analysis

After 49 years of independence, Nigeria has continued to face major challenges in organising elections. The country recognizes that free and fair elections are the most fundamental irreducible qualification for a democratic system. With ten years of democratic governance, the nation is still recovering from long years of military dominance. Internal democracy is yet to be fully entrenched in the political parties. The process for selection of party candidates is far from being transparent while the political elites are still firmly entrenched in the political and democratic structures thereby excluding majority of eligible citizens from meaningful political participation. Considerable inroads have been made in improving the various aspects of the workings of Nigeria's political system since 1999 with the adoption of some reforms and initiatives, which include:

- Reform of the Civil Service
- Combating corruption
- The Seven Point Agenda
- Executive Reform Bills (including the Electoral Reform and Regulation of Political Parties among others). These bills are already submitted for consideration by the National Assembly.

The bane of Nigeria's socio-economic and political challenges appears to revolve around the numerous contradictions in the conduct of politics, particularly in the areas of gross violations of agreed norms, rules and regulations.



Policy Thrusts

The policy thrusts of the Governance and Political Systems sector are:

- Developing and institutionalizing a stable and functional democracy where the rights of the citizens to determine their leaders are guaranteed, and the resources of the state are deployed strictly for the benefit of all citizens.
- Evolving and sustaining a peaceful, equitable, harmonious and just society where every citizen has a strong sense of national identity and belonging, is truly valued by the state and is adequately empowered and motivated to contribute to the task of nation building.
- Correcting the weaknesses of the revenue mobilization and allocation mechanism (towards achieving a paradigm shift from “sharing the cake” to “baking the cake”)
- Deepening the reforms in the social sector, and extending reforms to sub-national levels

Objectives, Strategies and Targets: In order to address these challenges the following objectives, strategies and targets will be pursued during the plan period.

Objective 1:

Establish a system of governance in which the citizens are free and able to democratically choose their leaders through credible and fair electoral processes.

This objective is intended to give fair opportunity to all citizens to participate in governance. To ensure that leaders are not imposed, this must start from the party level.

Strategies: Strategies to achieve this objective include:

- Mobilization and sensitization of citizens at the grassroots level in order to protect and preserve their voting rights;
- Promote and protect the voting rights of the citizens through clear delineation of polling boots, development of credible voters register and guaranteeing the security of life and property

Targets: Educating Nigerians on the civic responsibilities;

- Raise public confidence that the 2011 elections will be free and fair to 80 percent by end of 2010
- Improve Nigeria’s rating on Voice and Accountability from 32 to 59 by 2013 (World Bank Institute’s Governance Indicators).¹
- Attain financial autonomy and political independence of the Independent National Electoral Commission (INEC) by 2011;

Objective 2:

Adhere to the principles of separation of powers among all tiers of government in relation to functions, responsibilities and resource allocation such that they operate coherently and independent of one another.



This objective is aimed at ensuring that all tiers of government are provided with the required resources to effectively perform their functions independent of one another. This is more important at the Local Government level, where undue interference of the States in the disbursement of allocated funds needs to be curbed.

Strategies: Strategies to achieve this objective are to:

- Sustain the publication of Federation account allocations to the Federal, States and Local Governments and empower Nigerians to demand for transparency and accountability at all levels of governance.
- Attract the right caliber of persons into Local Government positions combined with the institution of stiff penalties for States that fail to allow autonomy of Local Councils.
- Ensure strict adherence to the separation of powers among the three tiers of Government from 2010.

Targets:

- Review the relationship between States and Local Governments to ensure greater autonomy and protection of the latter in both operational and fiscal terms from 2010;
- Realign existing resource allocation system with constitutional functions and responsibilities of all tiers of Government in accordance with the Fiscal Responsibility Act from 2010;
- Strengthen governance capacity at all levels from 2010;
- Improve Nigeria's rating on Government Effectiveness from 15 to 53 by 2013 (World Bank Institute's Governance Indicators)

Objective 3:

Institutionalize an accountability framework which enables government to benchmark its effectiveness and allows citizens to monitor government performance.

The failure of government to publish performance records in the past has been largely responsible for the high level of corruption in the country. During the plan period government will make concerted effort to publish annual score cards and to benchmark itself against global best practice.

Strategies: The strategies that will be employed to achieve this objective include to:

- Complete the on-going Public Service Reform.
- Institute a performance management system for elected and appointed political officers as well as Civil Servants.
- Introduce performance contract in the Public Service
- Create nation-wide awareness
- Establish a national integrated monitoring and evaluation systems and ensure regular production of the annual country reports by the National Planning Commission



Targets

- Achieve high confidence level of more than 80 per cent that there is adequate separation of powers in Nigeria.
- Publish mid-year and annual country report 2011 – 2013
- Establish a performance management framework for public officers from 2010 benchmarked against global best practice;
- Raise confidence level in Public Service delivery to 80 per cent
- Enforce the spirit of accountability in public officials and authorities in the discharge of their functions by instituting 360 degree appraisal system amongst public officers from 2010.

Objective 4:

Establish minimum requirements for the registration of political parties including an ideology driven political party system that ensures internal democracy, an enlightened cadre, and constructive opposition.

This is intended to reduce the proliferation of parties that cannot stand the test of time and encourage re-grouping of parties along well conceived ideological lines. The ideology-driven system should attract the enlightened cadre and thus foster constructive opposition as it is done in well developed democracies.

Strategies: The strategies to be employed will include to:

- Mandate political parties to articulate their ideological positions by 2010;
- Encourage the fusion of political parties along ideological lines from 2010;
- Regulate the activities of political parties to ensure internal democratic practices and check the jettisoning of popular mandates by elected officers which is to ensure healthy rivalry amongst political aspirants from 2010;
- Institutionalize an effective and fair process for registration and de-registration of political parties in INEC from 2010;

Targets

- Achieve 80 per cent public confidence level in the political system.

Objective 5:

Remove all obstacles that hinder effective participation of civil society groups in governance.

Civil society groups and the Development Partners, have been known all over the world to enhance democratic practices. The objective is to harness the growing impact of Civil Society and Development Partners, to institutionalise democratic governance.

Strategies: The strategies that will be employed to achieve this objective include to:

- Support CSOs to get involved in advocacy, budget tracking and project monitoring at all levels of government.



- Encourage CSOs to partner with experienced and globally recognized institutions that have developed effective monitoring and tracking systems for government performance from 2010.

Targets:

- Achieve 80 per cent public confidence level that CSOs are effectively partnering with Government in Monitoring and tracking public sector performance
- Initiate relevant legislation by 2010/2011 that will compel governments at all levels to engage CSOs in governance.
- Establish a 'special fund' for supporting the Local CSOs before 2011.

Objective 6:

Create an enabling environment for effective and proper participation of women in democratic governance (on the basis of enhanced opportunities for women), including election and appointment into political offices at all levels.

This is aimed at consolidating on the gains achieved in the past five years, and further enforce the affirmative action which stipulates that not less than 30 per cent of the top political positions be given to women.

Strategies

- Remove current financial and other obstacles for inclusive, participatory, gender-fair and gender balanced democratic system of governance;
- Provide mentorship opportunities for women political aspirants to equip them for effective participation in politics and good governance;
- Ensure enhanced opportunities for participation of women in governance;
- Encourage early exposure of women to active participation in politics and governance at all formal educational levels

Targets

- Increase the percentage of women in appointee positions by 10 per cent annually;

Objective 7:

Create a new generation of Nigerians who will take interest in the public service, imbibe basic democratic values and formal rules of proper behaviour from infancy.

The objective is aimed at entrenching democratic values in Nigerian children and youths to the extent that by the time they become adults, democratic principles are not alien to them but part of their daily lives.



Strategies:

- Fully integrate democratic values and principles into the academic and non-academic curriculum of the schools and academic institutions, at the primary, secondary and tertiary levels.

Targets:

- Review existing curriculum for tertiary and non-tertiary education on the study of government to include political and civic education from 2011;
- Entrench democratic principles and values in the non-academic curriculum of all educational institutions as from 2011;
- Complete the integration of courses on civics, democracy, constitution and constitutionalism by 2013 for students' at all educational levels;

Objective 8:

Articulate a new ethos of patriotism and the pursuit of the public good as the main purpose of governance and participation in public office.

The main aim of this objective is to ensure that patriotism is developed and imbibed by all citizenry.

Strategies: The strategies that will be employed to achieve this objective are:

- Formulation of policies aimed at attitudinal re-orientation, and improvement in quality of service delivery
- The institution and enforcement of stiffer penalties for the abuse of public office by 2010;
- Amendment of the Constitution to bring about the creation of Special Courts for fast tracking and dedicated trial of governance offences;
- Establish an enabling environment for political, physical, economic and cultural, development through the formulation and implementation of appropriate policies and programmes.
- Ensure the adoption of appropriate policies and programmes that will lead to the achievement of the Vision
- Ensure that the development process is participatory and inclusive through structured interaction. Sovereignty resides in the people. It is they and their interest that matter. Governance is about ensuring that they are well served in every sphere, all the time.

Targets

- Raise public confidence on the political system by 80 per cent
- Attain top 60th position amongst least corrupt countries by 2013.
- Ensure that more than 75 per cent of registered voters vote in the 2011 elections



Sectoral Priorities

1. Accelerate action on Electoral Reform Bill by the National Assembly.

The Electoral Reform Bill should be passed by the National Assembly before October 2010. The Bill should:

- Incorporate financial autonomy,
- Make a provision that the appointment and termination of INEC Chairman, should be done by a neutral body*;
- Strengthen the powers and independence of INEC to enable it effectively perform its duty
- Ensure the entrenchment of internal democratic practices within political parties;
- Provide for severe penalties and sanctions as a deterrent to all forms of electoral malpractices
- Outline the procedure for appointment of credible election officers and
- Education and empowerment of constituents for electoral vigilance.

2. Amend Constitution in the following areas:

- Removal of immunity from Chief Executives at all levels of government for all charges relating to high crimes including murder and/or the sponsorship or organizing of thuggery activities and financial crimes.
- Incumbent office holders – political as well as appointed, to step aside without losing their office (i.e., go on suspension within a defined period) in the case of very heavy accusations of serious misdemeanor against them.
- Review the resource allocation formula and the items on the exclusive and concurrent lists.
- Prohibit cross carpeting with a sanction of loss of office.
- Provide for the creation of special courts to fast-track dedicated trial of governance offences.

3. Enact an implementation of the following legislations:

- NV20:2020 National Implementation Agency Act
- Development and Project Continuity Act

4. Full Implementation of the Fiscal Responsibility Act:

The provisions of the Fiscal Responsibility act will be fully implemented such that all levels of government at the national, state and local council levels are able to function effectively and independently but in a collaborative and cooperative manner that ensures that national development aspirations are not compromised at any quarter. This is quite important at the State level, where State Governments control and influence the disbursement of local council funds. Government will enforce the law preventing the States from diverting the resources of local governments with effect from 2010

5. Review the Bureau of Public Procurement (BPP) Act:

This review is to restore and enhance transparency and standardization in the public procurement process.



6. Amend Due Process Legislation:

The right of the legislature to determine its own allowances will be removed, to curb its abuse.

7. Enact the Freedom of Information Act:

The Freedom of Information Act when passed will promote public access to official information. Public Officers will be compelled to observe the rule of asset declaration.

8. Educate and empower constituents for electoral vigilance:

The National Orientation Agency in partnership with internationally acclaimed and experienced Civil Society Organizations will design locally adapted campaign, which will be presented at every local council in a manner that it is understood by the constituents at the grassroots level. The purpose of the campaign is to educate and empower constituents for electoral vigilance. Mass media including radio, television, and print will be employed to cover cities and towns while physical presentation will be made in the villages, using the opinion leaders.

9. Institutionalize an Accountability Framework:

- This framework should enable government to benchmark its effectiveness and allow citizens to monitor government performance. It includes:
- The establishment of a performance management framework for public officers
- Improvement of the capacity of Civil Society Organizations to monitor and publicize survey results on government performance and effectiveness.
- Enhance the capacity of the Public Complaints Commission to undertake their mandate effectively.

10. Establishment of an ideology-driven political party system:

This involves the following initiatives:

- Mandate political parties to articulate their ideological positions by 2010
- Encourage the fusion of political parties along ideological lines.
- Ensuring that Independent National Electoral Commission will mandate intending political parties to present acceptable manifestoes as a pre-condition for registration.

Table 1: Proposed Action for Governance Sector (2010 – 2013)

SN	Proposed Action	Implementing Agency
1	Review existing Electoral reform Bill to reflect the following:	Presidency
	a) Financial autonomy of INEC	
	b) Use of collegiate of representatives of each political party for the appointment and termination of INEC Chairman	
	c) Strengthen the powers of INEC to effectively perform its function	
	d) Ensure the entrenchment of internal democratic practices within the political parties	
	e) Provide severe penalties and sanctions as a deterrent to all forms of electoral malpractices	
	f) Appoint credible election officers	
2	Present and fast track the passage of the revised electoral bill by the National Assembly	Presidential Committee on Electoral Reforms
3	Initiate process of constitutional amendment along	Law Reform Commission in collaboration with the Revenue Mobilization Allocation and Fiscal Commission
	a) Removal of immunity from chief executives at all levels of government for all charges relating to high crimes including murder and/or the sponsorship or organizing of thuggery activities and financial crimes.	

	b) Incumbent office holders – political as well as appointed to step aside without losing their office (i.e., go on suspension within a defined period) in the case of very heavy accusations of serious misdemeanor against them.	
	c) Review the resource allocation formula and the items on the exclusive and concurrent lists.	
	d) Prohibit cross carpeting with a sanction of loss of office.	
	e) Provide for the creation of special courts for fast-tracking and dedicated trial of governance offences.	
	f) Amend the 1999 Constitution to change status of legislators from full-time to part-time by February 2011.	
	g) Amend the 1999 Constitution to provide a maximum two-term limit for all legislators by February 2011.	Refer to legislature chapter
4	Present constitutional amendment for required readings and debates	National Assembly
5	Conduct public hearings on the constitutional amendment	National Assembly
6	Conduct final voting on the constitutional amendment and secure two-thirds of 36 states to agree on the amendment	National Assembly
7	Conduct an awareness program exposing the details of the provisions of the Fiscal Responsibility Act to all public officers	Federal Ministry of Finance
8	Prosecute officers not compliant with the Fiscal Responsibility Act	Accountant – General/ Ministry of Justice
9	Initiate the enactment of the following legislations:	National Planning Commission

	a) NV20:2020 National Implementation Plan Act b) Development and Project Continuity Act	
10	Present legislations in (item 9) for required readings and debates; conduct public hearings and final voting	National Assembly Committee on National Planning
11	Organise Stakeholder Forum on the Bureau of Public Procurement Act and NEITI Act to sensitize government officials towards adherence to its transparency requirements	BPP, Solid Minerals, Petroleum Resources
12	Prosecute Officials who are not adhering to the provision of the Public Procurement Act	EFCC
13	National Planning Commission to propose a bill to amend the Due Process Act to eliminate the right of the legislature to determine its allowances	Law Reform Commission
14	Present Due Process Act Amendment for required hearings and debates	National Assembly
15	Conduct final voting to agree on the amendment	National Assembly
16	Review the current Freedom of Information Act and benchmark global best practice	Presidency
17	Present and fastrack the passage of the revised Freedom of Information Act by the National Assembly	National Assembly
18	NOA in partnership with UNDP and NTA to design and produce campaign for citizens electoral vigilance with local adaptation for the six geopolitical zones	NOA/ Ministry of Information, in partnership with UNDP and NTA
	The campaign should be adapted to print and IT-related media	
	Expose the campaign on TV, Radio, Press, Billboards in major towns and cities	
19	NOA to conduct sensitization campaigns in villages in all local council areas through village meetings hosted by traditional rulers	NOA/ Ministry of Information, in partnership with respective states, local councils and



		traditional rulers
20	Engage consultants to design a Performance Management Scorecard for institutions across all arms of government Conduct pilot test of the scorecard	Head of Service
21	Create awareness and sensitize stakeholders on operationalisation of scorecard	Head of Service
22	Phased rollout of scorecard implementation across all government institutions	All MDAs
	Total	

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1. Summary of proposed Investment Plan (2010-2013)

Thematic Area - Governance & Security						
Presidency						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Review existing Electoral reform Bill to reflect the following: a) Financial autonomy of INEC b) Use of collegiate of representatives of each political party for the appointment and termination of INEC Chairman c) Strengthen the powers of INEC to effectively perform its function d) Ensure the entrenchment of internal democratic practices within the political parties e) Provide severe penalties and sanctions as a deterrent to all forms of electoral malpractices f) Appoint credible election officers	-	5.67	6.43	6.81	18.91
2	Present and fast track the passage of the revised electoral bill by the National Assembly	-	5.67	6.43	6.81	18.91
3	Review the current Freedom of Information Act and benchmark global best practice	-	0.11	0.13	0.14	0.38
4	Create an institute a conflict resolution mechanism at the community level; institute regular dialogue between the companies and host communities and undertake environmental sustainable projects in the communities	-	0.28	0.32	0.34	0.95
5	Set up a policy framework for the institutionalization of Corporate Social Responsibility § Include green credit scheme § Reporting CSR activities in annual accounts § Provide specific compliance awards/recognition for companies undertaking community based projects	-	0.28	0.32	0.34	0.95
6	Presidency Project	13,079.05	15,000.00	15,000.00	15,000.00	58,079.05
7	Non Priority Projects	-	2.97	3.45	3.61	10.02
		13,079.05	15,014.99	15,017.07	15,018.04	58,129.15



Chapter 2: Justice And Judiciary

Introduction

The proposed investment in the sector during the Plan period is N34.338 billion. The breakdown of the estimates is presented in the annex. Upholding law and order is imperative for nation building, economic growth and social advancement. This, is essentially, due to the fact that timely dispensation of justice, at individual and firm levels, enhances public confidence, which is a prerequisite for growing the economy. It is globally recognized that a complex and costly judicial system is often prone to abuse and limits citizens' accessibility to justice, particularly the poor, while a simplified judicial system that dispenses justice timely, reliably and is affordable, increases investors confidence in an economy. The justice system in Nigeria has been facing serious challenges that must be addressed, in order to raise the level of public confidence in the nation's governance and governance institutions. It is also crucial for attracting the quantum of investments required, as well as the societal support, necessary for achieving the nation's Vision. In this respect, the critical role of the Justice and Judiciary sector, in creating the enabling operating environment for in-flow of investment in the economy, cannot be over emphasized. The sector is a key result area for the 1st. NIP, and supports the Vision pillar "Fostering Sustainable Social and Economic Development".

During the plan period sustained efforts would be made to complete the on-going reforms in the Judiciary in order to ensure speedy dispensation of justice.

In this regard, Government will during the plan period put in place various measures to ensure the following;

- Rule of law and order, whereby court decisions are held sacrosanct and Nigerians irrespective of means are confident in the judicial process and willing to seek redress;
- Easy access to judicial instruments by the people for dispensation of justice;
- Open and fair hearing of legal cases;
- Improved conditions of service for judicial officers for insulation from corruption;
- Freedom of the judiciary to dispense justice; and
- Improved reformatory facilities for jailed offenders.

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- Open and fair hearing of legal cases;
- Improved conditions of service for judicial officers for insulation from corruption;
- Freedom of the judiciary to dispense justice; and
- Improved reformatory facilities for jailed offenders.



Situation Analysis:

The Nigerian Judiciary is considered one of the most vibrant in the entire commonwealth. This is in terms of quality of decisions of the higher courts, which are cited as guides for the elucidation of the law in several countries today. However, in terms of law enforcement and policing, the nation's performance is considered poor. This is evident from the high crime rate. The poor police coverage of the country is a major challenge. Correctional practices are also very inadequate, with nearly all Nigerian prisons congested.

Nigeria, ranks among the countries with the least efficient systems of enforcing contracts and settlement of commercial disputes. Slow police investigations and enforcement of judicial decisions contribute to delays in justice delivery. It takes an average of 50 months to resolve contract disputes, 42 months to resolve a land or property case and 27 months for criminal cases. The enforcement of court decisions deeply affects the quality of a judicial system. Delays in resolving disputes may compel court users to resort to untoward means of resolving issues, thereby eroding trust in the judicial system.

Successive Nigerian governments have made several efforts to overhaul the judicial system and improve service delivery. Although some measure of success has been made, especially in the past four years, Nigerian judiciary is still characterised by outdated legal proceedings, manual recording processes that slow down justice, unkempt court premises and attitudinal and ethical issues that encourage unnecessary postponements, adjournments and delays that have continued to erode public confidence.

Delays in judgements cause suspects to be remanded in prison, sometimes even longer than the sentence of the offence, which they are accused of. More than half of Nigeria's prison inmates have not been convicted of any crimes in a court of law and this is compounded by obsolete laws. The complexity of the process, high cost of legal services and the length of process, take their toll more on the disadvantaged groups like the poor, uneducated and women.

Issues And Challenges:

- Lack of financial independence of the judiciary, which encourages executive interference that erodes public confidence in the system.
- Poor appreciation of the demands of the rule of law, due process and respect for human rights amongst the populace in general and the law enforcement personnel in particular;
- Slow reform process which has generally lagged behind current developments in human rights practices, cyber crimes, terrorism, the prosecution of corruption and financial crimes among others;
- Poor investigation capacity leading to high and unacceptable population in prisons;
- Poor inter-agency co-ordination and co-operation among the various agencies in the justice sector;
- Inadequate level of funding for law enforcement and law regulating institutions such as the Federal Ministry of Justice; among others;
- Delays in justice delivery especially at the low level of the court system with the tendency to generate citizen apathy towards the justice system;



- Lack of an established development of an appropriate legal framework for Private Public Partnership (PPP);
- Poor state of courts infrastructure; and
- Lack of ICT penetration and usage in record keeping and delivery of justice.

Policy Thrusts:

The strategic objectives for the judiciary, Justice and Rule of Law sector, are:

- Achieving greater independence for the judiciary in terms of funding
- Improving capacity and efficiency in judicial service delivery
- Eliminating all forms of corruption in the administration of justice in Nigeria
- Enhancing the capacity of the justice ministry to superintend prosecution and law enforcement
- Improving professionalism in legal practice for better service delivery
- Eliminating corruption, inefficiency and enhancing operational capacity of the Police for law enforcement
- Increasing police and prison coverage of Nigeria.

Other policy measures are to;

- Improve justice delivery through the promotion of speedy resolution of disputes by courts;
- Promote the use of other dispute resolution mechanisms in order to enhance public confidence in the justice system; and
- Encourage obedience of court orders and payment of judgment debts incurred by government to promote public confidence in the rule of law;

Objectives, Strategies and Targets: In order to address the issues and challenges in the sector the following objectives, strategies and targets will be employed during the Plan period.

Objective 1:

Enhance the independence and efficiency of the Judiciary

The independence and efficiency of the Judiciary, both as an arm of government and the institution responsible for interpreting the provisions of the law and constitution in the judicial process, is of fundamental importance to the collective survival of the Nigerian State. Achieving this will require constitutional amendment of section 162 to effect increased budgetary allocation to the Judiciary in a consolidated fund.



Strategies:

- Establish a productive and constructive liaison with the legislature to facilitate the enactment of the ensuing Bills
- fashion out a legal framework to facilitate the take off of Public Private Partnership (PPP);
- Deepen ICT penetration and use in all the courts
- Effective capacity building that would enhance efficiency in the Judiciary
- Computerise and automate court registries and proceedings
- accelerate programme of decongestion of prisons to reduce the number of awaiting trial persons; practitioners among others;
- Improve the quality of training for Legal officers in specialized areas of the law in order to enhance the quality of legal advice rendered by legal advisers to Ministries and Agencies;
- Track the resolution of critical matters pending before various Arbitration Tribunals all over the world; and
- Amend the Public Procurement Act to bring it in line with extant Government policy on procurement.

Targets

- Ensure that more than 85 per cent of the public have confidence that there is Rule of Law in Nigeria by 2013;
- Institutionalize the observance of the rule of law, due process and respect for human rights within two years;
- Achieve effective funding of the judiciary, particularly at state levels by 2011.
- Modernize all judicial processes by deepening ICT utility by 2011.
- Guarantee security of tenure for all judicial officers and increase the supervision of the sector by the National Judicial Council, by 2013.
- Eradicate corruption in the Judiciary and achieve over 80 per cent public confidence in the institution by 2012.
- Ensure the enactment of key reform legislations in the Justice sector, within three years;
- Reduce awaiting trial population in the prisons by 20 per cent annually
- Place Prison reforms firmly on the agenda of the Body of Attorneys-General within one year with a view to achieving joint action on prison decongestion;
- Improve capacity of the FMOJ and Legal Aid Council within three years

Objective 2:

Entrench the rule of law as a pre-condition for social harmony and progress so as to attain at least the rank of 43 in the Global Rule of Law compliance index

A core tenet of democracy is the respect for the rule of law and the observation of basic human rights by the state in the conduct a nation's affairs, as well as in relation to its citizens and other



nationals. Nigeria's record in this respect remains low. This is attributable to the long years of military rule and a general acquiescence by the populace, accepting the status quo. In a competitive and globalized world, the rule of law and human rights indices are key determinants of the inflow of foreign direct investment in the economy.

Strategies: The strategies that will be employed to achieve the objective include:

- Enhancing law enforcement operational and attitudinal capacities of the police
- Creating State Police and State Prison Services to expand law enforcement coverage as well as correctional facilities across the country.
- Enabling the practice of community policing
- Employing mass media, civic education programmes to reach people in schools, at homes, work places and public arena to educate and sensitize citizens on the imperative of rule of law
- Ensuring that accused persons are not detained beyond 48 hours without charge by prosecutorial and law enforcement agencies (Police, EFCC, NDLEA, ICPC ETC);
- Improving access to justice and legal aid for indigent members of society
- Ensuring payment of all judgment debts against the government within three years and;

Targets:

- Attain No. 30 in the Human Rights Watch index by 2012
- Raise public confidence on the respect of human rights to over 80 per cent 2012
- Achieve 80 per cent improvement in human rights using global best ratings by 2013
- Achieve 50 per cent improvement in human rights ranking using global best practices ratings by 2012

Objective 3:

Enhance the rule of law, respect for human rights and adherence to due process in the administration of justice:

Strategies:

- Legislating and enforcing of appropriate sanctions to check all forms of human rights abuses in law enforcement procedures by all agencies
- Enactment of enabling laws to provide penalties for abuses of human rights will create the needed framework to evaluate, regulate and check law enforcement officers' conducts in the discharge of their duties.
- Creating a Rights Violation Complaints network across the federation in every LGA to receive process, publicize and penalize all forms of human rights abuses .
- Encouraging CSOs to play more active roles as watchdogs for human rights protection by 2010. Civil societies and NGOs are especially well placed to trace, track and publicize



cases of rights abuses which can alert the general public and engender preventive measures.

Target:

- To raise public confidence to over 80 per cent that the public sector, the political class and the nation's leaders, including the Legislature and the Judiciary, observe the Rule of Law, respect human rights and apply due process in the administration of Justice in Nigeria by 2012

Objective 4:

Modernize sundry economic legislations to facilitate economic growth and development

Many of the current economic laws in Nigeria are considered inadequate to foster or facilitate the rapid economic growth as envisaged under Vision 20:2020. Laws such as the Evidence Act, CAMA, BOFIA, ISE, Act etc need complete review to accommodate modern trends and realities as well as create the necessary economic environment for investment inflow.

Strategies:

- Review all existing economic laws in line with international best practice
- Create awareness on the value of the economic laws
- Improve the environment and procedure for addressing litigations emanating from these economic laws

Targets:

Enact new laws and amend existing economic legislations to achieve global best practices and attain at least **No.53 ranking up from the current No.19 in the** Transparency International Rating-2012.

Objective 5:

Reposition legal education and practice to achieve higher level of competence and professional ethics

The quality of legal education is visibly in decline in the last couple of years. Also, the commitment by practitioners to the best traditions of professionalism is fast diminishing and all of these act as drawbacks on the overall quality of professionalism and professional output of practitioners.

Strategies:

- Regulating and improving the quality of legal education and practice
- Improving the regulatory and institutional framework



- Control and penalize all forms of professional abuses by members of the legal profession
- Provision of appropriate infrastructure

Target:

Raise public confidence in the nation's quality of legal education to 90 per cent by 2013

Improve academic curricular, depth of learning and professional training for law students at the faculties and Law Schools by 2011.

Objective 6:

Define and formalize the hierarchy of courts in the judicial system to achieve jurisdictional certainty

Nigerian court system has expanded appreciably in the last couple of years. The superior courts across the country are over-laden with several pending cases most of which end up at the appellate levels. The high court needs specialized court to enhance efficiency while each state needs courts with appellate jurisdiction. At the lower level of Nigerian judicial system is a myriad of courts whose jurisdictions and inter-relationships need total re-definition and ranking within the hierarchy. The profile and qualifications of persons to preside, procedural issues, claims jurisdiction, etc require complete review for relevance in the administration of justice.

Strategies:

- Defining and ranking all lower courts (Magistrate Court, Area Court, Customary Court, Sharia Court, Juvenile Court, Alkali Court, etc) by Judicial Service Commission
- Creating specialized courts to enhance efficiency of the high courts in clearing backlog of pending cases
- Ensure specialization in Judicial service delivery in all the jurisdictions
- Facilitating a comprehensive reform and categorization of the low courts

Targets

- Properly categorize all courts within the judicial system and expand monetary claim jurisdiction of the lower courts by 2011.
- Encourage specialization in judicial service delivery by 2011.
- Create a Constitutional Court to sit as an adjunct to the Supreme Court by 2011
- Restructure and expand the appellate court system for all cases and matters by 2012
- Set up stakeholders conference to rework practice codes and enjoin judicial officers to control and curtail *privileges* practices by senior members of the Bar that manifestly infringe on equality of persons (counsel/litigants) before the law as constitutionally guaranteed by 2011.



Objective 7:

Promote efficiency and speedy judicial service delivery

Strategies:

- Introduce in the procedure and the practice of front loading court processes by 2011
- Front loading procedure enables litigants to put before each party in one single process all facts, documentary evidence, witnesses, written argument, judicial and statutory authorities, etc to elicit like response from the adverse party in order to quicken the adjudicatory process which can significantly save cost and time.
- **Build the multi door court systems across all judicial divisions by 2011**
Multi door court system affords litigants as evaluated by the system managers the option of choosing from various forms of dispute resolution mechanism such as mediation, arbitration, conciliation or adjudication.
- **Introduce Alternative Dispute Resolution (ADR) mechanism for all civil matters and cases by 2011**
ADRs when introduced in rules of court compels litigants to first explore an alternative dispute resolution process, before resorting to litigation, where it fails to satisfy both or any of the parties.

Other strategies to be employed during the Plan period will be:

- Initiating comprehensive prison management and decongestion programme.
- Enlarging the Legal Aid scheme and Office of the Public Defender.
- Enlarging the prosecutorial capacities of the Ministry of Justice and Office of the DPP
- Providing the necessary support in terms of logistics, motivations and personnel within all cadres of the administration of justice
- Guarantee security of tenure, enhance welfare and condition of service for all Judicial officers and increased National Judicial Council (NJC) supervision by 2011
- Commissioning of legal practitioners and CSO's in the human rights sector to ascertain each deserving case and obtain reprieve for the affected prisoner
- Enlarging the funding and numerical strength of legal practitioners registered in the Legal Aid scheme and create offices in each local government areas across the country.
- Enlarging the operational capacity of the office of the DPP into a Directorate to ensure greater control and supervision of all prosecutorial activities of federal offences by agencies such as EFCC, ICPC, etc by the Attorney General

Programmes and Projects:



Establishment of a special ICT network for on-line filing, service and retrieval of court processes by 2011.

An ICT network facility can help in handling several critical aspects of the court processes as is the case with several institutions currently using online facilities like JAMB and WAEC.

Creation of specialized courts/divisions and multi door systems:

The project involves the establishment of special purpose courts, such as Criminal Court, Commercial Court, Family/Succession, Land/Property, Fraud/Financial Crimes, Special Electoral Court, etc and the appointment of a 15 part-time members for the Constitutional Court drawn from able but retired senior jurists, legal academics with proven pedigree and accomplished legal practitioners.

Restructure and expand the appellate court system for all cases and matters by 2012 to remove delays at that level of litigation

This involves the amend of chapter VII of 1999 Constitution to include in the Judicature, State Courts of Appeal and appointment of at least 5-9 senior judges into that cadre. The quantum leap of appellate litigations in the last decade necessitates a view of the current court structure to remove the congestion and streamline the progression of matters through the appellate courts. State Courts of Appeal will facilitate this decongestion and speed up the adjudication at that level

Other Reform Programmes to be pursued during the Plan period include:

- Enforcement of section 235 of the 1999 Constitution by the Supreme Court as the court of final disposition of matters; severe sanctions by NJC for violation of hierarchy provisions. This project will help curb the instances where certain lower courts fail to comply with judicial precedents as evidenced in several electoral cases
- Amendment of the Fiscal Responsibility Act- (Part II section 11 and Part XIV section 56 MTEF, Interpretation), to enable future capital budgets , to take a cue from the 1st. NIP.
- Amendment of CAMA, BOFIA, CBN Act, Labour Act, Insurance Act, NAICOM Act, NDIC Act, Tax Laws, Land Use Act, ISA, Evidence Act to enhance global best practice compliance and foreign direct investment potential.
- Fully implement the NEITI (Nigerian Extractive Industries Transparency Initiative) Act, 2007 to reduce corruption and loss of national revenue in the extractive industries sector
- Creating offices for **Legal Practitioners Disciplinary Committee** in the six geo-political zones to attend to complaints against any legal practitioner by 2011.
- Amendment of the 2nd schedule of 1999 Constitution, to remove Police and Prison service from exclusive list into concurrent list by 2012
- Develop and Implement framework for Community Policing managed by DPO's across the federation.
- Constitutional amendment of section 292 (1) (a) and (b) to allow the NJC to investigate and recommend removal of any erring Judicial officer.

Table 2: Priority Projects and Programmes

SN	Proposed Action
1.	Amend section 162 to effect 5 increase in budgetary allocation to the Judiciary in a consolidated fund
2.	Frontloading all litigation processes in all courts of record
3.	Build the multi door court systems across all Judicial Divisions
4.	Adoption of Alternative Dispute Resolution mechanism in the legal process
5.	ICT network for all judicial process
6.	Amend section 292 (1) (a) and (b) to allow NJC to solely investigate and recommend sanction of any erring Judicial officer
7.	Production of compendium of all existing courts in all states of the federation and enumerating ranking /jurisdiction in the hierarchy
8.	Creation of specialised divisions in the High Courts (e.g. Criminal courts, commercial court, family/succession, land/property, fraud/financial court, electoral offences, etc
9.	Amend Chapter VII of Constitution, Create State Courts of Appeal in 36 states and appoint 5-9 judges for each state from the state judiciary
10.	Amend Fiscal Responsibility Act to embody development plans of each tier of government, amend CAMA, BOFIA, CBN Act, Labour Act, Insurance Act, NAICOM Act, NDIC Act, Tax Laws, Land Use Act, ISA, Evidence Act
11.	Enact new laws and operationalise them to drive development eg. NV20:2020 Implementation and Monitoring Agency, Development Plan and Project Continuity Acts
12.	Legal education improvement in the faculties and Law Schools
13.	Stakeholders conferences
14.	Enhancing professional discipline in Legal practice
15.	Enhance operational capacity of the Police Force
16.	Amend 2nd schedule of the Constitution to bring Police and Prison Service into concurrent list



17.	State Police project
18.	State Prison project
19.	Mass media, civic education programmes to increase awareness of Rule of Law issues
20.	Introduce legislation to curtail and penalise human rights abuses
21.	Human Rights Violation network
22.	NGOs enhanced capacity for monitoring abuses
23	Applicable States ministries of Justice to produce sharia law books.
24	Ministry of Justice to become the supervising Ministry
25	Ministry of Justice prison decongestion and management/upgrade project
26	Funding and registration project for enlarged legal aid scheme, LGA offices
27	Ministry of Justice; appointment of Deputies across the 36 states
28	Judiciary/NJC-periodic emolument of adjunct judges, court building and furnishing
29	Implementation of the Community Policing framework coordinated by DPOs across the 36 states

1. Justice and Judiciary

Thematic Area - Governance and Security						
Justice and Judiciary						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Amend section 162 to effect 5 increase in budgetary allocation to the Judiciary in a consolidated fund	-	240.41	272.46	288.49	801.36
2	Frontloading all litigation processes in all courts of record	-	444.75	504.05	533.70	1,482.51
3	Build the multi door court systems across all Judicial Divisions	-	444.75	504.05	533.70	1,482.51
4	Adoption of Alternative Dispute Resolution mechanism in the legal process	-	444.75	504.05	533.70	1,482.51
5	ICT network for all judicial process	-	601.02	681.15	721.22	2,003.39
6	Amend section 292 (1) (a) & (b) to allow NJC to solely investigate and recommend sanction of any erring Judicial officer	-	-	-	-	-
7	Production of compendium of all existing courts in all states of the federation and enumerating ranking /jurisdiction in the hierarchy	-	44.48	50.41	53.37	148.25
8	Creation of specialised divisions in the High Courts (e.g. Criminal courts, commercial court, family/succession, land/property, fraud/financial court, electoral offences, etc	-	444.75	504.05	533.70	1,482.51
9	Amend Chapter VII of Constitution, Create State Courts of Appeal in 36 states and appoint 5-9 judges for each state from the state judiciary	-	1.44	1.63	1.73	4.81
10	Amend Fiscal Responsibility Act to embody development plans of each tier of government, amend CAMA, BOFIA, CBN Act, Labour Act, insurance Act, NAICOM Act, NDIC Act, Tax Laws, Land Use Act, ISA, Evidence Act	-	14.42	16.35	17.31	48.08
11	Enact new laws and operationalise to drive development eg. NV20:2020 Implementation and Monitoring Agency, Development Plan and Project Continuity Acts	-	12.02	13.62	14.42	40.07

12	Legal education improvement in the faculties and Law Schools	-	1,202.03	1,362.30	1,442.44	4,006.78
13	Stakeholders conferences: for	-	12.02	13.62	14.42	40.07
14	Enhancing professional discipline in Legal practice		7.21	8.17	8.65	24.04
15	Enhance operational capacity of the Police Force	-	35.82	40.60	42.98	119.40
16	Amend 2nd schedule of the Constitution to bring Police and Prison Service into concurrent list		-	-	-	-
17	State Police project	-	1,202.03	1,362.30	1,442.44	4,006.78
18	State Prison project	-	432.73	490.43	519.28	1,442.44
19	Mass media, civic education programmes to increase awareness of Rule of Law issues	-	44.48	50.41	53.37	148.25
20	Introduce legislation to curtail and penalise human rights abuses	-	12.02	13.62	14.42	40.07
21	Human Rights Violation network	-	3.61	4.09	4.33	12.02
22	NGOs enhanced capacity of monitoring abuses		12.02	13.62	14.42	40.07
23	Applicable States ministries of Justice to produce sharia law books.	-	12.02	13.62	14.42	40.07
24	Ministry of Justice to become the supervising Ministry		3.61	4.09	4.33	12.02
25	Ministry of Justice prison decongestion and management/upgrade project	-	240.41	272.46	288.49	801.36
26	Funding and registration project for enlarged legal aid scheme, LGA offices		240.41	272.46	288.49	801.36
27	Ministry of Justice; appointment of Deputies across the 36 states		43.27	49.04	51.93	144.24
28	Judiciary/NJC-periodic emolument of adjunct judges, court building and furnishing		60.10	68.12	72.12	200.34
29	Implementation of the Community Policing framework coordinated by DPOs across the 36 states	-	43.27	49.04	51.93	144.24
30	Projects	8,088.71				8,088.71
31	Non Priority Projects	-	1,553.96	1,805.96	1,889.96	5,249.88
		8,088.71	7,853.82	8,945.79	9,449.78	34,338.10

2. Law Reform Commission

Thematic Area - Governance & Security						
Law Reform Commission						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Initiate process of constitutional amendment along: a) Removal of immunity from chief executives at all levels of government for all charges relating to high crimes including murder and/or the sponsorship or organizing of thuggery activities and financial crimes. b) Incumbent office holders – political as well as appointed to step aside without losing their office (i.e., go on suspension within a defined period) in the case of very heavy accusations of serious misdemeanor against them. c) Review the resource allocation formula and the items on the exclusive and concurrent lists. d) Prohibit cross carpeting with a sanction of loss of office. e) Provide for the creation of special courts for fast-tracking and dedicated trial of governance offences. f) Amend the 1999 Constitution to change status of legislators from full-time to part-time by February 2011. g) Amend the 1999 Constitution to provide a maximum two-term limit for all legislators by February 2011.	-	12.02	13.62	14.43	40.08
2	Non Priority Projects	-	2.97	3.45	3.61	10.02
		-	14.99	17.07	18.04	50.10



Chapter 3: Legislature

Introduction

The proposed investment for the sector for the Plan period is N63.391 billion. The breakdown of the estimates is presented at the end of this chapter. The legislature is a critical partner in achieving the nation's aspiration of becoming one of the twenty largest economy in the world by the year 2020. This is in view of its mandate of making new laws and reviewing existing laws, reviewing the constitution, approving the annual national budget and other oversight functions that ensure peaceful and harmonious coexistence of Nigerians, as well as socio-economic growth and development. The relevance of the legislature, in achieving the nation's Vision is better appreciated when examined in the context of the numerous obsolete and inappropriate laws that inhibit socio-economic growth and development, which Nigeria is saddled with due to the long absence of the legislature in the country arising from protracted military rule. There is a growing public demand for the revision of these laws, including constitutional amendment, necessary to address the rapidly changing domestic and global demands. In addition the prudent management of the nation's resources and the creation of the enabling environment for sustainable growth and development demand an effective and responsive legislature.

The performance of the Legislature in terms of its mandate has been sub-optimal. This is due to the arrested development suffered from the long military rule, relative to other arms of Government. Government is determined to work collaboratively with the National Assembly, to tackle decisively the binding constraints to effective and efficient legislation in the country, and to provide a mechanism for transforming the legislature into the fulcrum for implementation of the plan.

Situation Analysis

After sixteen years of uninterrupted military rule, the Nigerian public held high expectations for the legislative arm of government. It was hoped that they would finally get a legislature that they deserved - a legislative arm sensitive to their needs and aspirations.

However, the current performance of the legislature, has been relatively less than optimal, as evident from its inability to enact high impact legislation, and its seeming preference to concentrate more on its executive oversight functions. One consequence of this preference is that, there are over 500 pending bills in various stages in the National Assembly. The protracted delays in passage of bills, has continued to hinder economic growth and development, and increased the erosion of public confidence in the ability of the legislature to perform its mandate. For instance since between May 1999 and 2009, only 523 Laws have been passed. This is relatively poor and calls for sustained efforts by the legislature to improve its performance, as it remains, a paramount enabling factor for the realization of all the Vision 20:2020 goals.

Issues and Challenges:

Apart from the prolonged military rule that diminished the nation's legislative culture and ethics, there are other constraints militating against effective performance of the legislature. These include:

- Inadequate support capacity for legislative functions. The technical nature of bills demands that adequate support is provided to the legislature to facilitate their work



- Tedious and Lengthy legislative procedures. The processes involved in the passage of bills are usually lengthy and cumbersome, resulting in unnecessary delays
- Inadequate statistical data and studies to support effective legislation
- Lack of effective feed back mechanism that would enhance legislature's responsiveness to public needs
- Executive interference in Legislative issues particular at the State level of government
- Poor budget implementation, which reduces fund availability and
- The increasing disconnect between the legislature and the public needs

Policy Thrust

The thrust, during the Plan period, will be on facilitating the creation of a dynamic, constitutionally effective and public responsive legislature that is, proactive in its legislative duties and independent but aware of its constitutional partnership with the executive and judicial arms of government.

Other policy measures, include , regular auditing of the activities and publication of annual reports on the National and State legislature, to promote greater transparency and accountability in the use of public funds; promote greater public interest in the scrutiny of legislative actions; and inform public debate to these ends.

Objectives, Strategies and Targets

Objective 1:

Strengthen the practice of separation of powers between the legislative and executive arms of government

The primary duties of the legislature are: the passage of bills; and monitoring the executive in the discharge of its powers. The objective is to strengthen the independence of the legislature in order to enshrine good and lasting democracy as opposed to mere 'civilian' rule. A thriving democracy, where all arms of government share the singular purpose of working for the public good in a transparent and accountable manner is a pre-requisite to the attraction of the foreign investment necessary towards facilitating the achievement of the Vision. In this respect, government will continue to foster the symbiotic relationship between the legislative and executive arms of government, in order to enhance the constitutional effectiveness of the legislature. The State governments will be encouraged to pursue similar policies in order to strengthen the efficiency and effectiveness of State Legislature, in driving development and societal cohesion.

Strategies

To achieve optimum constitutional effectiveness for the legislature, the following strategies will be employed:

- Enhancing the technical capacity of the legislature, to enable Legislators to strike an optimum balance between its legislative functions and its oversight duties. To prepare for the 2011 elections, focused training will be provided in 2010 to both legislators and their support staff, in order to build the necessary skills, knowledge and experience .



- Achieving greater independence for state legislators by embarking on awareness campaigns on the scope of responsibilities of each arm of government at state level. These campaigns sensitization will start in 2010 and be completed before the elections.
- NGOs and CSOs strengthening monitoring and evaluation mechanism, through empowerment to engage in the monitoring and assessment of the adherence to the separation of powers at both national and state level.
- Decongesting the current backlog of pending bills by 50 per cent and delivering a greater number of high-impact legislations by 2012. To this effect the National Assembly will be encouraged to establish a special unit – Legislative Recovery Action Unit within the Federal and each state legislature to: determine the order and priority of pending bills based on the immediate and special needs of the public; implement an impact assessment process for prioritizing the passage of bills; fast-track the passage of these priority bills; and clear the backlog of pending bills within the legislature.
- Encouraging CSO's to conduct legislative performance surveys of each legislature. These surveys should be made available to the public. This will enable the public assess the performance of their legislators.

Objective 2:

Building Public Confidence in the Parliamentary Process and System

Strategies:

- Develop the capacity of the Legislative staff to meet the increasing demands of the legislature
- Strengthen the capacity of legislators to cope with the changing domestic and global demands
- Enhance the use of technology and automation to fast forward the work of the parliamentarians
- Develop special programmes for training new legislators, after the 2011 elections both internally and internationally to enable them acquire requisite skills and knowledge needed to perform their duties
- Encourage effective partnership with the Nigerian Media through the passage of the Freedom of information Bill.

Objective 3:

Increase legislature's responsiveness to the public needs through effective feedback mechanisms

As the constitutional interface between the executive and the public, it is important that the interaction levels between legislators and their constituents are optimized. Constituents need to be assured that their elected representatives are responsive to their needs. The public, CSOs and individuals must also be given increased opportunities to participate in the legislative



business. This participation would ensure that debates within the legislature adequately reflect the current views and opinions in the society.

Strategies, initiatives and targets:

- To achieve this objective the following strategy will be employed
- Enhancing the capacity of the legislature for constituency needs assessment as a foundation of the law making process by 2012. In order to fast track this, each legislator will be made to have a functional constituency office with a minimum staff complement and personnel qualifications. The various assembly service commissions will monitor adherence, with the power of validating the employment and qualifications of constituency staff. In addition, their levels of pay will be uniform.
- Deepening the interaction between legislators and their constituents is a critical component in the political structure. To facilitate this connection, legislators would periodically engage with their constituents to articulate their specific needs. This engagement will be achieved by making compulsory a scheduled town-hall meetings (for example, the last Friday of each month) between the legislators and their constituents. In addition, Government will promote regular consultative meetings with state and non state sectors.
- Abolishing the practice of voice voting, which can obscure the voting record of legislators. During the plan period all voting will utilise the electronic voting system, which will enable the public, constituents and CSOs track the voting patterns of individual legislators.
- Abolishing the practice of constituency projects in which legislators are directly given funds by the executive arm to perform and personally manage constituency projects. This will reduce graft and allow the legislature to focus on their primary role of law making. However legislators will effectively participate in constituency's need assessment and project selection.
- Strengthening the legislature recall clause found in Section 69 of the 1999 Constitution in order to enhance the performance of the Legislative. CSOs and NGOs will be encouraged to conduct periodic feedback analysis of legislative responsiveness to constituency needs.

Objective 4:

Improve the sanctity of the budget process through enhanced supervision and monitoring

One of the most important functions of the legislature is the passage of the Appropriation Bill. This is because all matters involving the budget must be approved by the legislature. The passage of an Appropriation Bill and its subsequent assent by the executive (either the



President or the Governor of a state) implies that the funds appropriated by the legislature will be used for the purpose they were intended for during a financial year.

However the main bane of the budgetary process in Nigeria is the issue of the partial-implementation of the budget, which has been the hallmark of the 10 year-old Fourth Republic.

Partial implementation of the budget has negative effects on the economy because unspent funds are returned to the treasury whereas the projects that should utilise these funds are not executed, infrastructure not built or repaired, and contractors not paid, etc. Complete implementation of a budget is imperative for the achievement of the NV20: 2020 goals.

Strategies, Initiatives and Targets:

In order to achieve this objective government will pursue the following strategies, initiatives and targets during the plan period:

- Enhancing the legislature's monitoring and evaluation framework to optimize output from deployed resources:
- Federal and State Houses will be encouraged to create a monitoring team made up of legislators, with external specialist advisers, with the remit of periodically assessing budget performance. This monitoring team will be created by November 2010 in time to be functional before the 2011 Appropriation Bill.
- This team in line with the national framework for monitoring and evaluation of the public sector programmes as encapsulated in Vol. I of this plan will among others:
 - Set appropriate budget performance targets for MDAs at the Federal and State levels.
 - Independently track implementation of the programmes and projects to ensure they remain on course.
 - Identify the MDAs and public officers responsible for partial implementation of budget.
 - Every Appropriation Bill will include key performance indicators and effective sanctions for non-performance.

Objective 5:

Enshrine costs and time efficiencies in the discharge of legislative duties

There should be prescribed target dates for the passage of bills by the legislature. The delay in passage of bills has been a bane of functional legislating in Nigeria. For the country to attain its vision, it is imperative to enshrine costs and time efficiencies in legislative activity. This, in turn will transform legislative activity to productivity.



Strategies, Initiatives and Targets:

In pursuit of this objective the following strategies will be adopted

- Introduction of the concept of part-time legislators to reduce the size and cost of legislation:

This will involve amendment of the 1999 Constitution to ensure that legislators sit for no more than a cumulative period of 3 months per annum in the case of State Houses of Assembly, and no more than 5 months in the case of the National Assembly, with additional days of sitting in emergencies. To complement this concept, the general polity and stakeholders will be sensitized on this amendment in order to attract persons interested in becoming part-time legislators.

- Reducing Legislative Aide:

The legislators are to be limited to only one publicly funded legislative aide. To support this aide, the legislature would recruit a pool of technical consultants, recent graduates and Youth Corpers as support staff for the duration of the legislative sitting.

- Prescribing target dates for the passage of bills:

This will reduce the delay in passage of bills nation-wide.

Objective 6:

Enhance the quality and dynamism of representation through periodic infusion into the legislature of persons with new perspectives

An indefinite stay in the legislature by elected persons may be considered antithetical to the growth of democracy and should be discouraged. This is because it puts, tenure after tenure, too much of the collective resources in the hands of a few individuals; confers undue electoral advantage on the perpetrators; limits the opportunities for service by others and reduces possibilities in the legislature of new perspectives on issues from fresh hands since complacency impacts negatively on the quality of legislative output. The dangers of indefinite stay in office, have been recognized by the Government, as evident from the limiting of the Executive term, the terms of Permanent Secretaries and Directors, etc in the public service, as well as bank MDs in the corporate sector.

Strategy for achieving the objective

Amendment of the 1999 Constitution, to introduce a two-tenure maximum term limit for any legislative position in Nigeria, to take effect from 2011. This implies that no person who has served either for two or three terms will be eligible for election again in that capacity in 2011.



Sectoral Priorities

- Provision of training to both legislators and support staff to enable the acquisition of skills to strengthen the practice of separation of powers between the arms of government.¹
- Creation of awareness campaigns on the scope of responsibilities of each arm of government at federal and state levels.
- Engaging constituencies to articulate their specific needs periodically as focus points of legislators' responsibility within 6 months.
- Creating compulsory, scheduled town-hall meetings between legislators and their constituents.
- Involving NOA and relevant CSOs in sensitizing the populace on their right to recall non-performing legislators.
- Sensitization of the polity and stakeholders on the introduction of two-term limit for legislators and the concept of part-time legislators.
- Creation of a unit with full departmental status to monitor and evaluate budget performance; set budget performance targets.
- Creation of citizens' right to sue for non-implementation of the budget.

Sub-Programmes and Projects

Constitutional Amendment Sub-Programme:

Monitoring and Evaluation Sub-Programme:

Capacity building and Development Sub-Programme

Legislative Impact Assessment Sub-Programme

Logistics, Equipment and Accessories Sub-Programme

ICT Sub-Programme

Constituency Needs Assessment Sub-Programme

Constituency Office Accommodation Sub-Programme

¹ Training to be provided by qualified local consultants.

Table 3: Proposed action 2010 - 2013

SN	Proposed Action	Implementing Agency	Time Frame
1.	Training to both legislators and support staff to enable the acquisition of awareness skills to strengthen the practice of separation of powers between the arms of government by 2010.	NASS	
2.	Awareness campaign at national and state level to educate the public on the scope of responsibilities of each arm of government by 2010.	NOA and MOI	
3.	Produce framework that will enable constituents to articulate their specific needs periodically as a focus point of legislators' responsibilities.	NOA	
4.	Commence compulsory scheduled quarterly town hall meetings between legislators and constituents by 2010.	NASS	
5.	Replace or refurbish the electronic voting system[1] within the National and State Assemblies. Install the electronic voting system in State Assemblies without the system.	State and NASS	
6.	Sensitize constituents and the public generally on their right to recall non-performing legislators under section 69 of the 1999 Constitution by 2010.	NOA/ MOI	
7.	Create a MandE unit within the national assembly and state assembly with full departmental status to monitor and evaluate compliance with the Appropriations Bill and budget performance by 2010.	State and NASS/ Fiscal Responsibilities Commission	



8.	Enact a law that would enable Nigerian citizens to enforce the implementation of any part of the budget by 2010.	NASS	
9.	Clear the backlog of pending bills and fast track the passage of high-impact bills	NASS	
10.	Design a performance scorecard for legislators[2]	Common Wealth Parliamentary Association (or other CSO)/ NASS	
11.	Conduct and publish annual legislative performance surveys by 2011.	Common Wealth Parliamentary Association (or other CSO)/ NASS, NASC	

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3. The National Assembly

Thematic Area - Governance & Security						
National Assembly						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Present constitutional amendment for required readings and debates, public hearings and final voting across 36 states	-	81.79	92.69	98.14	272.62
2	Present Due Process Act Amendment for required hearings and debates; conduct final voting to agree on the amendment	-	4.09	4.63	4.91	13.63
3	Present and fastrack the passage of the revised Freedom of Information Act by the National Assembly	-	0.82	0.93	0.98	2.73
4	Training to both legislators and support staff to enable the acquisition of awareness skills to strengthen the practice of separation of powers between the arms of government by 2010.	-	4.09	4.63	4.91	13.63
5	Commence compulsory scheduled quarterly town hall meetings between legislators and constituents by 2010.	-	122.68	139.03	147.21	408.93
6	Replace or refurbish the electronic voting system[1] within the National and State Assemblies. Install the electronic voting system in State Assemblies without the system.	-	245.36	278.07	294.43	817.85



7	Create a M&E unit within the national assembly and state assembly with full departmental status to monitor and evaluate compliance with the Appropriations Bill and budget performance by 2010.	-	16.36	18.54	19.63	54.52
8	Enact a law that would enable Nigerian citizens to enforce the implementation of any part of the budget by 2010.	-	4.09	4.63	4.91	13.63
9	Clear the backlog of pending bills and fast high the passage of high-impact bills	-	2.45	2.78	2.94	8.18
10	Design a performance scorecard for legislators[2]	-	5.73	6.49	6.87	19.08
11	Conduct and publish annual legislative performance surveys by 2011.	-	40.89	46.34	49.07	136.31
12	Legislature Projects	16,190.00	15,000.00	15,000.00	15,000.00	61,190.00
13	Non Priority Projects	-	130.32	151.46	158.50	440.28
		16,190.00	15,658.66	15,750.23	15,792.50	63,391.39

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Chapter 4: Anti-Corruption

INTRODUCTION

The proposed investment for the sector (EFCC/ICWPC) during the Plan period is N8.172 billion. The breakdown of the estimates is presented in the annex. Corruption has been identified as a key element inhibiting economic growth and social advancement in Nigeria, through its negative impact on inflow of investments in the economy, the high cost of doing business and the erosion of public confidence in the system. There is no doubt that corruption has been a major factor in the poor status of the nation's physical and social infrastructure, as well as the pervasive poverty and deprivation. Achieving the nation's aspiration of becoming a leading economy, in the next ten years, demands the prudent and effective utilization of our scarce resources and substantial in-flow of Foreign Direct Investment (FDI), to expand rapidly, the production of quality goods and services that are globally competitive. Fighting corruption, is therefore a pre-requisite for achieving our national Vision, as a positive perception will enhance the flow of foreign investment – a key element of economic development, employment generation and increase in national income. Government recognizes that an effective anti-corruption strategy must incorporate real effort at significantly reducing the root causes of corruption namely: lack of social security, dearth of employment opportunities, widespread poverty and value system which encourages wealth accumulation by unacceptable means.

During the Plan period, Government intends to intensify war on corruption through promoting good governance that is anchored on transparency, accountability and value re-orientation. The government must be accountable to the people. The strategy will include effective mobilization of all Nigerians to see corruption as the enemy of progress and to collectively fight this canker worm that is destroying the very fabrics of our society. The thrusts, will be the strengthening of existing anti-corruption agencies for more effective performance, and to establish high standards of public conduct in order to become a nation with zero tolerance for corruption. As a people, we must battle corruption collectively, in order to have a society that cherishes the values of honesty and hard work, where corruption is no longer a major constraint to rapid economic development and to enthrone a culture of uprightness and entrepreneurship as basis for wealth creation in a nation that assures the basic needs of its citizens.

Situation Analysis

Nigeria is currently ranked 121st out of 180 in the Global Corruption Perception Index (CPI). This is a marginal improvement in the ranking, achieved principally due to the establishment and activities of the anti-corruption agencies namely: EFCC, ICPC and Code of conduct Bureau (CCB). However, corruption remains pervasive both in the public and private sectors, resulting in large number of abandoned capital projects, over valuation of contracts, bloated budgets, electoral malpractices, collapsed banks, sub-standard works, poor service delivery, increasing crime rate etc . The upsurge of corruption and corrupt practices has taken Nigeria from middle to a low income country, with over 70 million of our people living below the poverty line. It is perhaps the most formidable hindrance to economic and social development. Government at all



levels and the entire society must be weaned off corruption through stiff sanction for defaulters and reward for exemplary attitudes

Policy Thrusts

- The strategic objective, is to make Nigeria corruption free, with a view to restoring and overall improving public confidence in the system.

Objectives, Strategies And Targets

Objective:

- To substantially reduce the level of corruption through the inculcation of culture of uprightness and the restoration of moral and ethical value system that abhors and fights corrupt practices in a comprehensive manner.

STRATEGIES

- The establishment of institutional framework for fighting corruption which ensures financial and operational autonomy for anti corruption agencies.
- Promoting transparency in government finance by enacting and implementing stringent laws on financial reporting, disclosure requirements;
- Timely publication of funds released by the Federal Accounts Allocation Committee (FAAC);
- Full implementation of the Fiscal Responsibility Act, to institute due process and fiscal procedure;
- Non interference in the functions of anti corruption agencies by government officials and politicians;
- Review and expunge immunity clauses in the constitution as they relate to criminal offences;
- Instituting whistle blowing mechanism and protecting whistle blowers;
- Initiating and implementing public enlightenment campaigns for anti corruption awareness;
- Make the anti corruption fight loud, visible and credible; and
- Strengthening the use of the media as an instrument to fight corruption at all levels.

Targets:

- To have a public service that delivers with strict adherence to due process.
- To improve Nigeria's current ranking from 121st to 60th position on the CPI by 2013.
- To ensure strong commitment to combat all forms of corruption at all levels by convicting corrupt political and other officers to serve as a deterrent.



- To increase cases of corrupt practices successfully prosecuted, by each of the agencies by 30 per cent annually with 2010 as base year
- Raise public confidence that government is seriously fighting corruption and that it is abating by 80 per cent, by 2013

• CONTROL OF CORRUPTION			
• OBJECTIVES	• GOALS	• STRATEGIES	• INITIATIVES
<ul style="list-style-type: none"> • Public service delivery to the people honestly and fairly, with strict adherence to the rules and due process and without corrupt or improper consideration 	<ul style="list-style-type: none"> • A national culture of zero tolerance for corruption 	<ul style="list-style-type: none"> • Mass sensitization and mobilization against corruption 	<ul style="list-style-type: none"> • Public enlightenment on deleterious effect of corruption on national development.
			<ul style="list-style-type: none"> • Sensitizing and empowering the public to insist on transparency and demand accountability.
			<ul style="list-style-type: none"> • Promotion and support of anticorruption CSOs
	<ul style="list-style-type: none"> • Establishment of high standards of public conduct 	<ul style="list-style-type: none"> • Promotion of probity 	<ul style="list-style-type: none"> • Public recognition and celebration of exemplary probity
<ul style="list-style-type: none"> • Publication and enforcement of codes of conduct 			
			<ul style="list-style-type: none"> • Public recognition and celebration of exemplary probity



	<ul style="list-style-type: none"> Minimizing corruption 	<ul style="list-style-type: none"> Establishment of an effective institutional framework for fighting corruption 	<ul style="list-style-type: none"> Strengthening anticorruption agencies to include political and financial autonomy Review of immunity clauses in the constitution Enactment of pending bills on Freedom of Information and whistle blowers protection Review of the provision for the establishment, use and oversight of security votes Stringent laws on financial reporting, disclosure requirement, audit and timely publication of accounts. Review and enforcement of provision on Public Procurement Act Stiffening sanctions on corruption
		<ul style="list-style-type: none"> Creating an enabling 	<ul style="list-style-type: none"> Establishment and publicizing



		environment for proper conduct.	clear rules and processes for obtaining decisions and entitlements
		•	• Empowering citizen to know and claim their rights
		•	• Enhancement of remuneration and conditions of service of public servants to reduce temptation
		•	• Political will to ensure austerity in the conduct of public office holders
		•	• Public access to asset declaration of public officers.

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Projected Investment

As a result of the importance attached to the sector, priority will be accorded the projects and programme aimed at strengthening the anti corruption drive, establishment of special courts to handle anti corruption cases. Removal of immunity clause, build library, build ICPC training academy, set up ICPC electronic databank, Establish forensic laboratory and exhibit bank room. Establish EFCC and ICPC offices in every state of the federation. Other projects and programmes for which sufficient allocation will be made include the following:

- Strengthen anti corruption campaign
- Awareness creation through adverts, seminar and workshops
- Capacity building for anti corruption agencies.
- An indicative allocation to projects and programmes is as follows:
- PROJECTED INVESTMENT

SN	Proposed Action	Implementing Agency
1	Strengthen anticorruption agencies to enhance their ability to carry out their mandate. (EFCC and ICPC)	EFCC and ICPC
2	Establish EFCC and ICPC offices in every states of the nation	EFCC and ICPC
3	Set up specialized courts to handle corruption cases	See judicial sector
4	Removal of immunity clause	Refer to Governance sector
5	Build ICPC library complex	ICPC
6	Build ICPC Training Academy complex	ICPC
7	Set up ICPC electronic databank	ICPC
8	Establish forensic laboratory and exhibit bank room	ICPC



Chapter 5: Public Service Management

Introduction

The proposed total investment for Public Service Management is **N21.720 billion**. The breakdown is at the end of this chapter. The Public Service is an essential pillar of a modern nation. An effective, efficient, highly skilled, merit-driven and integrity-based Public Service is indispensable for realizing NV20: 2020. The public service is of critical importance in two respects: first as the machinery responsible for implementing government initiatives as encapsulated in NV20: 2020, and second, it is the enabler and regulator of the private sector and civil society. The goal of reform is to ensure the adequacy and competence of the public service both to implement government policies and regulate the private sector.

During the Plan period, sustained efforts will be made to establish an effective, efficient, highly skilled merit-driven and integrity based public service that would act as catalyst and change agent for realizing the goal of NV20:2020. The following goals are to be achieved during the Plan period:

- Create institutional and governance environment for effective service delivery
- Rebuild public service machinery for greater and efficient responsive service delivery at all levels
- Reform the public service by implementing critical institutional changes to restore professionalism and client focus.
- Institute a performance management framework that entrenches merit in public service operations
- Enhance the public service capacity for implementation of NV 20:2020
- Institutionalize succession planning and career management

Situation Analysis

The public service has undergone various reforms; the most recent being the Public Service Reforms (PSR) of 2004-2009. These reforms; comprehensive in design and driven by an independent office, (The Bureau for Public Service Reform) set to right-size the public service and eliminate ghost workers; restore the professionalism of the service; restructure and re-orientate the public sector; tackle corruption and improve transparency in government transactions; reduce waste and improve efficiency of government expenditure; and enhance economic co-ordination.

Important achievements of the reform include implementation of an extensive privatisation and liberalization programme (which has seen government relinquish to the private sector, substantial part of its interests in telecommunications, oil and gas; insurance, banking etc.); reduction in the cost of running the bureaucracy; pension system reform; monetisation of fringe benefits; restructuring of MDAs and Parastatals; review of the Public Service Rules and Financial Regulations; establishment of the Independent Corrupt Practices Commission (ICPC) and Economic and Financial Crimes Commission (EFCC); procurement reform; enactment of the Fiscal Responsibility Act; phased introduction of Integrated Payroll and Personnel Information System with biometrics application; statistical system reform; introduction of



consolidated salary structure and the establishment of the National Identity Management Commission (NIMC)

The marginal gains recorded by the reform are not sufficient to carry the service to the next level. However, addressing the challenges begins with the consolidation of the gains of the reforms. Accomplishing the strategic national goal of good governance requires a professional and apolitical public service, in which improvements will be progressive and self propelled, driven by public officers of impeccable character and integrity, with the right skills-mix, sufficiently challenged and motivated to be efficient managers of resources and talents. That is, to transform the public service into a competent and virile service, providing policy advice and guidance for a rapidly growing economy.

Issues and Challenges

In spite of above-mentioned gains, Public Service delivery is still relatively poor compared to more advanced countries. The Public Service faces many challenges that inhibit effective performance. These include:

- Aging workforce predominantly constituted by unskilled junior officers;
- Stagnation at middle management and directorate levels;
- Leadership inadequacy at all levels arising from opportunistic career advancement and selection;
- Overlaps and duplication of functions of MDAs, resulting in huge resource wastage;
- Improper placement, wrong deployment and succession planning crisis;
- Erosion of public service values, ethics and integrity;
- Weak incentive system, poor remuneration and working conditions;
- Huge capacity gaps in critical areas of (ICT), strategic thinking and policy analysis, among others;
- Fundamentally flawed performance management system;
- Low productivity arising from poor work culture and poor incentives;
- Inefficient and cumbersome work operations and processes;
- Lack of vertical and horizontal inter-linkages and coordination among MDAs; and
- A culture of intolerance to change and harnessing of talents;
- Inadequate and appropriate service delivery structures e.g. non-rationalization of mandates of newly created Agencies wit existing (NDDC and Ministry of Niger Delta).
- Inflexibility and low responsiveness to public and global market demands, arising from the bureaucratic and hierarchical system being operated.

Policy Thrusts

Critical policy thrusts of the sector revolve around seven areas:

- **Promote service-wide inter-and intra- sector linkages.** There are pockets of resources across the public service that can be optimised by sharing both its benefits and costs by two or more agencies. Creating new service-wide inter and intra- sector linkages will produce synergies that will deliver more utility from existing resources.
- **Reduce corruption and enhance the transparency of public procurement.** The menace of corruption cannot be overemphasised. Curbing corruption is critical to the



success and sustainability of reforms; it will also drastically reduce the price government pay for goods and services. Government is a big spender, therefore a transparent public procurement process offers a better opportunity for equitable distribution of government resources.

- **Embrace e-governance.** ICT is both a critical enabler and a source of cost saving. Advances in ICT have remarkably enhanced the capability of government to reach out to a larger section of the citizenry through e-governance.
- **Extend reform to states.** The public service cut across the three tiers of government, therefore PSR should extend to states and local governments. The Federal Government will offer technical assistance to states to assist them articulate and implement their respective reform programmes and states in turn will assist local governments.
- **Promote network of alliances in support of and to institutionalize integrity.** In addition to fighting corruption, integrity needs to be rewarded both in public and private sectors. Building a network of alliances will strengthen efforts of actors from public, private and civil sectors in promoting integrity.
- **Encourage PPPs that have built-in accountability systems.** PPP is fast becoming an important vehicle for delivering social services. The regulation of PPPs and protection of citizens depend on the credibility of their accountability systems. In-built accountability systems reduce the cost of administration and ensure healthier competition.
- **Compulsory continuing education/training for the Public Service.** The global economy is constantly changing, and for the public service to continue to deliver on its mandate it must keep up with the dynamism. Compulsory continuing education for Public Servants will ensure the service remains updated and relevant to changing circumstances.

Objectives, Strategies and Targets

The objectives and associated targets for public service reforms are:

Objective 1:

Reform the public service to implement critical institutional changes to restore professionalism and client focus.

The current structure of the public service makes it fundamentally incapable for effective and efficient service delivery. Restoring professionalism and service philosophy requires far reaching institutional realignment.

Strategies: The strategies to be employed in order to achieve this objective include:

- Deepening the reforms particularly in the area of institutional realignment;
- Training and retraining of existing staff for professionalism and improved service delivery.
- Implementation of an Integrated Payroll and Personnel Information System for the entire public service

Targets



- Complete the integrated Payroll and Personal Information System for the entire public service by 2011
- Having in place, an attractive remuneration package for the entire public service by 2010
- Implementation of an IT-based work environment across the service by 2012

Objective 2: Enhance the performance of the Public Service

Strategies:

Institute a performance management framework that entrenches merit in public service operations.

- A credible performance measurement system is the only alternative for mediocrity, and is essential for accountability;
- Implement the new national monitoring and evaluation framework by 2010

Targets:

- Define specific score card for MDAs by 2010
- Define performance management template for public servants from 2010
- Implement MDA reports and generate country reports by 2011
- Use performance management reports to inform budgeting and competitive funding for MDAs from 2012
- Establish output oriented budgeting 2011.

Objective 3:

Enhance the public service capacity for implementation of NV 20:2020.

Implementation of NV20: 2020 requires a better organised service than what currently exists.

Strategy: In order to achieve this objectives, the following strategies will be employed.

- Intensification of training (Local and Overseas) on programme implementation
- Repositioning of NPC for effective coordinate of the new Monitoring and Evaluation System.

Targets:

- Complete the repositioning of NPC, including review of its enabling law and establish a monitoring and evaluation department to enhance evidence based policy formulation
- Implement the pooling of PRS departments of MDAs and commence building the requisite capacity by 2010
- Enhance operational effectiveness of States Planning Agencies and commence building the requisite capacity by 2011



Objective 4:

Institutionalize succession planning and career management

A critical innovation which the NV20: 2020 is heralding in the public service is succession planning to ensure smooth transition at all times.

Strategies: The strategies that will be pursued to achieve this objective include:

- Involving all critical stakeholders to ensure sustainability.
- Promoting the provision of multiple services at one location and joint funding of common/ related services;
- Identifying and strategically placing reform champions;
- Mainstreaming ethics and professional standards in public sector management and training;
- Mainstreaming e-government
- Benchmarking MDAs service delivery on measurable indices of performance,
- More rigorous audit of the accounts of MDAs, and follow through audit reports.
- Publicising the performances of MDAs and making relevant information available in the public domain.
- Linking public programmes and expenditure to results / impact.

Targets:

- Raise public confidence that there is effective succession planning and management to over 80 per cent by 2013

Sectoral Priorities

Priority projects will be drawn essentially from three areas:

- Accelerated adoption of e-governance tools
- Development of performance management Mechanism
- Establishment of a well equipped and staffed department of Monitoring and Evaluation under the NPC.

Table 4: Summary Investment Profile

SN	Proposed Action	Implementing Agency
1.	Design and implement Management Exchange Program for public and private sector[1]	OHSF in collaboration with NESG[2]

2.	Institute compulsory continuing education/training tailored by ASCON/Public Service Institute to specific requirements of all grades and cadres -2010	OHSF
3.	Introduce a minimum grade requirement for recruitment into critical areas of the public service -2010	CSC, OHSF
4.	Complete the integration of the entire public service into the Integrated Payroll and Personnel Information System by 2011	OHSF, FMF and OAGF
5.	Salaries Incomes and Wages Commission to review and implement a harmonised public service salary scale	SWandIC
6.	Accelerate adoption of e-governance tools; Introduce online processing across the service. -2012	OHSF, NeGST, Galaxy Backbone
7.	Introduce a system of regular inventory audit across the service. -2010	OHSF, OFAGF
8.	LAN Installation, Intranet and mailing services and active directories in all MDAs.	MDAs
9.	All MDAs should have a functional website. -2010	MDAs
10.	ICT Capacity building, manuals and training Software	MDAs
11.	Standardize registration, documentation and disclosure requirements and replicate same in States.-2010	MDAs
12.	Sensitization workshop to educate MDAs on the use of the score card.-2010	NPC
13.	Office of Head of Service in collaboration with PSI and ASCON to develop performance management template. 2010	OHSF
14.	Establish an MandE Office under the NPC to implement the proposed MandE framework for NV2020	NPC
15.	FEC to direct NPC and FMF to take cognisance of the Annual Performance Management Reports in Budgeting and funding for MDAs.	NPC, FMF
16.	Review of NPC Act, 1993: 2010	NPC, NASS

17.	Implement the pooling of PRS departments of MDAs: 2010 - 2011	NPC, OHSF
18.	Workshops and Stakeholders forum for PRS Departments in MDAs. 2010	NPC
19.	FGN to encourage establishment of States' Planning Agencies, by 2010	NPC
20.	States to encourage the establishment of Development Planning Committees in the Local Governments: 2010 - 2011	States
21.	Workshops for PRS Departments in States from 2010	NPC
22.	Office of the Head of the Civil Service of the Federation: provision of Infrastructure for Owner Occupier Housing Scheme from 2010	OHSF
23.	Rehabilitation of Civil Service Clubs: 2010 -2011	OHSF
24.	Renovation of Federal Secretariat Complex (Phase II) Blocks A, B, C: 2010 - 2011	OHSF
25.	ICT Infrastructure for Federal Secretariat Phase II Office Complex	OHSF
26.	Contribution to Foreign Bodies	OHSF
27.	Production of Authorized Establishment of each MDA, Printing of the authorized establishment of each MDA: 2010	OHSF
28.	Karu Record Centre: Completion and rehabilitation: 2010 - 2011	OHSF
29.	Upgrading of Library: 2010	OHSF
30.	Millennium Development Goals (MDG)	OHSF
31.	Achieving Job Standards: Development by Reviewing the Job classification manuals and scheme of Service:	OHSF

	2010	
32.	Publishing of Statutory Publications/Job Classification manuals: 2010	OHSF
33.	Career Management Information System	OHSF
34.	Professionalization of DPRS, HRM functions and other reviewed cadres and commence building of new competencies by 2011	OHSF
Sub-Total		
PUBLIC SERVICE INSTITUTE		
35.	Construction of Administrative Blocks and Support Facilities at the Institute: 2010	OHSF
36.	Construction of other Residential Facilities: 2010	OHSF
37.	Construction of Male Hostel at the Institute: from 2010	OHSF
38.	Construction of Female Hostel at the Institute: from 2010	OHSF
39.	Construction of Religious Facilities: from 2010	OHSF
40.	Construction of Recreational Facilities at the Institute: from 2010	OHSF
41.	Construction of External Infrastructural Facilities: from 2010	OHSF
42.	Development of Utility Services at the Institute: from 2010	OHSF
43.	Reconstruction of perimeter Fencing: from 2010	OHSF
FEDERAL TRAINING CENTRES (FTCs)		OHSF
FTC LAGOS		OHSF

44.	Purchase of Books for Library: 2010	OHSF
	FTC ILORIN	OHSF
45.	Purchase of Books for Library: 2010	OHSF
	FTC KADUNA	OHSF
46.	Library Development: from 2010	OHSF
	FTC MAIDUGURI	OHSF
47.	Learning Materials: 2010	OHSF
	FEDERAL GOVERNMENT STAFF HOUSING LOANS BOARD (FGSLB)	OHSF
48.	Housing Loan Scheme to Public Servants: from 2010	OHSF
	BUREAU OF PUBLIC SERVICE REFORMS (BPSR)	
49.	Rent of Office Accommodation: 2010	OHSF
50.	IPPIS Second face Infrastructure and Application Maintenance contract: from 2010	OHSF
51.	Technical Consulting Supporting Services to MDAs: from 2010	OHSF
52.	ICT Service-wide Consultancy support to MDAs: from 2010	OHSF
53.	MDAs Reform Implementation Capacity Development: from 2010	OHSF
54.	Instituting a new Performance Management System Service-wide: from 2010	OHSF
55.	Implementation of Service-wide changes including Institutional Re-engineering of Central Coordinating Agencies and Communicating the Reform: from 2010	OHSF
	ADMINISTRATIVE STAFF COLLEGE OF NIGERIA	

	(ASCON)	
56.	Water Supply System	OHSF
57.	Rehabilitation including furnishing of participants chalets and hostel blocks: from 2010	OHSF
58.	Rehabilitation and modernization of Training Rooms: from 2010	OHSF
59.	Management of Bandwidth: from 2010	OHSF
60.	Acquisition of Library Books: 2010	OHSF
61.	Institutional Research Publication and Human Capital Development: from 2010	OHSF
62.	ICT Development: from 2010	OHSF
63.	Construction of Main Gate and Rehabilitation of Phase I and II Fences: from 2010	OHSF
64.	Construction of 60 Room International participants' Hostel Accommodation: from 2010	OHSF

4. Office of the Head of the Civil Service of the Federation: Proposed Investment Plan 2010 – 2013

Thematic Area - Governance and Security						
Office of the Head of Service of the Federation						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Design and implement Management Exchange Program for public and private sector[1]	-	176.92	200.51	212.30	589.73
2	Institute compulsory continuing education/training tailored by ASCON/Public Service Institute to specific requirements of all grades & cadres -2010	-	7.52	8.52	9.02	25.06
3	Introduce a minimum grade requirement for recruitment into critical areas of the public service -2010	-	-	-	-	-
4	Complete the integration of the entire public service into the Integrated Payroll & Personnel Information System by 2011	-	44.23	50.13	53.08	147.43
5	Salaries Incomes & Wages Commission to review and implement a harmonised public service salary scale	-	-	-	-	-
6	Accelerate adoption of e-governance tools; Introduce online processing across the service. -2012	-	88.46	100.25	106.15	294.86
7	Introduce a system of regular inventory audit across the service. -2010	-	4.42	5.01	5.31	14.74
8	LAN Installation, Intranet & mailing services and active directories in all MDAs.	-	22.11	25.06	26.54	73.72
9	All MDAs should have a functional website. -2010	-	8.85	10.03	10.62	29.49
10	ICT Capacity building, manuals and training Software	-	22.11	25.06	26.54	73.72
11	Standardize registration, documentation and disclosure requirements and replicate same in States.-2010	-	22.11	25.06	26.54	73.72
12	Sensitization workshop to educate MDAs on the use of the score card.-2010	-	0.66	0.75	0.80	2.21

13	Office of Head of Service in collaboration with PSI & ASCON to develop performance management template. 2010		2.21	2.51	2.65	7.37
14	Establish an M&E Office under the NPC to implement the proposed M&E framework for NV2020		8.85	10.03	10.62	29.49
15	FEC to direct NPC and FMF to take cognisance of the Annual Performance Management Reports in Budgeting and funding for MDAs.		-	-	-	-
16	Review of NPC Act, 1993: 2010		0.44	0.50	0.53	1.47
17	Implement the pooling of PRS departments of MDAs: 2010 - 2011		2.21	2.51	2.65	7.37
18	Workshops and Stakeholders forum for PRS Departments in MDAs. 2010		0.66	0.75	0.80	2.21
19	FGN to encourage establishment of States' Planning Agencies, by 2010		1.33	1.50	1.59	4.42
20	States to encourage the establishment of Development Planning Committees in the Local Governments: 2010 -2011		4.42	5.01	5.31	14.74
21	Workshops for PRS Departments in States from 2010		4.42	5.01	5.31	14.74
22	Office of the Head of the Civil Service of the Federation: provision of Infrastructure for Owner Occupier Housing Scheme from 2010		39.81	45.11	47.77	132.69
23	Rehabilitation of Civil Service Clubs: 2010 - 2011		4.95	5.61	5.94	16.51
24	Renovation of Federal Secretariat Complex (Phase II) Blocks A, B, C: 2010 - 2011		32.29	36.59	38.75	107.63
25	ICT Infrastructure for Federal Secretariat Phase II Office Complex		35.38	40.10	42.46	117.95
26	Contribution to Foreign Bodies		2.21	2.51	2.65	7.37
27	Production of Authorized Establishment of each MDA, Printing of the authorized establishment of each MDA: 2010		2.30	2.61	2.76	7.67
28	Karu Record Centre: Completion and rehabilitation: 2010 - 2011		16.63	18.85	19.96	55.43
29	Upgrading of Library: 2010		2.21	2.51	2.65	7.37
30	Millennium Development Goals (MDG)		44.23	50.13	53.08	147.43

31	Achieving Job Standards: Development by Reviewing the Job classification manuals and scheme of Service: 2010		8.85	10.03	10.62	29.49
32	Publishing of Statutory Publications/Job Classification manuals: 2010	-	3.54	4.01	4.25	11.79
33	Career Management Information System	-	-	-	-	-
34	Professionalization of DPRS, HRM functions and other reviewed cadres and commence building of new competencies by 2011	-	132.69	150.38	159.23	442.29
	PUBLIC SERVICE INSTITUTE	-	-	-	-	-
35	Construction of Administrative Blocks and Support Facilities at the Institute: 2010		4.42	5.01	5.31	14.74
36	Construction of other Residential Facilities: 2010	-	3.32	3.76	3.98	11.06
37	Construction of Male Hostel at the Institute: from 2010	-	9.73	11.03	11.68	32.43
38	Construction of Female Hostel at the Institute: from 2010	-	8.18	9.27	9.82	27.27
39	Construction of Religious Facilities: from 2010	-	0.09	0.10	0.11	0.29
40	Construction of Recreational Facilities at the Institute: from 2010		2.17	2.46	2.60	7.22
41	Construction of External Infrastructural Facilities: from 2010		6.63	7.52	7.96	22.11
42	Development of Utility Services at the Institute: from 2010		4.33	4.91	5.20	14.45
43	Reconstruction of perimeter Fencing: from 2010		4.42	5.01	5.31	14.74
			-	-	-	-
	FEDERAL TRAINING CENTRES (FTCs)		-	-	-	-
	FTC LAGOS		-	-	-	-
44	Purchase of Books for Library: 2010		1.42	1.60	1.70	4.72
	FTC ILORIN		-	-	-	-
45	Purchase of Books for Library: 2010		1.37	1.55	1.65	4.57
	FTC KADUNA		-	-	-	-
46	Library Development: from 2010		1.37	1.55	1.65	4.57
	FTC MAIDUGURI					

		-	-	-	-	-
47	Learning Materials: 2010		1.37	1.55	1.65	4.57
	FEDERAL GOVERNMENT STAFF HOUSING LOANS BOARD (FGSLB)	-	-	-	-	-
48	Housing Loan Scheme to Public Servants: from 2010		236.63	268.18	283.95	788.76
	BUREAU OF PUBLIC SERVICE REFORMS (BPSR)	-	-	-	-	-
49	Rent of Office Accommodation: 2010	-	2.65	3.01	3.18	8.85
50	IPPIS Second face Infrastructure and Application Maintenance contract: from 2010	-	19.90	22.56	23.88	66.34
51	Technical Consulting Supporting Services to MDAs: from 2010	-	9.95	11.28	11.94	33.17
52	ICT Service-wide Consultancy support to MDAs: from 2010	-	9.95	11.28	11.94	33.17
53	MDAs Reform Implementation Capacity Development: from 2010		39.81	45.11	47.77	132.69
54	Instituting a new Performance Management System Service-wide: from 2010	-	0.66	0.75	0.80	2.21
55	Implementation of Service-wide changes including Institutional Re-engineering of Central Coordinating Agencies and Communicating the Reform: from 2010		95.54	108.27	114.64	318.45
	ADMINISTRATIVE STAFF COLLEGE OF NIGERIA (ASCON)	-	-	-	-	-
56	Water Supply System		7.78	8.82	9.34	25.95
57	Rehabilitation including furnishing of participants chalets and hostel blocks: from 2010		37.51	42.51	45.01	125.02
58	Rehabilitation and modernization of Training Rooms: from 2010		6.19	7.02	7.43	20.64
59	Management of Bandwidth: from 2010		3.98	4.51	4.78	13.27
60	Acquisition of Library Books: 2010		1.77	2.01	2.12	5.90
61	Institutional Research Publication and Human Capital Development: from 2010		1.55	1.75	1.86	5.16
62	ICT Development: from 2010		9.07	10.28	10.88	30.22
63	Construction of Main Gate and Rehabilitation of Phase I & II Fences: from 2010		1.55	1.75	1.86	5.16



64	Construction of 60 Room International participants' Hostel Accommodation: from 2010		88.46	100.25	106.15	294.86
65	Projects	16,017.56				16,017.56
66	Non Priority Project		337.64	392.39	410.64	1,140.68
		16,017.56	1,706.46	1,943.71	2,053.22	21,720.95

5. National Bureau of Statistics

Thematic Area - General Administration						
National Bureau of Statistics						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Advocacy		132.30	111.65	120.33	364.28
2	Organizational & Institutional Development		109.79	103.95	99.53	313.27
3	Human Resource Development and Management		142.36	158.42	151.71	452.49
4	Infrastructural Development		116.41	125.55	142.86	384.82
5	Information Communication Technology Strategy		24.08	34.14	45.66	103.89
6	Coordination of Data Production Process		47.18	69.10	84.80	201.07
7	Data Dissemination Policy		109.79	111.27	89.74	310.80
8	Statistical Auditing (National)/M&E		20.46	46.47	58.34	125.27
9	Sectoral Data Management					



			27.04	34.14	54.36	115.54
10	Production of data through Censuses		38.99	52.83	48.92	140.74
11	Data Development Strategy on National Surveys		69.09	101.61	108.72	279.41
12	Non Priority Projects		260.30	302.52	316.59	879.41
		-	1,097.78	1,251.66	1,321.56	3,671.00

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6. Office of the Auditor General of the Federation

Thematic Area - General Administration					
Office of the Auditor General of the Federation					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	HEAD OFFICE COMPLEX FOR THE OFFICE OF THE AUDITOR-GENERAL FOR THE FEDERATION	1,867.41	1,080.00	1,224.00	1,296.00
2	Non priority Projects	-	284.16	330.24	345.60
		1,867.41	1,364.16	1,554.24	1,641.60

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NEIC

		NEIC			
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Upgrading / Updating of NEIC Macromodel	-	-	-	-
2	Expansion / Upgrading of NEIC IT	-	31.20	-	-
3	Continuation of the 2nd Phase of Upgrading of NEIC IT Facilities and Equipping and Overhauling of NEIC Library	-	-	35.36	-
4	Provision and Replacement of Office Furniture (Two Floors)	-	-	-	37.44
5	Purchase and Installation of Inverter Power Supply System	-	-	-	-
6	Non priority Projects	-	10.21	11.87	12.42
		-	41.41	47.23	49.86

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NEPAD

NEPAD					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	NEPAD Nigeria E-Learning programme		2.71	4.04	2.21
2	NEPAD Nigeria INFORMATION SYSTEM DATA		2.71	4.04	2.21
3	Networking of NEPAD Nigeria Data Bank with NEPAD Data Bases in the States.		6.77	10.09	5.53
4	Facilitation/Sensitization of NEPAD Programme (Nationwide).		-	-	-
5	Joint NEPAD/ National Assembly Conferences, Seminars and Workshop on NEPAD Matters.		27.10	40.35	22.13
6	Facilitation of NEPAD Programmes at Regional, Sub-Regional & Continental Level.		6.77	10.09	5.53
7	Publication of Reports on NEPAD		8.13	12.11	6.64
8	NEPAD STATISTICS		8.13	12.11	6.64
9	Research program for Nepad		8.13	12.11	6.64
10	Nepad Nigeria library (virtual library)		3.39	5.04	2.77
11	Project Monitoring and Evaluation		18.97	28.25	15.49
12	NEPAD servicom programme		2.03	3.03	1.66
13	Monitoring and Evaluation of NPoA implementation		16.26	30.27	27.66
14	APRM sensitization workshops/conferences		24.39	30.27	22.13
15	Evaluation		50.13	-	99.58
16	peer review process		13.55	24.21	22.13
17	NEPAD Media & Communication programmes		-	-	-
	journalist roundtable		1.35	2.02	1.11
	nepad newsletter		1.08	1.61	0.89
	tv documentary		1.35	2.02	1.11
	production of TV, Radio jingles and theme music		2.03	3.03	1.66
	Production of leaflets, handbills on Nepad		2.03	3.03	1.66
	Nepad Half programme on National television (forum on NTA)		1.35	2.02	1.11
	Tuesday Nite Life on NTA		0.81	1.21	0.66
	Nepad Billboards		2.71	4.04	2.21



18	Workshop for NEPAD correspondents and states coordinator		1.35	2.02	1.11	
19	NEPAD Enabling Law		1.35	2.02	1.11	
20	Legal Services		1.35	2.02	1.11	
21	Non Priority Projects		81.23	94.40	98.79	
		-	297.21	345.40	361.47	

National Identity Management Commission

Thematic Area - General Administration					
National Identity Mgt Commission					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Upgrade and Update of National Identity Database & Facility		762.63	734.78	711.51
2			302.99	340.88	337.47
3	Procurement of 800 KVA Generators.		29.63	29.49	26.86
4			893.25	1,120.91	1,194.38
5	Development of Head Office Infrastructure ICT/LAN Facilities & Servers.		202.40	272.70	307.78
6			574.55	635.74	742.07
7	Procurement of Project Vehicles		11.00	12.13	11.66
8	Non Priority Projects		730.44	848.89	888.37



		-	3,506.88	3,995.52	4,220.10
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Debt Management Office

Thematic Area - General Administration						
Debt Management Office						
S/N	Priority Projects	Costs in N'm				
		2010	2011	2012	2013	
1	Bond Implementation and Trading		90.27	-	-	90.2
2	Debt Management		12.00	115.91	122.73	250.
3	Non Priority Projects		35.29	41.02	42.92	119.
		-	137.56	156.92	165.65	460.

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Centre for Management Development

Centre for Management Development (CMD)					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Acquisition of 5000 Volumes Of Management and Electronic books, Journals, setting up of e-library, Upgrading of Library Soft wares in Abuja, Uyo and Kano, Owerri & Lagos Offices		15.02	36.40	35.88
2	Accreditation of Mgt. Trainees and Training Institution		8.00	20.80	23.06
3	Research programme focused on specific Economic Management and Governance issues		5.25	15.60	15.38
4	Completion of Digital Center: Provision of ICT		78.69	34.32	35.88
5	Organization of Seminars and Workshops for M&E Planning, Budget, procurement etc		10.49	26.00	30.75
6	Non Priority Projects		38.31	44.52	46.59
		-	155.76	177.63	187.53



Office of the Accountant General of the Federation

Thematic Area - General Administration					
Office of the Accountant General of the Federation					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Improved Accounting and Financial Management System	-	0.62	0.36	0.39
2	Strengthen Personal & Financial Mgt. Systems	-	0.53	0.43	-
3	Timely Accounting & Reporting (GIFMIS)	-	-	-	-
4	Management & Utilization of funds	-	143.58	166.63	177.65
5	Efficient Mgt. Of wage bill & pay Roll (IPPIS)	-	1.30	1.08	0.69
6	Modernization of Internal Audit	-	0.07	0.08	-
7	Upgrading Treasury Academy	-	1.11	1.08	1.15
8	Modernization of Inspection	-	0.74	0.87	0.69
9	Improved Asset Mgt.	-	2.78	0.32	0.34
10	Improved Asset Mgt.	-	0.09	0.08	0.09
11	Non Priority Projects	-	46.08	53.56	56.05
		-	196.90	224.49	237.03



National Pension Commission

Thematic Area - General Administration					
National Pension Commission					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Review and amendment of the Pension Reform Act (PRA) 2004.		12.34	-	-
2	Enhancing supervisory processes of the pension industry		42.55	43.25	-
3	Strengthen pension regulation		-	-	-
4	Enforcement of compliance		37.10	51.91	104.05
5	Establishment of a robust IT System for the Commission		21.96	20.76	-
6	Development of a sound investment framework for the pension industry		14.18	-	-
7	Strengthening the National Databank		34.78	-	-
8	Development of robust benefits administration system		6.82	43.25	-
9	Capacity building in the pension industry		13.64	8.65	-
10	Public enlightenment campaigns		6.14	77.86	156.08
11	Organizational development		27.28	-	-
12	Non Priority Projects		86.40	100.41	105.08
		-	303.18	346.09	365.21

Bureau of Public Enterprises

Thematic Area - General Administration					
Bureau for Public Enterprises					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Power Sector Reform Programmes. Restructuring and Privatization		33.15	39.36	43.68
2	Privatization of Portharcourt Refinery 1 & 2, Warri Refinery, Pipeline & products marketing Company Limited, Eleme Petrochemical Company Ltd & Stallion Property and Development Company		89.17	84.63	75.13



3	Nigeria Mining Corporation Subsidiaries , NMC Associated Companies/JVCS Ajaokuta Steel Companies & NCC Auxilliary		13.26	12.60	10.92
4	Commercialization of twelve River basin Development Authorities		12.53	11.81	12.23
5	Commercialization of 7 National Parks of Old oyo National park, Okomu National Park Kamaku National Park, Cross River National Park, Chad Basin national		13.26	14.96	15.73
6	NIPOST- Work on Transaction Strategies		167.39	198.78	220.59
7	Media Services (NTA, FRCN, NAN, NFC)		1.33	1.97	0.87
8	Ensure Compliance of Investors , Asses the overall performance of the programme and impact on the National Economy		48.40	68.89	101.34
9	Servicing of Soft ware and Hardware		85.23	80.97	45.67
10	Conducting Research on privatization generally and privatized Enterprises		31.82	30.23	26.84
11	Local and International Training & Workshop		59.67	85.02	113.22
12	Non Priority Projects		137.54	159.84	167.28
		-	692.73	789.06	833.51



National Population Commission

Thematic Area - General Administration					
National Population Commission					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	
1	Capacity Building Population Activities		628.96	841.09	51.43
2	Census Data Analysis		188.69	315.41	25.74
3	Legal Matters, Census Defense and Tribunal		188.69	210.27	-
4	Completion of HQ Building (85%)		188.69	105.14	4.29
5	Construction of 8 Permanent State Office		75.48	126.16	10.25
6	Dissemination of Census Data		100.63	172.42	14.40
7	Collation and Data Entry of EAD GPS		-	-	-
8	Production of Compendium of Localities		236.49	220.79	-
9	Maintenance of Registration of Births and Deaths		196.24	418.44	13.53
10	Nigerian Population DBMS - Geo Portal		62.90	105.14	8.57
11	Implementation of Network, Intranet, Video conferencing and Media Storage		754.76	946.23	8.57
12	Internal Migration in Nigeria within the country		125.79	210.27	8.57
13	International Migration		314.48	525.68	42.80
14	National Population Data Bank		188.69	210.27	8.57
15	Nigeria Demographic and Health Surveys		-	-	514.30
16	Nigeria DHS ED Data Survey for decision making		-	-	-
17	Sentinel survey of the National Population Prog.		12.58	21.03	1.71
18	Specialised Population Library				



			12.58	42.05	3.43
19	Research Programmes		25.16	42.05	5.14
20	Population activity coordination in Nigeria		75.48	105.14	8.57
21	Advocacy, Publicity, Info, Comm & Enlightenment		377.38	420.55	17.14
22	Establishment of Mini GIS Laboratories in 36 States and FCT and maintenance of the GIS Laboratory at the HQ		362.28	210.27	17.30
23	Preparatory activities for Census 2016		1,132.13	1,892.45	342.81
24	Hosting of Population Website and Web Portal		37.74	42.05	-
25	Production Demographic Thematic Maps and Population Atlas of Nigeria		163.53	105.14	3.43
26	Implementation of Electronic Document Mgt. System		251.59	315.41	8.57
27	Establishment of EA Digital Frame for Surveys and Censuses		147.30	114.37	-
28	Establishment of National Institute for Demographic Studies		50.32	84.11	6.86
29	Acquisition of Satellite Imagery (SPOT 2.5 Meter Resolution) Processing, Annotation and DB Devpt		1,034.01	63.08	0.86
30	Development of Map Archives Systems		7.17	-	-
31	Population and Housing Census 2016 Preparatory - Data Processing		-	-	7,200.00
32	Non Priority Projects		1,769.81	2,056.81	2,150.00
		-	8,709.54	9,921.83	10,400.00



Federal Ministry of Finance

Thematic Area - General Administration					
Federal Ministry of Finance					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Macroeconomic modeling and research initiative		43.57	-	-
2	Unified communication system for FMF		18.57	30.40	-
3	Work flow automation: to automate the work flow system in the entire Ministry in general and the Ministry's registries open and secret registry in particular		11.14	18.24	-
4	Government integrated Financial		1,299.71	668.77	-
5	Market Development and restructuring initiative (MDRI)		247.70	469.47	141.8
6	Head Office Complex		-	657.26	198.5
7	Computerization		14.86	14.08	4.26
8	Modernization of Departmental Library		247.70	244.13	2,194
9	Establishment Fiscal Data Bank		217.98	225.35	68.09
10	Review Printing Of CET Book		64.40	65.73	19.86
11	Procurement Of Office Capital Items.		29.72	46.95	14.18
12	Capacity Building for Staff of Fiscal Policy/BME Department		59.45	65.73	19.86
13	Research and Fiscal Incentives for improved economic performance		59.45	65.73	19.86
14	Procurement of project vehicles		39.63	-	-
15	Capacity building/training and staff development		69.36	65.73	19.86



16	Procurement for equipment/Tools for budget Monitoring and Evaluation		69.36	65.73	19.86
17	Projects	4,080.44			
18	Non Priority Projects	-	583.00	677.54	709.0
		4,080.44	3,075.60	3,380.82	3,430

NISER

Thematic Area - General Administration					
NISER					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Core NISER research and dissemination activities		35.60	41.01	43.48
2	Team Research Project (NRND in 2 parts)		19.58	22.55	23.91
3	NISER Publications		7.12	10.25	10.87
4	Training Programme for all staff		7.12	8.20	8.70
5	Infrastructure expansion and office improvement project		17.80	12.30	13.04
6	Multipurpose Hall Project		195.96	210.06	234.76
7	Service delivery improvement		1.78	0.82	0.87
8	Service delivery improvement		8.90	4.10	4.35



9	Renovation of existing offices (Admin. Block and Prof. Buildings I and II)		4.27	3.28	2.17
10	Consultancy Multipurpose Hall Project		355.96	410.06	434.76
11	Non Priority Projects		164.10	190.71	199.58
		-	818.18	913.34	976.48

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National Planning Commission

National Planning Commission					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Establishment of a Monitoring & Evaluation Office.		21.49	9.98	-
2	Design and Implementation of National M&E Programmes		107.44	149.65	120.01
3	Monitoring of international economic cooperation projects		21.49	19.95	24.00
4	Special focus studies		71.62	174.59	120.01
5	Economic Modelling		35.81	29.93	24.00
6	ICT upgrade/ expansion including establishment of data banks		214.87	149.65	240.02
7	Printing and publications.		107.44	99.77	120.01
8	Baseline studies on transformation of Rural Areas		7.16	9.98	12.00
9	Work shops and Retreats		35.81	39.91	45.36
10	Refurbishment of office complex		164.74	209.51	240.02
11	Capacity Building		8.00	8.00	8.00
12	Preparation of 2nd NIP		-	160.00	240.00
12	NPC Projects	2,647.88			
13	Non Priority Projects	-	314.67	365.70	382.71
		2,647.88	1,110.55	1,426.62	1,576.16

Ministry of Foreign Affairs

Thematic Area - General Administration			
Ministry Of Foreign Affairs			
S/N	Priority Projects	Costs in N'm	Total



		2010	2011	2012	2013	
1	Headquarters -Digitalisation of Records		1,023.43	-	-	1,023.43
2	Purchase of Representational Cars		-	803.62	-	803.62
3	Development, production and dissemination of 1.5m pamphlets flyers		51.17	-	156.53	207.70
4	Expansion of the Foreign Academy		639.64	482.95	-	1,122.59
5	Technical Aid Corps - External Publicity/Awareness Creation		68.23	173.86	281.76	523.85
6	Procurement of 1 No 63 seater coach and two 4by4 utility vehicles		8.53	19.32	31.31	59.15
7	Procurement of Furniture and Office Equipment		3.41	7.73	12.52	23.66
8	Cnstruction of Multi-Purpose Hall		25.59	57.95	93.92	177.46
9	Department of Technical Cooperation in Africa - Inter Network - Computer Systems: PC/Laptops etc		4.26	7.73	12.52	24.51
10	Development of Specialised Library		3.41	7.73	12.52	23.66
11	Promotion of Intra-African technological inventions, innovations and boosting technological development		4.26	7.73	12.52	24.51
12	Programmes/Project Monitoring and Evaluation		4.26	7.73	12.52	24.51
13	Database for African Experts Development		3.41	7.73	12.52	23.66
14	Purchase of Utility Vehicles - 3 Toyota Corolla		4.26	9.66	15.65	29.58
15	Procurement of Office Equipmentand Furniture		5.12	13.52	21.91	40.55
16	Purchase of Power Generating Set, 125 KVA		7.68	-	-	7.68
17	Procurement of Press Equipment		1.71	1.93	3.13	6.77
18	UNESCO/DTCA Regional Parliamentary Workshop Series		3.41	7.73	12.52	23.66
19	ADB/DTCA Joint Budget Transaction Ass. Commitment		5.12	11.59	18.78	35.49
20	ASCON/DTCA/ITF Regional Expert Harnessing Development Workshop Series		2.56	5.80	9.39	17.75
21	Promotion of Africa Regional Technical Cooperation and Youth Convention		6.82	15.45	25.05	47.32
22	Sustainable Development of the Lake Chad Basin Region		5.12	11.59	18.78	35.49
23	NIIA - Completion of NIIA HQ Building, Abuja		852.86	965.89	1,565.33	3,384.08
24	Computerisation of ICT Development Project		-	9.66	15.65	25.31



25	Purchase of Library Books		23.45	48.29	78.27	150.01
26	Funds for Special Research Purposes		12.79	28.98	46.96	88.73
27	Olusegun Obasanjo Research Professional Chair in African integration and oral documentation		17.06	38.64	62.61	118.31
28	Procurement of one set of printing equipment		-	9.66	15.65	25.31
29	Institute for Peace and Conflict Resolution - Purchase of office equipment and sundry		34.11	67.61	109.57	211.30
30	Renovation of Office Complex		104.90	135.22	219.15	459.27
31	Library Development		32.41	59.89	97.05	189.34
32	Utility Vehicles and Staff Bus		32.41	56.02	90.79	179.22
33	Collective Defense and Security		4.26	19.32	31.31	54.89
34	Conflict Management in Nigeria		4.26	19.32	31.31	54.89
35	National Early Warning and Response Systems		-	220.22	356.90	577.12
36	Building Democracy as an instrument of peace and development		4.26	19.32	31.31	54.89
37	Formulation of Nigerian Peace Policy in Nigeria		4.26	19.32	31.31	54.89
38	Post Conflict, Peace Building in Nigeria		5.97	19.32	31.31	56.59
39	National Action Plan on Strategic conflict assessment of Nigeria		4.26	9.66	15.65	29.58
40	A study of Nigeria's Participation in Peace Support operations		1.71	5.80	9.39	16.89
41	Dissemination of IPCR activities		4.26	9.66	15.65	29.58
42	Post Conflict, Peace Building in Mambila Plateau		4.26	9.66	15.65	29.58
43	Projects	16,033.25				16,033.25
44	Non Priority Projects	-	965.69	1,122.29	1,174.49	3,262.48
		16,033.25	3,994.61	4,555.07	4,809.20	29,392.13



Chapter 6: Business Environment and Competitiveness

Introduction

The proposed allocation to this sector is N90.17 million. The importance of a conducive business environment to the economic growth process and functioning of the economy cannot be over emphasized. The thematic area is a key driver for realizing the objective of pillar 3 of the NV 20:2020 related to fostering sustainable socio- economic growth and development. There is a need to create and maintain a business climate that is enabling, hospitable, and supportive of local and foreign investments. *To this end, a country's business environment determines its competitiveness, level of productivity and return on investment relative to other countries.* In effect, both *business environment and competitiveness* are the essential components of what are required to facilitate production and service delivery.

The most commonly accepted framework for measuring the relative performance of any economy is the Global Competitiveness Index (GCI). This captures the microeconomic and macroeconomic foundation of national competitiveness and ranks economies on the basis of their performance in 12 selected indicators (*or pillars*) of competitiveness under three broad stages of development namely: *factor-driven, efficiency-driven, and innovation-driven* stages. These are complemented by the World Bank's Ease of Doing Business Indicators which ranks economies on the basis of ten key parameters such as the *ease of obtaining construction permits, ease of registration and start of new business, legal framework for enforcing contracts, registration of property, protection of investors, access to credit, etc.*

Nigeria has vast human and material resource base with the potential to build world class social and economic infrastructure, create wealth and eradicate poverty and build a fast growing, dynamic and prosperous economy. However, several factors, including an *inhospitable business environment* have worked to undermine the country's development. Its huge economic potential has remained largely untapped and have failed to attract additional resources in the form of Foreign Direct Investment. The overall objective of Government during the plan period is to reduce the cost of doing business in Nigeria, thereby making it easier for prospective and existing local and foreign investors to grow and expand their businesses profitably.

POLICY THRUST

The policy thrust for the business environment and competitiveness thematic area is to create a market friendly and globally competitive business environment that induces and supports a fast growing economy with adequate infrastructure to facilitate the full mobilisation of all economic sectors. It is in this context that the overall goal for the thematic area during the Plan period to create an enabling business environment that would support a dynamic, vibrant and competitive economy, with a diversified productive base to facilitate the ranking of Nigeria among the largest 20 economies in the world by 2020.



The expectation is that in the medium term, the focus will be on reducing the cost of investment enhancing efficiency and setting the stage for transition to the final phase of innovation and sophistication. This will involve improving and sustaining higher education and training, improving goods market efficiency, deepening Nigeria's financial market sophistication, assuring the country's technological readiness, and establishing an enabling environment that will optimize Nigeria's market size during 2010-2013.

Situation Analysis

The progress towards achieving Nigeria's development aspirations in the thematic area has been below optimal level. The economy ranked 94th out of 134 countries in Global Competitiveness during 2008/2009 showing marginal improvement on the country's 95th position in the 2006/2007 and 2007/2008 rankings respectively. She declined to 99th position in 2009/2010. *Nigeria is therefore regarded as one of the least competitive economies globally.* It is also classified as a *factor-driven* economy with a per capita income of less than \$2,000. *It is in this context that* Nigeria's overall ranking is regarded as inferior to that of eight of the *Next Eleven economies* with only Pakistan and Bangladesh recording less favourable rating than Nigeria.

Issues And Challenges

The major development challenges has been the unfinished transition from state led economy to private sector driven economy. Consequently, there still remains *a large public sector, whose activities tend to crowd out, rather than facilitate private investment; inefficient regulatory and service delivery institutions; inadequate and, where available, poor infrastructure for transportation and energy supply; a volatile macroeconomic environment; and unpredictable and unstable macro-economic policies, characterized by frequent policy reversals etc., all of which severely constrained private sector activities and growth.* In the medium term, a total of ten key issues and challenges need to be strategically addressed on a sustained basis for a business-friendly environment to emerge. All ten combine to constitute significant obstacles to sustained private sector growth. These include:

- Energy/power supply;
- Physical infrastructure;
- Physical Security, particularly around the Niger Delta region;
- Governance, including corruption;
- Private enterprise access to finance;
- Inadequate human capital development;
- Policy inconsistency;
- Fiscal federalism;
- Inadequate institutional and legal framework;
- Inhospitable business environment;



Objectives, Strategies and Targets

The overall policy thrusts for business environment and competitiveness in Nigeria are anchored on the need for Government to facilitate the provision of critical factors/ inputs that are required to drive economic activities in the country. The key objectives, strategies and targets are summarized below:

Objective:

- Reduce policy-related costs and risks by simplifying procedures for doing business

Strategies:

- Reduce the turnaround time for and cost of registering business
- Enhance information dissemination on Nigeria's investment potentials, locally and internationally
- Strengthen the institutional support for foreign investors at all embassies
- Reduce the turnaround time for and the cost of obtaining building permits
- Simplify and harmonize the tax systems and payment channels
- Reduce all costs related to processing import/export documents

Targets:

- Improve the process for starting business such that Nigeria's rank is enhanced from the current 108th position to being among the first 25 under the Doing Business and GC Index by 2013.
- Improve the process for granting construction permits to facilitate increase in Nigeria's current ranking of 162th position to being among the first 25 countries in the ranking for Construction Permits by 2013.
- Streamline the various taxes, levies and charges by all tiers of government by 2011
- Eliminate bottlenecks in import and export processes and documentation as required to facilitate improvement in Nigeria's ranking from 146th position to being among the first 20 in the ranking for Trading across Borders by 2012.

Objectives:

Address expeditiously electricity supply and other infrastructural deficiencies.

Targets:

- Develop and diversify power generation capacity to achieve a increase in electricity generation from less than 6000 MWH in 2009 to 16,000 MWH by 2013.
- Improve electricity transmission capacity and efficiency to reduce transmission loss from currently level about 40 per cent to less 20 per cent by 2013.
- Complete the modernization of the transportation system by 2013

Strategies:

- Explore alternative sources of energy: solar, wind, biomass and nuclear power



- Privatize, liberalize and/or deregulate key infrastructure services to allow increased private sector participation
- Expand the transmission capacity and reduce transmission loss
- Modernize the rail and water ways in line with global trends through concessioning, leasing, etc

Objectives:

- Strengthen legal and regulatory framework.

Targets:

- Improve land administration as necessary to enhance the ranking of Nigeria from currently 178th position to being among the first 25 in the ranking for Registering Property by 2013

Strategies:

- Make property registration and transfer easier and less expensive
- Strengthen anti-corruption agencies

Objectives:

- Increase access to affordable and long-term financial resources and efficiency of the financial system

Targets:

- Improve the efficiency of the financial system such that the ratio of private sector credit to GDP will rise from the current rate of 16 per cent to 30 per cent by 2013.

Strategies:

- Increase the efficiency and transparency of the lending process in financial institutions
- Implement reforms to strengthen the legal rights of borrowers and lenders
- Deepen market for long term funds to develop the real sector
- Expand the funding base for SMEs.

Objectives:

- Ensure a stable and predictable macro-economic environment

Targets:

- Reduce inflation rate from the current double digit to lower single digit bracket by 2010 and beyond.
- Achieve and sustain an average prime lending rate of single digit by 2010 and beyond
- Achieve stability in exchange rate regime by 2010 and beyond



Strategies:

- Improve national expenditure management and overall budget process
- Adopt more proactive monetary policy within a medium term framework to ensure internal price stability and external balance
- Ensure effective coordination of fiscal and monetary policies
- Improve funding and regulatory framework to increase loan-able funds to and by banks.
- Improve the inflow of foreign exchange earnings and effectively manage outflow of capital.

Objectives:

- Ensure the security of life and property.

Targets:

- Immediate resolution of the Niger Delta crises such that the disruption in the production of crude oil and gas to be reduced will be reduced from 40 per cent in 2011 to less than 5 per cent by 2013
- Strengthen and sustain the maintenance of law and order.

Strategies:

- Strengthen existing frameworks for the resolution of the Niger Delta crises.
- Reduce the prevalence and degree of poverty in the region
- Reorientation, retraining and repositioning of the law enforcement agencies.

Sectoral Priorities

In order to ensure sustained conducive business environment and competitiveness in the Nigerian economy, three interrelated sectoral priorities must be addressed seriously. These are: the provision of critical infrastructure, increased access to finance by the real sector and enhancing institutional capacity.

- **Facilitating the Provision of Critical Infrastructure**
 - The provision of critical infrastructure, especially electricity and transportation has been identified as critical factors for doing business and investment in Nigeria and therefore treated as priority projects. The cost of generating power represents a major component of the overhead expenses incurred by individuals, corporate and government institutions. Specific projects for addressing the issue of physical infrastructure during the Plan period are detailed in volume II of the 1st National Implementation Plan.
- **Optimizing internal revenue generation and providing appropriate funding to drive economic activity in the private sector**



- In order to ensure a sustained growth of the economy, it is recommended that adequate funding be made to the private sector to enhance financial intermediation to the sectors of the economy. This will also facilitate efficient transfer of funds from cash-rich sectors of the economy to cash-deficient sectors thereby engendering sustainable growth: The key projects/programmes recommended for implementation are:
 - Strengthen institutional capacity of financial sector regulators to prevent regulatory failure and provide presidential/ executive support to all regulatory institutions in the course of executing their mandates
 - Reduce the risk of lending to the private sector by establishing a fully operational credit bureau and integrated payment system
 - Reform of the Tax Administration system in Nigeria to global standards involving FIRS and all State IRS
 - **Implementing a Government Performance Management System (PMS) as an integral component of the Public Service Reform**
- Within the framework of human capital development and institutional capacity building, the PMS is to be introduced as an integral component of the public service reform. The program is to be implemented in phases and to include the re-engineering of processes in all MDAs (federal and states) with a view to minimizing bottlenecks and other process inefficiencies. This program will also involve the definition of KPIs for outcomes and efficiency parameters at the federal, state and local government levels, including individual MDAs. This PMS will define scorecards for Government performance at all levels and will be used as a tool for planning, budgeting, management and accountability in governance. The PMS will also include the establishment of an effective Monitoring and Evaluation System, which will involve a coordinated measurement of government performance based on clear roles and responsibilities and supported by a suitable technology platform during the plan period

Table 5: Projected Investments and Program Allocations

S/N	Project/Program	MDA
1.	Upgrade the National Statistical System to global standards	NBS
2.	Implement the National Monitoring and Evaluation Framework	NPC
3.	Establish fully operational credit bureaus	CBN
4.	Complete and operationalize the payments system reforms to establish a fully integrated payments system	CBN
5.	Fast track the national tax reforms at the federal and state levels of government, including automation of tax administration	FIRS, IRS
6.	Development of an electronic data base of resources at national and State levels.	NIPC
7.	Fast track implementation of ongoing land reforms <ul style="list-style-type: none">• Expunge clause for governor's consent• Geographic information system for ease of information regarding ownership, location etc• Removal of bottlenecks and ease of registration of title• Automatic renewal of right of occupancy at the expiration of 99 year term	State Ministries of Lands

Chapter 7: Corporate Governance

Introduction

The proposed investment for the sector for the Plan period is **N631.26 billion**. The breakdown of the estimates is presented in the annex. Corporate Governance is increasingly being recognised as a crucial instrument for engendering an enabling environment for the growth of economic activities in any country. It ensures the practice of sound business ethics that is underpinned by transparency and accountability and promotes the achievement of the objectives of the organization.

The development of the corporate governance in Nigeria is a recent phenomenon, relative to the developed countries, however, the practice in many public companies has been making noticeable progress in the recent years. To the extent that Corporations are engines of growth and development in a private sector led economy and good corporate governance that propels the engine has multiplier effects on many sectors of an economy, its robustness and effectiveness are imperative for attaining Vision 2020. This underscores its identification as a key result area, for achieving the nation's aspiration of becoming a major global economic player by 2020.

Government recognizes that, the pursuit of good corporate governance will confer several benefits on Nigeria including engendering confidence amongst domestic and foreign investors and attracting investments, making positive contributions to macroeconomic stability, fostering competitiveness and strengthening the institutional capacity to fight corruption and rent seeking behaviors.

During the plan period, the goal will be to ensure that all corporate entities operating in Nigeria adhere to the highest standards of corporate governance within the framework of a conducive business environment geared towards the economic prosperity of the country by year 2020.

Situation Analysis

Corporate governance practices in Nigeria have evolved against the background of dynamic national and international developments. Indeed, the evolution of corporate governance issues started to receive greater attention worldwide as a result of: the recognition that a firm's corporate governance affects its economic performance: the lessons of the global financial crises ranging from East Asia in the late nineties; and the American corporate crisis with the collapse and scandals of big corporations like Enron, World.com and Andersen in 2001-2002.

In 2000, as part of the Federal Government efforts to improve corporate governance in Nigeria, the government set up a seventeen member committee, under the aegis of the Security and Exchange Commission (SEC) and the Corporate Affairs Commission (CAC). The Committee which was mandated to review the current corporate governance practices in Nigeria submitted its final report that was approved in the form of the 2003 **Code of Corporate Government in Public Companies** by the Boards of the SEC and the CAC.

Against the backdrop of the release of the 2003 Code, the Banker's Committee established a sub-committee on corporate governance focusing on code of corporate governance practices for banks and other financial institutions in Nigeria. In April 2006, the CBN in an effort to address corporate governance challenges arising from the consolidation of banks and to strengthen the

board and management of the resulting bigger banks in the post-consolidation era, issued the CBN Code which updated all the existing codes and was made mandatory.

In 2007, the Securities and Exchange Commission set up a Technical committee to review the 2003 code of Corporate Governance for public Companies in Nigeria. The Committee submitted its report to SEC in April 2009 for review and adoption.

While the cases of Enron and Andersen reverberated in Nigeria, the Cadbury case brought the issue to the national scene. In addition, the collapse of several banks in the early nineties not only triggered the active development of corporate governance but more recently the sacking of the Chief Executive Officers of a number of banks for lapses and abuses in corporate governance underscored its inevitability for the realization of Vision: 20:2020.

The biggest threat to good corporate governance in Nigeria is the level of corruption in both the private and public sectors. Transparency International has reported regularly on Nigeria's level of corruption level. In 2004, the Federal Government decided to address the issue of corruption by enacting the EFCC Act as well as the ICPC Act and established these anti-graft agencies.

Government will sustain efforts to combat corruption and enshrine good corporate governance in order to achieve the nation's vision.

Policy Thrusts

The key policy thrusts of the corporate governance framework will be:

- Accountability;
- Responsibility;
- Transparency; and
- Fairness.

These will be predicated on having benchmarks on agreed national standards and global best practices that will be managed through effective performance monitoring mechanisms and agencies. The strategic imperatives during the Plan period will include the following:

- Inculcating strong patriotic spirit of Nigeria First in all citizens;
- Strong commitment by the political leadership;
- Reform of Economic and fiscal institutions;
- Creation of credible anti-corruption bodies and enforcement agencies;
- Public enlightenment campaigns against corruption including stigmatizing corruption and ostracizing corruption culprits;
- Reducing opportunities for corruption – through transparent rules, good corporate governance practices, budgeting and procurement system;
- Strengthening the legislative arm of government for effective oversight responsibilities; and
- Active participation of the civil society, including the private sector, media, as well as academic and community based groups

Objectives, Strategies and Targets

There are four key objectives towards realizing the stated vision.

Objective 1:

To develop and institutionalize an effective Corporate Governance Framework.

The aim is to encourage ethical conduct of business which is consistent with our national economic aspirations and global best practices.

Strategies

- Adopt a national code of Business Ethics in line with global best practices from 2010;

Targets:

- To be among the 20 largest economy position among the leading investment destinations in the world by 2013; and
- Attain top 60th position amongst the least corrupt countries in the world by 2013².

Objective 2:

To ensure that corporations adopt the practice of sound business ethics based on accountability and transparency in achieving the objectives of the organization and act as good corporate citizens with regards to human rights, corporate social responsibility, environmental sustainability and treat all stakeholders fairly and equitably.

Strategies:

- Enforce strict compliance by all corporations with the national code on accountability, full disclosure and transparent reporting requirements.
- Reduce the number of communal conflicts and frictions between companies and host communities to the barest minimum
- Promote continuous harmonious relations between companies and their host Communities from 2010

Targets:

- Reduce host community conflicts significantly by 2013

Objective 3:

To promote good corporate citizenship and increase the contribution of tax to government revenue.

Strategies:

- Encourage companies to meet all legitimate tax obligations

Targets:

- increasing government revenue from Company Income Tax (CIT) by 25 per cent annually between now and 2013.

² Ranking based on the Corruption Perception Index

Objective 4:

Build, develop and reinforce the institutional capacity for corporate governance and social responsibility compliance institutions required for setting up the highest standards and ensuring enforcement.

Strategies:

Build the institutional capacity for corporate governance by strengthening the existing regulatory and enforcement institutions such as EFCC, ICPC, Police, CBN, SEC, NDIC and other related agencies

Targets:

Reduce non-compliance by 25 per cent annually.

Sectoral Priorities

Three sets of sectoral priorities have been identified for implementation.

Project Priority 1

- Expand the mandate of CAC to include the oversight of corporate governance issues including the power to impose sanction.
- Undertake the preparation of national code of corporate governance by 2010
- CAC to work with development partners to harmonize existing codes into a National Corporate Governance code with benchmarks and measurable targets by 2011.
- Engage stakeholders and adopt the draft National Code by 2011

Project Priority 2

- Create a conflict resolution mechanism at the community level; institute regular dialogue between the companies and host communities and undertake environmental sustainable projects in the communities
- Enforce existing environmental, health and safety laws and effectively sanction offenders.
- Encourage corporate social responsibility activities and report in their Annual reports and Accounts.
- Provide specific compliance awards/recognition for companies undertaking community based projects

Project Priority 3

- Expand the coverage and effectively enforce the companies tax laws from 2011
- Improve efficiency in tax administration and encourage companies to meet all tax obligations
- All limited liability companies should be subjected to the corporate governance codes by 2011

Table 6: PROJECTED INVESTMENT

In view of its cross cutting nature, corporate governance specific and stand alone investment projects are not easily identified and quantifiable. Therefore the cost estimates are necessarily vague.

SN	Proposed Action	Implementing Agency
1.	Expand the mandate of CAC to include the oversight of corporate governance issues including the power to impose sanction	CAC
2.	Harmonize existing codes into a National Corporate Governance code with benchmarks and measurable targets by 2010. . All limited liability companies should be subjected to the corporate governance code by 2011	CAC/CBN/SEC
3	Undertake the preparation of national code of corporate governance by 2010. Expand the coverage and effectively enforce the companies tax laws from 2011	CAC, FMOF/FIRS, NEDSRA
	Improve efficiency in tax administration and encourage companies to meet all tax obligations	
5	Create and institute a conflict resolution mechanism at the community level; institute regular dialogue between the companies and host communities and undertake environmental sustainable projects in the communities	
6	Enforce existing environmental, health and safety laws and effectively sanction offenders	Ministry of Environment, Min. of Health, other relevant MDAs
7	Set up a policy framework for the institutionalization of Corporate Social Responsibility include; Green Credit Scheme; Reporting CSR activities in Annual Accounts, Provide specific compliance awards/recognition for companies undertaking community based projects	Ministry of Environment , Proposed CSRC Commission

Corporate Affairs Commission

Thematic Area - Governance & Security						
Corporate Affairs Commission						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Expand the mandate of CAC to include the oversight of corporate governance issues including the power to impose sanction	-	37.88	42.93	45.45	126.25
2	Harmonize existing codes into a National Corporate Governance code with benchmarks and measurable targets by 2010. · All limited liability companies should be subjected to the corporate governance code by 2011	-	94.69	107.32	113.63	315.63
3	Undertake the preparation of national code of corporate governance by 2010 § Expand the coverage and effectively enforce the companies tax laws from 2011	-	18.94	21.46	22.73	63.13
4	Non Priority Projects	-	37.37	43.43	45.45	126.25
		-	188.87	215.13	227.25	631.26

Chapter 8: National Security and Civil Defence

Introduction

One of the key objectives of NV20:2020 is to develop an economically – prosperous, politically – stable and socially – just society where the security of lives and properties is guaranteed and underpinned by a constitutionally independent judicial system that ensures respect for the rule of law and promotes equal rights to justice. The provision and maintenance of adequate security is a social contract between the state and its citizens, in which the former is expected to protect and provide for the welfare of the latter.

Before now, the approach to the issue of security over the decades has been narrow, compartmentalized and constrained by a statist and “law and order” conception. While external threat to the country’s security has been only potential or minimal, the level of internal security has been of major concern. The overall policy thrust for this sector during this plan period is to shore up the capacity and capability of all law enforcement agencies with a view to responding promptly to national security emergencies.

Nigeria aspires to build an economically - prosperous, politically -stable and socially – just society, where security of life and property of the generality of the people is guaranteed against victimization, from both external and internal threats or attacks in all places and at all times, be it military, economic, political or social.

Situation Analysis

Nigeria is not immuned from events and happenings around the world, particularly in the sub - region, however, external threats to the country’s security have been minimal. Global security is increasingly threatened by terrorism, religious fanaticism, piracy, toxic waste dumping, separatist/secessionist tendencies, and global economic crisis This is reflected in Nigeria as manifested in the Niger Delta Region and at Community level in the periodic ethno-religious strife in various part of the country (e.g. Kano, Osun, Kaduna, Benue/Taraba, Bauchi and Plateau states etc). In most cases the communal level strife and disorder aggravated by failure of intelligence on domestic security in terms of adequacy, promptness, or even quality/truthfulness of responses.

Common criminal offences in the country include:

- Common theft, petty fraud like burglary, cheating, petty fraud in the markets and other work places;
- Crimes with violence such as aggravated assaults, turgery, assassinations and kidnappings;
- Economic, financial and political crimes, such as corruption, embezzlement ,large scale fraud, money laundering, election rigging;
- Organized crime such as smuggling, oil bunkering, arms smuggling, pipeline vandalization, human trafficking, and internet-cyber related crimes; and

All these combine to create a sense of insecurity among the people. While these crimes continue to increase in the country in terms of number and seriousness, the quality of protection offered by the police to the citizens is in inverse proportion to the degree of confidence and cooperation it enjoys from the average citizen. Long delays by courts which tend to worsen, the situation are rampant due in part to poor investigation and prosecution process by the police thereby contributing to congestions in courts and prisons especially for minor offences.

Most of the security agencies lack rich/informative, valid and reliable data that are appropriately collected, collated and analyzed for requisite knowledge, projection and planning against criminality and by implication enhancement of security. Furthermore, inadequate cooperation and, collaboration among the military police and other security agencies sometimes lead to inter-agency violent clashes.

On the external security, the performance of the Army is judged to be capable of meeting any threat and aggression as was the case in Bakassi and as demonstrated in the various United Nations peace keeping operations assignments. However, the Navy and the Air Force are less equipped and are yet to demonstrate equal capacity.

The overall assessment of the current status of internal security, is that of insecurity and poor perception of the capacity and capability and commitment of security and defence agencies to adequately protect the citizens, which has also led to inadequate support and cooperation from the population and the emergence of informal vigilante groups and formal private guard security companies in the country. However, the visible impact of the Economic and Financial Crimes Commission (EFCC) and Independence Corrupt Practices and other related Offences Commission (ICPC) have been contributing to the enhancement of the nation's economic and financial security.

Issues And Challenges

The issues and challenges for the Plan are as follows:-

- Inadequate Combat ready personnel and equipment that affect the ability of the Armed Forces to meet the growing challenges from potential security threats at the local, regional and international levels;
- Absence of an established military industrial complex for the manufacture, maintenance and administration of operational equipment;
- Lack of a Research and Development institutions to pursue and achieve specific national goals;
- Poor R and D funding;
- Inadequate funding of intelligence service for systematic training and procurement of modern equipment;
- Increasing sophistication of crime e.g. cyber crime;
- Absence of mutual trust between the intelligence and the Police "Communities";
- Non review of the various Acts establishing the security agencies to minimize duplication and avoid conflict of roles and functions;
- Nigeria's lengthy borders and the need for their systematic surveillances;
- Acute shortage of barrack accommodation for the military and police personnel and the challenge this poses for mobilization as the need arises;
- Endemic corruption among the security agencies, coupled with poor public perception of their genuineness and transparency in combating it;
- Absence of an overall and overarching strategy and coordinating body for the overall planning for Crime Prevention and Control in the Country;
- The continuing non- provision of victim remedies in our system of criminal justice administration; and
- The existence of obsolete statutory/legal framework that require repeal or amendments to reflect new reform policies and global trends and procedures.

In this respect, investments in security of life and property including intellectual property will be deepened during the Plan period. During the Plan period, the following goals would be achieved:

- Enhanced and adequate funding for contemporary and futuristic manpower training programs of the Armed Forces and security agencies;
- A comprehensive motivational welfare package for personnel of the Armed Forces and security agencies;
- A modern, compact, flexible and well equipped mobile Armed Forces and security agencies;
- Existence of a committed core of intelligence personnel imbued with a deep sense of patriotism to protect the nation against both external and internal threats and aggressions;
- Acquisition of independent COMSAT to facilitate intelligence gathering and surveillance;
- Enhanced security consciousness among the Nigerian citizens;
- Increased inter-agency collaboration that facilitates mutual provision of security on both external and internal fronts;
- Establishment of an overall and overarching strategy and coordinating body for national planning for crime prevention and control;
- Provision of rich/Informative, valid and reliable data on all dimensions of the Crime problem: incidence and patterns of Crime, Socio – economic attributes of known offenders and their processing by the law enforcement and criminal justice administration agencies;
- Improvement in the access and simplification of the process of criminal justice administration;
- Establishment of state police service to complement federal police
- Increased public perception of the effectiveness, responsiveness, equity and efficiency of law enforcement agencies especially the police;
- Significant reduction in the use of imprisonment for convicted minor or traffic offenders and in the use of prison remand for non-dangerous, offenders awaiting trial;
- Improved conditions of living for convicted prisoners in decongested prisons and build more prisons and corrective facilities in each state;
- Significant protection of public property and citizens against vandalization/economic sabotage and disorderliness;
- Establishment of appropriately staffed and well equipped and funded government disaster – specific response and relief agency; and
- Institutionalization of a knowledge based capacity for the prevention, management and resolution of ethno-religious conflict.

Policy Thrusts:

The key policy thrusts to be pursued during the plan period will be:

- Enhancing and sustaining improved policing to ensure socio-economic well being and coexistence services, nation-wide with increased attention to human rights protection, peace and harmony among its citizens;

- Human Capacity development and provision of State of the arts equipment would be made available to the Armed Forces to meet growing challenges from potential security threats at local, regional and international levels;
- Substantial prevention and reduction in crime rate, including sophisticated and complex crimes such as cyber crimes, kidnapping, economic crime and terrorism and other anti-social behaviours to protect people and their properties.
- Significant improvement in public and investor confidence in Nigeria security system.
- Enhanced transparency and accountability in service delivery
- Research and Development must be encouraged among the armed forces and tertiary institutions to facilitate the establishment of military industrial complex for the production and maintenance of operational equipment;
- The intelligent services would be adequately funded to enable systematic training, Coordination and the procurement of modern equipments.
- Adequate accommodation and barracks should be provided for the security services personnel;
- The role of the police and the prison service should be enhanced as corrective institutions in the criminal justice administration; and
- A well coordinated and timely response to emergencies by NEMA would be put in place.

Objectives, Strategies and Targets

Objective 1:

Enhance funding for operational and infrastructural capacity of the security services

Strategies:

- Re-appraisal of the current arms and equipment holdings to conform with modern day technology through a stocktaking and assets verification exercise;
- Provision of adequate funding for the maintenance of the hardware and equipment coupled with the procurement of new ones;
- Preparation of a realistic budget for the procurement of new hardware and equipment as well as the maintenance of existing ones;
- Provide logistic support for maintenance of equipment.

Targets:

- Provision of Operational equipment to enhance the Capability of the Security services;
- Provision of adequate infrastructure to support operational capability;

Objective 2:

Enhance funding for training, retraining and staff welfare

Targets:

Provision of the state of the art equipment for training institutions of the

- Security services and incentives to staff for morale boosting;
- Enhance welfare package for security personnel;

Strategies:

- Preparation of a realistic budget for the manpower training of security agencies.
- Vigorous pursuit of training and re-training programs of the manpower to meet present and growing security challenges.

Objective 3:

Strengthen the R and D facilities of the security training institutions for optimal innovation and development of new technologies.

Strategies:

- Establish Defence Alliances in RandD development
- Commit 5 per cent of the defence budget to RandD annually
- Negotiate and operationalise MOUs,
- Establish Venture capital to promote private sector involvement in RandD

Targets:

- Establishment of R and D relationships with relevant tertiary institutions by the security agencies by 2011.

Objective 4:

Defence Industry Corporation (DICON) to produce all the small and medium arms and equipment for the defence and security services by 2013.

Strategies:

- Re-organize Defence Industry Corporation of Nigeria (DICON) to make it functional and productive in line with its statutory mandate.
- Government would encourage closer collaboration amongst DICON, STEYR and the Federal Ministry of Science and Technology
- Encourage Private Public Partnership in the local manufacture of most of the security and military requirements.

Targets:

- DICON to improve and diversify its range of products as well as its technical personnel as from 2010.

Objective 5:

Delivery of accurate and timely intelligence through an efficient, reliable and proactive information gathering system.

Strategies:

- Widen the search for future holders of the Office of the National Security Adviser (NSA) beyond the Military/intelligence circles to the intellectual and related communities.
- Intelligent agencies to furnish government with the list of their development, capacity building and operational equipment needs for qualitative intelligence production.
- Enhance remuneration and welfare packages for intelligence operatives.
- Enhance the protection for the identity of intelligence/security operatives beyond the provisions of the Official Security Act.
- Provision and installation of ground, based electronic surveillance equipment at strategic places in our borders.
- Establishment of a Joint Intelligence Training Institution and incorporate inter-service operations at the primary level for personnel of various Intelligence Agencies for shared values, commitment and orientation.
- Institutionalize Inter-Service Operations.

Targets:

- Redefinition of the Caliber of National Security Office Leadership in line with global standards.
- Improved training, research and development including capacity building of intelligent services.
- Establishment of an enhanced information management system.
- Procurement of equipment and technical know-how for Nigerian owned COMSAT for intelligence production purposes by 2011

Objective 6:

To develop and implement comprehensive social-scientific, effective and efficient crime prevention and control strategy.

Strategies:

- Educate Nigerians in security consciousness in association with Civil Society Organizations through seminars and publicity.
- Inclusion of security education in our schools curriculum at all levels.
- Automate and raise standards of recruitment into the Police by including security vetting and social/psychological aptitude test as part of the requirements.
- Improve basic training curriculum to include adequate dosage of history of Nigeria and its policing, social services subjects and issues such as the importance of policing in the society, the meaning and exercise of discretion, police powers vis - a vis- human rights of citizens etc.
- Enhance continuing training of Police personnel already in service using the improved basic training curriculum and concentration of appropriate emphasis and input on the re-training and attitudinal re-orientation of the lower cadre personnel.
- Ensure the development of required expertise, knowledge and skills for modern day investment
- Introduction of the use of Scientific aids for crime investigation and detection in policing generally particularly in dealing with sophisticated and complex crimes, such as money laundering, cyber crime and kidnapping.
- Increase the tempo of the fight against corruption and organized Crime.
- Increase the effectiveness of Involving Community policing system to evolve into a friendly, fairer and firmer interactions between the police and the public.
- Develop and implement pro-active programmes to prevent crime.

Targets:

- Increase the public positive perception of the effectiveness and efficiency of law enforcement agencies especially the police. Raise public confidence in the Police to 80 per cent by 2013

Objective 7:

Strengthening of the relevant security services to respond effectively to emergencies, national, and man – made disasters.

Strategies:

- Review the statutory mandate and operational procedures of NEMA and the Federal Fire Service for optimal performance.
- Enact a “National Disaster Fund” law.

Targets:

- Enhance capacity of the security services to respond to emergencies.
- Establishment of a well organized system of coordination and monitoring among the security services during emergencies.

Objective 8:

Improvement in the administration of Justice, entrenchment of social justice and enhancement of National Security.

Strategies:

- Create an effective and efficient Parole Board
- Establish a fair, consistent and effective sentencing mechanism in the courts
- Strengthening of the National Security and Civil Defence Corps (NSCDC) for enhanced performance of its statutory roles.
- Re – train, equip and re-orient prison warders to handle prisoners humanely.
- Strengthen the institutional and human capacity of Nigeria Prisons Services
- Encourage non-governmental community based and religious organizations to provide assistance to prisoners as well as improve their living environment.
- Introduce Public Private Partnership for the construction of prison infrastructure.
- Implement fully, the UN Standard Minimum Rules for the Treatment of Prisoners (UNSMR) which Nigeria has been a signatory.
- Liberalise bail conditions for working class and poor people.
- Build separate facilities under direct supervision of courts for those on remand awaiting trial.
- Enact legislation for the introduction and use of none—custodial sanctions for convicted minor/non dangerous offenders.
- Improve the physical and administrative infrastructure of existing courts to meet up with demands of modern judicial system.
- Enact a law to establish a social science based Commission for Crime Prevention and Control.
- Create State Prison Services (see judiciary and Rule of Law)

Targets:

- Decongestion of the prisons by 2012.
- Enhancement of access to justice for offenders awaiting trial.
- Improvement in living conditions in the prisons.
- Enhancement of funding for the re-integration of discharge prisoners
- Improved and effective border patrol.
- Effective protection of critical and vulnerable infrastructure and national assets.

Objective 9:

Improve Public Confidence in the Nigerian Police

Strategy:

- Build the capacity and equip the Police properly to face the increasing sophisticated crime
- Strengthen collaboration between the public and police through engendering information exchange that allows for more effective reporting of crime and related information across the nation.
- Foster culture of integrity and ethical behaviour within the Nigerian Police Force
- Increase the role of media in building public confidence

Target:

- Raise public confidence in the ability of the Police to fight crime and protection to 80 per cent.

Table 7: PROJECTED INVESTMENT

In order to meet the medium term objectives and the associated targets as outlined above, the following projects and programs together with the indicative cost implications would be undertaken during the plan period:

Defence HQ

SN	Proposed Action	Implementing Agency
1	Renovation of Officers Quarters	DHQ
2	Renovation of Soldiers Quarters	DHQ
3	Furnishing of Tied Officers Quarters	DHQ
4	Construction of DHQ Garrison Command Offices and Accommodation	DHQ
5	250 Bed Armed Forces Specialist Hospital	DHQ

Table 8: National Defence Collage

SN	Proposed Action	Implementing Agency
1	Construction of NDC permanent site	NDC
2	Furnishing of participants quarters 1 and 2	NDC
3	Renovation / furnishing of NDC Head quarters	NDC
4	Renovation of ten blocks of Flats - Apo	NDC
5	Renovation/Furnishing of Syndicate rooms- Joint war studies	NDC
6	Provision of training Aids	NDC
7	Extension and upgrading of equipment in the medical centre	NDC
8	Upgrading of college library	NDC
9	Demolition /Construction of NDC quarters –Gwarinpa	NDC
10	Renovation of soldiers blocks-ushafa	NDC
11	Extension of nursery/primary schools-Ushafa	NDC
12	Installation of Wifi system for Apo quarters.	NDC

Table 9: Defence Industries Corporation of Nigeria (DICON)

SN	Proposed Action	Implementing Agency
1	Development of production line for riffles with similar characteristics as AK 47	DICON
2	Development of rocket for land, sea and air application	DICON
3	Renovation of Senior and Junior staff quarters	DICON
4	Optical Emission Spectrometer (OES) for RandDC	DICON
5	Installation and support for production line	DICON
6	Rehabilitation of production plant and machinery	DICON
7	Establishment of measuring and Testing Centre	DICON
8	Equipping of RandD and Tooling centre	DICON
9	Procurement of raw materials for all assembly lines	DICON
10	Procurement and installation of 7.62x39 ammunition production line	DICON
11	Procurement and installation of primer cap production line	DICON
12	Assembly line for 81mm mortar HE Bomb type	DICON
13	Assembly line for W87 type 81 morta	DICON
14	Local and Overseas training of DICON personnel	DICON
15	Procurement and installation of 250 KVA generator	DICON
16	Procurement and installation of 1MVA gen set at Ordfac	DICON
17	Supply and Installation of fire fighting system at DICON HQ	DICON
18	Renovation and furnishing of DICON HQ building	DICON
19	Construction of access Rd to RandDC and propellant plant (1.8km)	DICON
20	Constr. Of access rd from RandDC to Ordfac Museum (1.2km)	DICON
21	Contr. Of perimeter block wall fence at ordfac (1870M long)	DICON
22	Constr. Of Perimeter block wall fence at staff quarters (1158m long)	DICON

23	Provision of bore holes (9Nos) at SSQ and JSQ	DICON
24	Precision barrels testing machine and accessories	DICON
25	Compressor 16 bar 40kw (1No)	DICON
26	Hydraulic bending machine (20 ton) 1 No	DICON
27	Gillotine machine and Accessories for 20 mm plate	DICON
28	Wood dovetailing machine 1 No	DICON
29	Rehabilitation of 33/11KV substation Control Room	DICON
30	Spare Part and Accessories of scientific equipment supplied in 2008	DICON
31	RandD Chemical, Mechanical and Metrology Labs Equipment	DICON
32	RandD Prototype workshop equipment	DICON

Table 10: Nigeria Army

SN	Proposed Action	Implementing Agency
1	Construction of Additional Accommodation for Guards Brigade	NA
2	Improvement of water supplies in barracks- (Ribadu cantonment-Kaduna, Dale barracks –Kaduna, Ikeja Cantonment- Lagos, Odogbo cantonment- Ibadan, 82 Div-Enugun, Azare Barracks- Bauchi, Janguza Barracks- Kano, Maxwel Khobe barracks- Jos)	NA
3	Procurement of Tires, Batteries and Service parts for B-vehicles	NA
4	Barracks rehabilitation by NA engineers	NA
5	Construction of soldiers accommodation	NA
6	Provision of Uniform and other kitting items	NA
7	Construction of Bayelsa cantonment by NA engineers	NA
8	Renovation and Rehabilitation of Building and Infrastructure at 44 Reference Hospital Kaduna and 68 reference Hospital, Yaba, Lagos	NA
9	Short Term Equipment requirement in NA Reference Hospital, Kaduna and Yaba	NA
10	Airborne Training Parachutes for Nigerian Army School of Infantry, Jaji	NA
11	Repair of Damaged Barracks (NA Barracks Jaguza, Kano, NA barracks, Gombe and NA Barracks, Azare) through Direct labour	NA
12	Procurement of internal security vehicles	NA
13	Procurement of arms and ammunition.	NA
14	Light Aid Detachment (LAD) TOOLS	NA

Table 11: Nigeria Navy

SN	Proposed Action	Implementing Agency
	10xCoastal patrol Boats (25-35m)	NN
	20xIPCs (17-25m)	NN
	2xLSDs	NN
	A logistics ship	NN
	A training Ship	NN
	4xOcean-going Tugs.	NN
	2xHelicopters (Agusta AW 139)	NN
	2xMPA (ATR42)	NN
	2xConventional Submarines	NN
	2x127mm Guns	NN
	2x76mm Guns	NN
	2x40/mm Guns	NN
	100x30mm Guns	NN
	100x20 mm Guns	NN
	1,000xCIS 50 MG	NN
	1,000xCIS 40 AGL	NN
	500xRPG	NN
	1,000xGPMG	NN
	5,000xAK 47 Rifles	NN
	1,000xBrowning/Beratha Pistols	NN
	5,000,000x30mm ammo	NN
	5,000,000x20mm Ammo	NN
	1,000,000x40mm AGL ammo	NN
	2,000,000xCIS 12.7mm	NN
	50,000xRPG Ammo	NN

	10,000xHand Grenade/Depth Charges	NN
	10,000,000x7.62mm Ammo	NN
	10,000,000x7.62mm Links	NN
	10,000,000x7.62/39mm (special) Ammo	NN
	5,000,000x9mm Ammo	NN
		NN
	Armed force specialist hospital	NN
	Renovation/Furnishing syndicate rooms –joint war studies	NN
	Manpower development and capacity building	NN

Table 12: Nigeria Air Force

SN	Proposed Action	Implementing Agency
1	HIV/AIDS Control Programme	NAF
2	Rehabilitation of roads in Air Force Base Makurdi	NAF
3	NAF 2 X C-130 Aircraft under Arbitration	
4	ZU-23-2 tower air defence	NAF
5	PDM on 2 X DO-228	
6	Purchase of fire tender and associated equipment	NAF
7	Provision of uniforms and accoutrements	NAF
8	Construction of 3 NO. storey building as sergeant quarters one each in Port Harcourt, Benin and Abuja.	NAF
9	Renovation Of 4 No. NAF Training Schools across the nation	NAF
10	Purchase of mobile recce cabin with accessories	NAF
11	NAF Institute of Safety (outstanding)	
12	Procurement 2 No. Mobil Air Traffic Control Towers and refurbishment of existing Mobil towers	NAF
13	PDM on 5 No. Do-228 aircraft	NAF
14	Purchase of SATCOM Down Link for ART-42 Maritime Patrol Aircraft	NAF
15	NAF FOB Oshogbo	NAF
16	Project and monitoring and evaluation	NAF
17	Upgrading of facilities at the Air Force institute of technology	NAF
18	Refurbishment of one No C-130 aircraft (NAF917)	NAF
19	Preparation and Rehabilitation of infrastructural facilities for G-222 aircraft	NAF
20	Reactivation of 6 NO Alpha Jets and procurement of One No engine test bench	NAF

21	Operation support requirement for new aircraft fleet into NAF inventory (2 No. ART-42, Augusta helicopters and 15 No. F7-Ni fighter jets)	NAF
22	Supply of aircraft spares and consumables	NAF
23	PDM of 2 No. C-130H aircraft (NAF 918 and 912)	NAF
24	Development of new barracks	NAF
25	Purchase of new 2 No. Mi-25P helicopter	NAF
26	Reactivation of 5 NO. G-222 and Procurement of one additional G-222 aircraft	NAF
27	Procurement of 3 No. Augusta 139 helicopter	NAF
28	Procurement of new 20 NO. Pilatus trainer aircraft	NAF
29	PDM on 19 No. L-39ZA trainer aircraft	NAF
30	Reactivation of 19 NO. L-39ZA aircraft	NAF
31	Procurement of new 12 No. August a 109 helicopter	NAF
32	Supply of 12 No .F-7NI Combat aircraft and 3 NO. FT- 7NI trainer aircraft	NAF

Table 13: Nigeria Police

SN	Proposed Action	Implementing Agency
1	Procurement of Arms and Ammunition	NPF
2	Equipping the anti-terrorist squad	NPF
3	Procurement of digital communication equipment	NPF
4	Computerization of the force including stock taking and asset verification.	NPF
5	Purchase of police dogs/sniffer dogs and equipment	NPF
6	Procurement of Boat/Workshop and personnel	NPF
7	Establishment of 3 police primary health centres in 36 commands and FCT	NPF
8	Purchase of police patrol horses and its accessories	NPF
9	Kitting the Nigeria police force for 4 years	NPF
10	Procurement of armoured personnel carriers (APCs)	NPF
11	Establishment and equipping of veterinary centres	NPF
12	Construction of police mobile barracks	NPF
13	Procurement plan for works/Goods in police formation and commands	NPF
14	Construction of hanger in 2 locations	NPF
15	Automated finger print Identification System	NPF
16	Purchase of criminal and security intelligence equipment	NPF
17	Construction of Police Mobile Barracks at Ekiti, Umuahia, Kebbi States	NPF
18	Construction/ Rehabilitation of Staff Quarters and Barracks	NPF
19	Construction and Furnishing of Communication Centres in Osogbo, Makurdi and Enugu	NPF
20	Upgrading of Existing Facilities in Police Training Institutions	NPF
21	Provision of Observation Posts along Major Highways Nationwide	NPF

22	Construction of PMF Barracks for Jalingo	NPF
23	Rehabilitation of Office Accommodation and Police Stations	NPF
24	Rehabilitation and Equipping of Police Libraries Nationwide	NPF
25	Rehabilitation of Buildings at Police Staff Collage Jos including Central Planning and Training Unit (CPTU)	NPF
26	Completion of Construction of Office Complex for Policy, Planning and Research (CPPR)	NPF
27	Construction of Mobile Police Barracks in Lafia	NPF
28	Rehabilitation and Construction of Indoor Shooting Ranges	NPF
29	Construction of 48 PMF Barracks in Rivers State	NPF
30	Completion of Construction of Mounted Troop HQ Abuja	NPF
31	Police Collage of Information Technology, Abeokuta (phase 2)	NPF
32	Completion of Construction of Nigeria Police Central Store	NPF
33	Completion of Construction of Force Headquarters Dog Section Kennels and Furnishing Abuja	NPF
34	Rehabilitation of Police Intelligence School, Enugu	NPF
35	Provision of Construction Equipment for use in FHQ/ Zonal/ State Training Institutions Works Offices - septic tank dislodgers, concrete mixers, dumpers etc	NPF
36	Completion of Police Barracks at Deidei	NPF
37	Construction of Peace Keeping Training School, Abuja	NPF
38	Land survey compensation, valuation and consultancy	NPF
39	Construction of Police Primary Schools	NPF
40	Construction of Police cottage Hospitals	NPF
41	Rehabilitation of Police Band Buildings	NPF
42	Completion of Police Hospital, Abuja	NPF
43	Construction of Works Training School, Abuja	NPF

Table 14: Federal Ministry of Interior

SN	Proposed Action	Implementing Agency
1	Rehabilitation of Ministry's building	FMI
2	Strengthening supervisory capacity	FMI
3	Computerization and networking of Headquarters	FMI
4	Provision of creche	FMI
5	Establishment of joint border patrol	FMI
6	e-citibiz	FMI
7	Relocation, rehabilitation, equipping and furnishing	FMI
8	Manpower development and capacity building	FMI
9	Relocation, Rehabilitation, equipping and furnishing	FMI
10	Promotion exercise of senior paramilitary personnel	FMI
11	Recruitment of senior paramilitary personnel	FMI
12	Verification of certificates in 36 states	FMI
13	Discipline for senior paramilitary personnel	FMI
14	Personel welfare scheme	FMI

Table 15: Nigeria Immigration Service

SN	Proposed Action	Implementing Agency
1	Purchase of surveillance and communication equipment	NIS
2	Purchase of marines patrol boats	NIS
3	Construction and furnishing of the screening centre	NIS
4	Construction of passport office, Makurdi	NIS
5	Construction of 1 block of 8 No 3 block flats	NIS
6	Rehabilitation /Renovation of existing barracks and offices	NIS
7	Construction of barracks and control post office	NIS
8	Purchase of water tanker trucks	NIS
9	Procurement and installation of generators	NIS
10	Procurement of communication equipment	NIS
11	Purchase of 3 border patrol helicopters	NIS
12	Layout and construction of accessible road, drainage, and culverts covering at NSCD Village, Abuja.	NIS
13	Construction of class room and general wall fencing of 1200 meter square at training	NIS
14	Provision of two bore holes at Abeokuta training school	NIS

Table 16: Nigeria Prison Service

SN	Proposed Action	Implementing Agency
1	Establishment of joint border patrol	NPS
2	Decongestion of the prison, enhancement of access to justice for offender awaiting trial and improving living condition of decongested prison	NPS
3	Rehabilitation of archaic and dilapidated infrastructure.	NPS

4	Rehabilitation and upgrading 1NO	NPS
5	**Purchase of Black Maria	NPS
6	Completion of 12 uncompleted prison	NPS
7	Establishment of new prison and SHQ office at Yenagoa and Omu Aran	NPS
8	Completion of 160 beds MSP at Ilorin	NPS
9	Relocation of Ado-Ekiti prison	NPS
10	Relocation of Ikoyi prison to Epe (preliminaries)	NPS
11	Rehabilitation of prison and staff barracks nationwide.	NPS
12	Rehabilitation equipping of borstal institution, W/shop (Abeokuta, Kaduna and Ilorin)	NPS
13	Security/Armed squad) services	NPS
14	Kennel unit	NPS
15	Finger print equipment/OCR Scanner/Biometrics	NPS
16	Provision of CCTV for security monitoring in prison yards	NPS
17	Jamming Devise for GSM/Metal detectors	NPS
18	Procurement of fire prevention equipment	NPS
19	Payment of judgment of debt	NPS
20	Purchase of heavy duty utility vechicles and trucks for conveying goods	NPS
21	Printing cottage industry, Lagos	NPS
22	Furniture cottage industry, Ilesha	NPS
23	Establishment of 10 nos prison industries and re-equipping of 7 existing prison industries.	NPS
24	Prison farm centres	NPS
25	Public relation equipment	NPS
26	Communication equipment	NPS
27	Payment of Air time on electronic media	NPS
28	Improvement/development of training institution	NPS

29	Rehabilitation of prison training institution	NPS
30	Establishment of prison staff college and prison Academy, Ijebu-Igbo	NPS
31	Library services Development	NPS
32	Research and Publications	NPS
33	Purchase of Lawbooks, Journals and Court vehicles	NPS
34	HIV/AIDS control programme	NPS
35	Procurement of medical equipment in support of 6 prison hospitals	NPS
36	Ambulance project	NPS
37	Diagnostics Tools	NPS
38	Upgrading of Prisons Clinic to Hospital	NPS
39	Procurement of medical equipment for maintenance of prison clinics and hospitals.	NPS
40	Prison Hospital development	NPS
41	Drug compounding Laboratories	NPS
42	Establishment of Hospital, Clinics and Labs	NPS
43	Provision of sporting facilities and equipment	NPS
44	Procurement of Kitchen and Cooking Utensils	NPS
45	Procurement of Gas Burners, cookers and gas cylinders	NPS
46	Provision of water tanker and sewage trucks	NPS
47	Provision of portable water and borehole in prisons	NPS
48	Renovation of central sewage system and conversion of bucket to water system	NPS
49	Construction of prison village	NPS
50	Completion of prison Headquarters, Abuja and housing units for CGP and other senior officers.	NPS
51	Purchase of solar power alternative for prison yards	NPS
52	Cakasa-caterpillar/perkins mini substation (Generator and transformation with spares)	NPS

53	Refurbishment at NOD kirikiri and operational bases	NPS
54	Purchase of one no MB 1711 truck mobile workshop	NPS
55	Rehabilitation of motor vehicles	NPS
56	Provision of office materials and supplies to PHQ Abuja	NPS
57	Procurement management, monitoring and assessment services by procurement unit.	NPS
58	Purchase of operational and escort Duty/Inspection vehicles.	NPS
59	Construction of 3000 beds prisons at FCT.	NPS
60	Construction of shooting range at Kaduna and Owerri and FCT	NPS
61	Provision of security, intelligence and investigation equipment.	NPS
62	Payment of compensation and processing fees for prison Land	NPS
63	Provision of educational facilities in prisons	NPS
64	Maintenance of prison village and Headquarters complex, Abuja	NPS
65	Construction of Fuel Dump/Installation of Fuel pumps.	NPS
66	Computerization of PHQ and 37 state commands.	NPS
67	Provision of sporting and recreational facilities for inmates	NPS
68	Provision of sporting structural facilities at prisons village, Abuja.	NPS
69	Purchase of 20 NOS Double Cabin pick up van with gadgets for operational duties.	NPS
70	Construction and production of additional classroom and accommodation at Abuja Training school.	NPS

Table 17: Federal Fire Service

SN	Proposed Action	Implementing Agency
1	Development of National fire academy	FFS
2	Purchase of fire protection clothing and hot fire gears for training.	FFS
3	Improvement of training facilities in Lagos Training School	FFS
4	Establishment of Disaster respond centers in the six Geopolitical zones	FFS
5	Procurement of fire fighting equipment	FFS
6	Monitoring to ensure compliance with the provisions of the national fire safety code	FFS

SN	Proposed Action	Implementing Agency
1	Procurement of Operation Equipment	NSCD
2	Establishment of Data base for Regular officers, Volunteers and Private Guard companies Personnel	NSCD
3	Procurement of Communication Equipment	NSCD
4	Purchase of 50 nos. of double cabin Pick-up van with gadgets for Operational duties.	NSCD
5	Establishment of Nuclear, Biological and Chemical espionage unit.	NSCD
6	Construction of additional classrooms and accommodation at Abuja Training School	NSCD
7	Rehabilitation and renovation of Katsina Training school.	NSCD
8	Layout and construction of access roads, drainages and culvert at NSCDC village Abuja	NSCD
9	Completion of National Headquarter complex at NSCDC Village Abuja.	NSCD
10	Construction of classrooms and general wall fence of 1200 meter square training School on land donated by Ogun state government	NSCD
11	Provision of 2 boreholes at Abeokuta Training school	NSCD
12	Establishment of Standard Tailoring unit	NSCD
13	Construction of works and logistics technical services workshop, at NSCDC Village	NSCD
14	Construction of 8 Zonal command Offices with cells, radio houses and fences	NSCD
15	Furnishing of completed Zonal commanders' residence	NSCD
16	Furnishing of completed 2 and 3 block of 6 bedrooms flat at NSCDC Village Abuja	NSCD
17	Construction of indoor multi-purpose hall and procurement of Sports equipments	NSCD

18	Construction and equipping of forensic laboratories in training schools	NSCD
19	Construction of general warehouse at NSCDC village Abuja	NSCD
20	Fencing of 8 Zonal commanders' residence	NSCD
21	Construction of State Commandants residences with fence	NSCD
22	Procurement of additional and up-grading of existing I D card machines and accessories	NSCD
23	Development of training School for Private Guards Companies at Abeokuta	NSCD
24	Procurement of Disaster Management Equipment	NSCD
25	Purchase of 39 nos. of MB L1720 heavy duty Operational trucks	NSCD
26	Purchase of 10 nos. Ambulance for emergency and disaster management at various International and Local airports	NSCD
27	Procurement of Anti-terrorism Equipment	NSCD
28	Purchase of Motor cycles for anti-vandal patrol	NSCD
29	Procurement of Anti-vandal Equipment	NSCD
30	Construction of indoor shooting range and procurement of Arms and Ammunitions	NSCD
31	Establishment of Kennel and purchase of horses	NSCD
32	Acquisition of 10 nos. Gun boats in the Riverine areas	NSCD
33	Construction of 37 Commands Offices with cells, radio, armoury and fence, including Abuja	NSCD
34	Construction of Barracks for Officers and Men in Zonal and State Commands	NSCD
35	Acquisition of 160 nos. Operational Vehicles and other essential Vehicles	NSCD
36	Acquisition of 2 nos. Helicopter for Disaster Management and Anti - vandalisation	NSCD
37	Construction of command office complexes	NSCD
38	Procurement of disaster management equipment	NSCD

39	Procurement of anti terrorism equipment	NSCD
40	Procurement of arms and ammunition	NSCD
41	Rehabilitation of katsina training school	NSCD

Table 18: Nigeria Customs Service

SN	Proposed Action	Implementing Agency
1	New Projects Renovations and Rehabilitation works for the Nigeria Customs Nationwide 2010-2013	NCS
2	Automated System for Customs Data	NCS
3	Human Resources Development, Performance evaluation and Monitoring	NCS

Nigeria Customs Service

Thematic Area - Governance & Security						
Nigeria Customs Service						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	New Projects, Renovations and Rehabilitation works for the Nigeria Customs Nationwide	-	60.12	68.14	72.14	200.40
2	Automated System for Customs Data	-	-	-	-	-
3	Human Resources Development, Performance evaluation and Monitoring	-	-	-	-	-
4	Non Priority Projects	-	14.83	17.23	18.04	50.10
		-	74.95	85.37	90.18	250.50

Ministry of Defence

Thematic Area - Governance & Security						
Ministry Of Defence						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Defence HQ	-	19.42	22.57	23.61	65.60
2	National Defence College	-	36.31	42.19	44.16	122.66
3	Defence Industries Corporation of Nigeria	-	28.50	33.12	34.66	96.28
4	Nigeria Army	-	22,392.09	22,410.27	22,416.33	67,218.69
5	Nigeria Navy	-	14,701.99	15,350.75	15,567.00	45,619.75
5	Nigeria Airforce	-	9,484.21	9,577.00	9,607.93	28,669.15
6	Defence Projects	74,378.71				74,378.71
7	Non Priority Projects	-	10,492.61	12,194.11	12,761.28	35,448.00
		74,378.71	57,155.13	59,630.01	60,454.98	251,618.83

Ministry of Interior

Thematic Area - Governance & Security						
Ministry Of Interior						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Federal Ministry of Interior	14,386.55	1,023.70	1,160.19	1,228.44	17,798.88
2	Non Priority Projects		3,820.34	4,439.86	4,646.36	12,906.56
		14,386.55	4,844.04	5,600.05	5,874.80	30,705.44

Nigeria Prisons Service

Thematic Area - Governance & Security						
Nigeria Prison Service						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Establishment of joint border patrol	-	0.00	0.01	0.01	0.01
2	Decongestion of the prison, enhancement of access to justice for offender awaiting trial and improving living condition of decongested prison	-	0.44	0.50	0.53	1.47
3	Rehabilitation of archaic and dilapidated infrastructure.	-	0.01	0.02	0.02	0.05
4	Rehabilitation and upgrading 1NO	-	0.62	0.70	0.74	2.05
5	**Purchase of Black Maria	-	0.03	0.03	0.03	0.10
6	Completion of 12 uncompleted prison	-	0.72	0.82	0.87	2.41
7	Establishment of new prison and SHQ office at Yenagoa and Omu Aran	-	0.02	0.03	0.03	0.08
8	Completion of 160 beds MSP at Ilorin	-	0.03	0.03	0.03	0.10
9	Relocation of Ado-Ekiti prison	-	0.12	0.14	0.15	0.42
10	Relocation of Ikoyi prison to Epe (preliminaries)	-	0.19	0.21	0.22	0.62
11	Rehabilitation of prison and staff barracks nationwide.	-	0.03	0.03	0.04	0.10

12	Rehabilitation equipping of borstal institution, W/shop (Abeokuta, Kaduna and Ilorin)	-	0.03	0.04	0.04	0.11
13	Security/Armed squad) services	-	0.00	0.00	0.00	0.00
14	Kennel unit	-	0.33	0.38	0.40	1.11
15	Finger print equipment/OCR Scanner/Biometrics	-	0.11	0.12	0.13	0.36
16	Provision of CCTV for security monitoring in prison yards	-	0.01	0.01	0.01	0.02
17	Jamming Devise for GSM/Metal detectors	-	0.03	0.03	0.03	0.09
18	Procurement of fire prevention equipment	-	0.01	0.01	0.01	0.04
19	Payment of judgment of debt	-	0.07	0.08	0.08	0.22
20	Purchase of heavy duty utility vehicles and trucks for conveying goods	-	0.10	0.12	0.12	0.34
21	Printing cottage industry, Lagos	-	0.01	0.01	0.01	0.04
22	Furniture cottage industry, Ilesha	-	0.02	0.02	0.02	0.06
23	Establishment of 10 nos prison industries and re-equipping of 7 existing prison industries.	-	0.01	0.01	0.01	0.03
24	Prison farm centres	-	0.01	0.01	0.01	0.02
25	Public relation equipment	-	0.03	0.03	0.03	0.10
26	Communication equipment	-	0.01	0.01	0.01	0.03
27	Payment of Air time on electronic media	-	0.01	0.01	0.01	0.04
28	Improvement/development of training institution					

		-	0.02	0.02	0.02	0.06
29	Rehabilitation of prison training institution	-	0.04	0.04	0.04	0.12
30	Establishment of prison staff college and prison Academy, Ijebu-Igbo	-	0.03	0.03	0.03	0.10
31	Library services Development	-	0.00	0.00	0.00	0.01
32	Research and Publications	-	0.06	0.07	0.08	0.21
33	Purchase of Lawbooks, Journals and Court vehicles	-	0.04	0.04	0.04	0.12
34	HIV/AIDS control programme	-	0.04	0.04	0.04	0.12
35	Procurement of medical equipment in support of 6 prison hospitals	-	0.02	0.02	0.02	0.06
36	Ambulance project	-	0.08	0.10	0.10	0.28
37	Diagnostics Tools	-	0.01	0.01	0.01	0.02
38	Upgrading of Prisons Clinic to Hospital	-	0.01	0.01	0.01	0.03
39	Procurement of medical equipment for maintenance of prison clinics and hospitals.	-	0.01	0.01	0.01	0.02
40	Prison Hospital development	-	0.00	0.00	0.00	0.01
41	Drug compounding Laboratories	-	0.03	0.04	0.04	0.11
42	Establishment of Hospital, Clinics and Labs	-	0.01	0.01	0.01	0.03
43	Provision of sporting facilities and equipment	-	0.00	0.00	0.00	0.00
44	Procurement of Kitchen and Cooking Utensils	-	0.01	0.01	0.01	0.03

45	Procurement of Gas Burners, cookers and gas cylinders	-	0.02	0.02	0.02	0.06
46	Provision of water tanker and sewage trucks	-	0.01	0.01	0.01	0.02
47	Provision of portable water and borehole in prisons	-	0.09	0.10	0.11	0.31
48	Renovation of central sewage system and conversion of bucket to water system	-	0.00	0.00	0.01	0.01
49	Construction of prison village	-	1.60	4.00	4.00	9.60
50	Completion of prison Headquarters, Abuja and housing units for CGP and other senior officers.	-	0.04	0.05	0.05	0.13
51	Purchase of solar power alternative for prison yards	-	0.04	0.04	0.04	0.12
52	Cakasa-caterpillar/perkins mini substation (Generator and transformation with spares)	-	0.03	0.03	0.03	0.08
53	Refurbishment at NOD kirikiri and operational bases	-	0.01	0.01	0.01	0.02
54	Purchase of one no MB 1711 truck mobile workshop	-	0.02	0.02	0.02	0.05
55	Rehabilitation of motor vehicles	-	0.09	0.10	0.11	0.31
56	Provision of office materials and supplies to PHQ Abuja	-	0.15	0.17	0.18	0.49
57	Procurement management, monitoring and assessment services by procurement unit.	-	0.10	0.11	0.12	0.33
58	Purchase of operational and escort Duty/Inspection vehicles.	-	0.01	0.01	0.01	0.04
59	Construction of 3000 beds prisons at FCT.	-	12.00	12.00	16.00	40.00
60	Construction of shooting range at Kaduna and Owerri and FCT	-	0.00	0.00	0.00	0.01

61	Provision of security, intelligence and investigation equipment.	-	0.01	0.02	0.02	0.05
62	Payment of compensation and processing fees for prison Land	-	0.02	0.02	0.02	0.05
63	Provision of educational facilities in prisons	-	0.03	0.03	0.03	0.09
64	Maintenance of prison village and Headquarters complex, Abuja	-	0.96	1.12	1.12	3.20
65	Construction of Fuel Dump/Installation of Fuel pumps.	-	0.03	0.04	0.04	0.11
66	Computerization of PHQ and 37 state commands.	-	0.01	0.01	0.01	0.04
67	Provision of sporting and recreational facilities for inmates	-	0.03	0.04	0.04	0.11
68	Provision of sporting structural facilities at prisons village, Abuja.	-	0.01	0.01	0.02	0.04
69	Purchase of 20 NOS Double Cabin pick up van with gadgets for operational duties.	-	0.00	0.01	0.01	0.01
70	Construction and production of additional classroom and accommodation at Abuja Training school.	-	0.05	0.05	0.06	0.15
71	Non Priority Projects	-	4.94	5.74	6.01	16.70
		-	23.70	27.62	32.16	83.48

Nigeria Immigration Service

Nigeria Immigration Service						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Purchase of surveillance and communication equipment		50.41	57.13	60.49	168.03
2	Purchase of marines patrol boats		41.24	46.74	49.49	137.48
3	Construction and furnishing of the screening centre		43.53	49.34	52.24	145.11
4	Construction of passport office, Makurdi		183.50	218.63	316.20	718.32
5	Construction of 1 block of 8 No 3 block flats		48.12	134.53	137.74	320.39
6	Rehabilitation /Renovation of existing barracks and offices		82.49	93.48	98.98	274.95
7	Construction of barracks and control post office		996.71	1,129.60	1,196.05	3,322.36
8	Purchase of water tanker trucks		9.17	10.39	11.00	30.55
9	Procurement and installation of generators		194.76	220.73	233.71	649.20
10	Procurement of communication equipment		41.24	46.74	49.49	137.48
11	Purchase of 3 border patrol helicopters		41.24	46.74	49.49	137.48
12	Layout and construction of accessible road, drainage, and culverts covering at NSCD Village, Abuja.		9.17	10.39	11.00	30.55
13	Construction of class room and general wall fencing of 1200 meter square at training		295.58	334.99	354.69	985.25

14	Provision of two bore holes at Abeokuta training school		146.64	166.19	175.97	488.81
15	Non Priority Projects		704.64	818.91	857.00	2,380.55
		-	2,888.43	3,384.53	3,653.54	9,926.50

Nigeria Civil Defence Corps

Thematic Area - Governance & Security						
Nigeria Civil Defence Corps						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Procurement of Operation Equipment		36.09	40.90	43.30	120.28
2	Establishment of Data base for Regular officers, Volunteers and Private Guard companies Personnel		11.88	13.46	14.25	39.59
3	Procurement of Communication Equipment		18.73	21.22	22.47	62.43
4	Purchase of 50 nos. of double cabin Pick-up van with gadgets for Operational duties.		37.68	42.71	45.22	125.61

5	Establishment of Nuclear, Biological and Chemical espionage unit.		4.57	5.18	5.48	15.23
6	Construction of additional classrooms and accommodation at Abuja Training School		31.29	35.46	37.55	104.30
7	Rehabilitation and renovation of Katsina Training school.		10.51	11.91	12.61	35.02
8	Layout and construction of access roads, drainages and culvert at NSCDC village Abuja		3.65	4.14	4.39	12.18
9	Completion of National Headquarter complex at NSCDC Village Abuja.		9.59	10.87	11.51	31.97
10	Construction of classrooms and general wall fence of 1200 meter square training School on land donated by Ogun state government		12.79	14.49	15.35	42.63
11	Provision of 2 boreholes at Abeokuta Training school		0.46	0.52	0.55	1.52
12	Establishment of Standard Tailoring unit		5.94	6.73	7.13	19.79
13	Construction of works and logistics technical services workshop, at NSCDC Village		3.43	3.88	4.11	11.42
14	Construction of 8 Zonal command Offices with cells, radio houses and fences		32.43	36.76	38.92	108.10
15	Furnishing of completed Zonal commanders' residence		0.96	1.09	1.15	3.20
16	Furnishing of completed 2 & 3 block of 6 bedrooms flat at NSCDC Village Abuja		1.10	1.24	1.32	3.65
17	Construction of indoor multi-purpose hall and procurement of Sports equipments		15.53	17.60	18.64	51.77
18	Construction and equipping of forensic laboratories in training schools		5.94	6.73	7.13	19.79
19	Construction of general warehouse at NSCDC village Abuja		1.60	1.81	1.92	5.33

20	Fencing of 8 Zonal commanders' residence		2.38	2.69	2.85	7.92
21	Construction of State Commandants residences with fence		34.26	38.83	41.11	114.19
22	Procurement of additional and up-grading of existing I D card machines and accessories		4.11	4.66	4.93	13.70
23	Development of training School for Private Guards Companies at Abeokuta		28.78	32.61	34.53	95.92
24	Procurement of Disaster Management Equipment		31.29	35.46	37.55	104.30
25	Purchase of 39 nos. of MB L1720 heavy duty Operational trucks		32.89	37.27	39.47	109.63
26	Purchase of 10 nos. Ambulance for emergency and disaster management at various International and Local airports		6.62	7.51	7.95	22.08
27	Procurement of Anti-terrorism Equipment		5.48	6.21	6.58	18.27
28	Purchase of Motor cycles for anti-vandal patrol		5.48	6.21	6.58	18.27
29	Procurement of Anti-vandal Equipment		26.72	30.28	32.07	89.07
30	Construction of indoor shooting range and procurement of Arms and Ammunitions		13.25	15.01	15.90	44.15
31	Establishment of Kennel and purchase of horses		10.96	12.42	13.16	36.54
32	Acquisition of 10 nos. Gun boats in the Riverine areas		10.28	11.65	12.33	34.26
33	Construction of 37 Commands Offices with cells, radio, armoury and fence, including Abuja		312.66	354.35	375.19	1,042.21
34	Construction of Barracks for Officers and Men in Zonal and State Commands		214.68	243.31	257.62	715.61

35	Acquisition of 160 nos. Operational Vehicles and other essential Vehicles		47.50	53.84	57.01	158.35
36	Acquisition of 2 nos. Helicopter for Disaster Management and Anti - vandalism		77.65	88.01	93.18	258.84
37	Construction of command office complexes		3.11	3.52	3.73	10.35
38	Procurement of disaster management equipment		205.55	232.95	246.66	685.16
39	Procurement of anti terrorism equipment		22.84	25.88	27.41	76.13
40	Procurement of arms and ammunition		12.79	14.49	15.35	42.63
41	Rehabilitation of katsina training school		99.12	112.34	118.94	330.40
42	Non Priority Projects		459.07	533.52	558.33	1,550.93
		-	1,911.62	2,179.73	2,301.38	6,392.73

Federal Fire Service

Thematic Area - Governance & Security						
Federal Fire Service						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Development of National fire academy	-	76.25	86.41	91.50	254.16
2	Purchase of fire protection clothing and hot fire gears for training.	-	186.81	211.71	224.17	622.69
3	Improvement of training facilities in Lagos Training School	-	135.34	153.39	162.41	451.13
4	Establishment of Disaster respond centers in the six Geopolitical zones	-	87.68	99.38	105.22	292.28
5	Procurement of firefighting equipment	-	793.74	899.57	952.48	2,645.80
6	Monitoring to ensure compliance with the provisions of the national fire safety code	-	13.72	15.55	16.47	45.75
7	Non Priority Projects	-	319.07	370.82	388.06	1,077.95
		-	1,612.62	1,836.83	1,940.31	5,389.76

Chapter 9: Information, Media and Communication

Introduction

Prevailing views on good governance centre around the concepts of capability, accountability and responsiveness. They focus on the need for full participation of citizens and civil society actors in governance and are predicated on the effective flow of information and dialogue between citizens, government and other actors.³ Thus communication, information dissemination and dialogue are identified as key components of governance. The media has the key role of facilitating this two-way flow of information between policy making and public debate.

The importance of national value re-orientation to the realization of Nigeria's transformation into a more progressive country underscores the need to enhance the reach of the media and effective information dissemination. The media is also a veritable means of creating public pressure against corruption and promoting reforms and accountability in governance.

The overall aim of the Media and Communication sub-sector is to become a key instrument in transforming Nigeria into a critical player in the global political economy using information as a powerful tool for development. To this end, it is necessary to have:

- An information culture that provides the public with easy access to official information through the passage of a Freedom of Information Act.
- A regulatory/political environment where government is tolerant of critical media reports; and where journalists feel safe to report and analyse information.
- High standards of quality, professionalism and journalistic ethics in media and communication practices
- Easy access to funding for training and the provision of media equipment.
- An established community media policy to relay information to the over 90,000 communities in Nigeria.

Situation Analysis

Nigeria can boast of having one of the most plural media environments. Despite the fact that the country has the largest number of mass media organizations on the continent, Nigeria still comes third, after South Africa and Kenya, in the ranking of countries with the most developed media infrastructure, regulatory and best practice environment in the continent.

Nigeria enjoys a vibrant film industry that has tried to exploit the immense worldwide demand for Nigerian films. However, the industry is plagued by mediocre production techniques, and the skills for resource management are poorly developed. In addition, government efforts to check piracy and copyright abuses are uncoordinated and unsuccessful. Privately owned media organisations also appear to be flourishing, while the advertising infrastructure is poorly developed and weak.

Issues And Challenges

- Regulatory/ political environment: high-handed reaction of security agents to critical media reports and non passage of the Freedom of Information Bill, among other factors, have helped to make the environment dangerous

³ *The Role of Communication in Governance: Detailed Analysis*. Coffey International Development 2007

- Inadequate community communication channels and broadcasting
- Operational Environment: high cost of imported production materials, technology and consumables.
- Poor Infrastructure: road networks, water, light, computer, etc, come at very high cost.
- Funding: with rapidly declining revenues from advert space sales, funding has become a real problem.
- Personnel training and retraining: high cost of training infrastructure, leading to poor personnel knowledge on current practices, and this has also impacted negatively on the quality of the industry's output.
- Incidence of cyber crime, following the advent of the internet as a mass communication channel.

Nonetheless, Nigeria can boast of having one of the most plural media, even with her largest number of mass media organizations on the continent, the country still comes third, after South Africa and Kenya, in the ranking of countries with the most developed media infrastructure, regulatory and best practice environment in the continent.

Policy Thrusts

- Removal of all legal, financial and administrative obstacles to a free and pluralistic media and communication environment.
- Generation of wealth that will contribute to the nation's GDP, through developing media and communication practices that will project Nigeria's cultural values, tourism potential and the empowerment of the public.

Aggressively promote Nigerian cultural products such as: music, films, art and crafts, cuisine, books, and costumes, in the global arena.

Objectives, Strategies and Targets

Objective 1:

Develop media and communications practices that project Nigeria's cultural values, tourism potentials and promote the export of Nigeria's cultural products for wealth generation. The associated targets are:

- Increase industry's output by 50 per cent and contribution to GDP to above 3 per cent by 2013.
- Encourage the establishment of a research/product development centre by 2010 for the purpose of increasing local content in the production materials and technology of the media industry.
- Increase substantially, local and international awareness levels and visibility of Nigeria's culture, values and products.

- Facilitate the establishment of an intervention fund by 2010 to support the production of local input and the export of Nollywood and other cultural products.
- Facilitate the establishment of a public/private quality enhancement agency for Nollywood products by 2010.

Objective 2:

Improve quality, professionalism and ethical standard in media and communication practices

Targets:

- Continuously train and retrain media personnel and students and enforce compliance with professional ethics
- Develop six centres of excellence from the existing media and communication training institutions by 2011.
- Up-grade media equipment for media institutions and personnel to global standards
- Amend import tariff by 2011 to comply with UNESCO recommended zero duty on all educational and media equipment and facilities.
- Infuse Nigeria's positive values into media content and celebrate national achievements as necessary
- Institute special merit awards by 2011 to facilitate the identification and celebration of national icons and heroes for landmark professional performance.

Objective 3:

To be a key instrument in transforming Nigeria into a critical player in the global political economy, using information as a powerful tool for development

Targets:

- Establish community media particularly community theatres and viewing centres in all 90,000 communities in Nigeria
- Establish community-based media in each state
- Approve national policy on community media
- Increase daily circulation of the nation's top 10 newspapers to a minimum of 1.5million copies
- Facilitate the resuscitation by 2013 of the Iwopin and Oku-Iboku Paper Mills.

Strategic Imperatives

Creation of a dynamic media and communication environment that is pro-active in the dissemination of information and the promotion of Nigerian values and culture.

Reform all media laws that stifle quality professional practice.

Abolish or reduce taxes on the importation of media content production equipment.

Sectoral Priorities

Enact the Freedom of Information Act

The Freedom of Information Act when passed should promote public access to official information. The publication of official information would promote public debate on issues and ensure that public officials are accountable to the public that finances their activities.

Public Information Agencies

Restructure, support and enhance the capacity of such public information agencies like Nigerian Press Council and Nigerian Film Corporation to discharge their statutory functions.

Initiate Local Content policy

Initiate by 2010, a policy on building the media industry's capacity to increase local content in technology hardware as well as consumables. This would be a strategic step towards the repositioning of the Nigerian Media to engage in the crucial task of developing the nation.

Establish a research/product development centre by 2010 for the purpose of increasing local content in the production materials and technology of the media industry.

Nollywood

Establishment by 2010, an intervention fund to support the production of local input and the export of Nollywood and other cultural products. Facilitate the establishment of a public/private quality enhancement agency for Nollywood products by 2010

Community media

Establish by 2010 a national policy on community media that encourages strong states and private sector participation. Additionally, facilitate the establishment of community-based media in not less than half of the LGAs in every state by 2013.

Media Training and development

Develop by 2011 six centres of excellence from the existing media and communication training institutions.

Import Tariffs

Amend import tariffs to comply with UNESCO recommended zero duty on all educational and media equipment and facilities by 2011.

Media Merit Award

Institute special merit awards by 2011 to facilitate the identification and celebration of national icons and heroes for landmark professional performance.

Establish Nigerian Cultural Council

Establish by 2011 a Nigerian cultural organisation that will operate worldwide (initially in targeted countries) to promote the study of the major Nigerian languages, promote the Nigerian image abroad and encourage international cultural exchange. This organisation will also foster knowledge about Nigeria by providing information on its culture, society and politics.

Iwopin and Oku-Iboku Paper Mills

- Resuscitate the Iwopin and Oku-Iboku Paper Mills under private management by 2013. This will increase daily circulation of the nation's top 10 newspapers to a minimum of 1.5million copies
- Increase by 50 per cent local content in news by 2012
- Build research centers for product development to reduce import dependency by 2013
- Implement quality control policy to upgrade and refine content of Nollywood products by 2011
- Establish 6 continuous training centers in each of the geo-political zones to enhance the professional skills of media practitioners where current methodologies, techniques etc are taught by 2013
- Remove tariffs on all educational and media equipments imports by 2012
- Implement the concept of community information centers (CIC) to propagate news and enlightenment in each of the 774 local governments by 2012
- Pass the Freedom of Information Act by 2011
- Enable through legislative initiative the full operationalisation of the following bodies- NPC, NBC, APCON and NIPR by 2011
- Articulate and enforce compliance with acceptable standards and ethics in the practice of media profession by 2011
- Improve by 50 per cent the quality of media products to meet global standards and best practices by 2011.

Table 19: Summary Investment Profile

SN	Proposed Action	Implementing Agency
1	Framework for local content increase	Ministry of Information/consultants
2	3 Research centres for product development	Ministry of Information
3	Quality control mechanism/agency	Ministry of Information, NBC, Film Corpn, NPC

4	6 continuous training centres in 6 zones	Ministry of Information
5	Removal of tariffs	Min of Trade/ Customs Dept
6	Building/equipping Community information centres 774 LGAs	Min. of Information
7	Resuscitate Iwopin and Oku-iboku mills	
8	Pass Freedom of Information Act	NASS
9	Operationalise NPC, NBC, APCON and NIPR	Min of Information
10	Codify practice regulation for media practitioners	
11	Practice quality/product improvement	Min of Information, NPC, NBC and Film Corpn
12	Building a People of Peace in the Niger Delta	NOA
13	Nationwide Voter Education Campaign	NOA
14	Promoting the tenants of Social Justice and Rule of Law	NOA
15	Nationwide campaign on Nigeria's Core Values	NOA
16	Production and Circulation of source book of Senior Secondary Schools	NOA
17	Raising integrity standards in Public life	NOA
18	Refocusing WAI Brigade	NOA
19	ICT Hardware	NOA
20	Power and Energy Equipment of Offices	NOA
21	Renovations and Rehabilitation of Offices	NOA
22	Communication Equipment	NOA

Part II: REGIONAL DEVELOPMENT /GEOPOLITICAL ZONES

Overview

Regional Development and Environmental Management thematic areas have been defined within a common framework in Volume 1 of the 1st Implementation Plan of NV20:2020, in view of the interrelatedness of these themes to the nation's development considerations. The most important of these considerations is the significance of anchoring development in these sectors on a consistent policy framework based on a clearly defined long-term strategic intent. The following sub-sections address the unique medium term development imperatives for each of the aforementioned themes.

The long-term intent for Regional Development and Environmental Management are defined within two of the three key pillars of NV20:2020 viz: *Guaranteeing the well-being and productivity of the people* and *fostering sustainable social and economic development*. This intent is expressed through two overarching strategic objectives:

- *Preservation of the environment for sustainable socio-economic development and*
- *Transformation of Nigeria's six geo-political regions into economic growth poles and industrial hubs.*

Preservation of the environment for sustainable socio-economic development

Sustainable management of the environment is recognized as one of the critical elements towards achieving the socio-economic development objectives of NV20:2020. The vision for the sector is underpinned by a philosophy of embedding the concept of sustainable natural resource use in the public psyche, in addition to concrete measures aimed at environmental protection. During the 10 year period leading up to 2020, policy focus will be around seven key areas viz: sustainable use and conservation of natural resources, climate change, pollution control and waste management, management of environmental hazards, land degradation and desertification, environmental education and awareness, and environmental governance.

Transformation of Nigeria's six geo-political regions into economic growth poles and Industrial Hubs

The transformation of Nigeria's six geopolitical zones into regional economic growth poles and industrial hubs is recognized as a fundamental objective of NV20:2020, as a critical lever in the quest for sustainable social and economic development of the Nigerian state. The rationale behind using the current segmentation of Nigeria along six zones, as a platform for driving economic growth along regional lines is premised upon evidence of superior economic viability of each of these zones, relative to their constituent states. This objective is also based on the existence of several economic opportunities that are best exploited through greater collaboration of the states within these zones. The key strategies through which economic growth could be stimulated through regional cooperation are well outline in the 1st NIP (2010-2013).

Also expressed within this strategic objective is the acceleration of the development of the Niger Delta region (ND) through the provision of critical social and physical infrastructure, with a view of reversing decades of neglect of this region despite its strategic role in the nation's economy. A clear shift in policy towards a more participatory approach to planning and governance especially at the community level in this region is canvassed, and the achievement of sustainability in the use of natural resources and poverty reduction are also identified as

overarching goals for the region. The NV20:2020 blueprint clearly recognize the strategic importance of the Niger Delta as a special region that desires special attention without which the transformation of geopolitical zones to economic growth poles and industrial hubs cannot be achieved.

Apart from the ND, the Federal Capital Territory (FCT), Rural Development and the Development of the Border Areas are also given special attention in the planned period.

Chapter 9: Regional Development

Introduction

The proposed investment for the sector for the Plan period is N1002.381 billion. The breakdown of the estimates is presented in the annex. One of the central thrusts of Nigeria’s Vision 20:2020 economic development strategy is the stated intent to use the geopolitical delineation of Nigeria into six zones, as a platform for achieving increased economic productivity, by encouraging intra and inter-regional economic cooperation. This intent is premised upon evidence of superior economic viability of each of the six geopolitical zones when considered as single entities, relative to their constituent states. It is also based on the existence of several economic opportunities that are best exploited through collaboration of the states within each of the six zones.

Further justification for anchoring Nigeria’s economic growth strategies on existing geopolitical structures lies in the need to bridge existing disparities between Nigeria’s regions, whilst ensuring that economic growth in Nigeria is closely followed by equitable spatial development. Addressing the prevailing scenario of concentrated economic activity is therefore recognized as a prime objective of the Nigeria Vision 20:2020 regional development strategy.

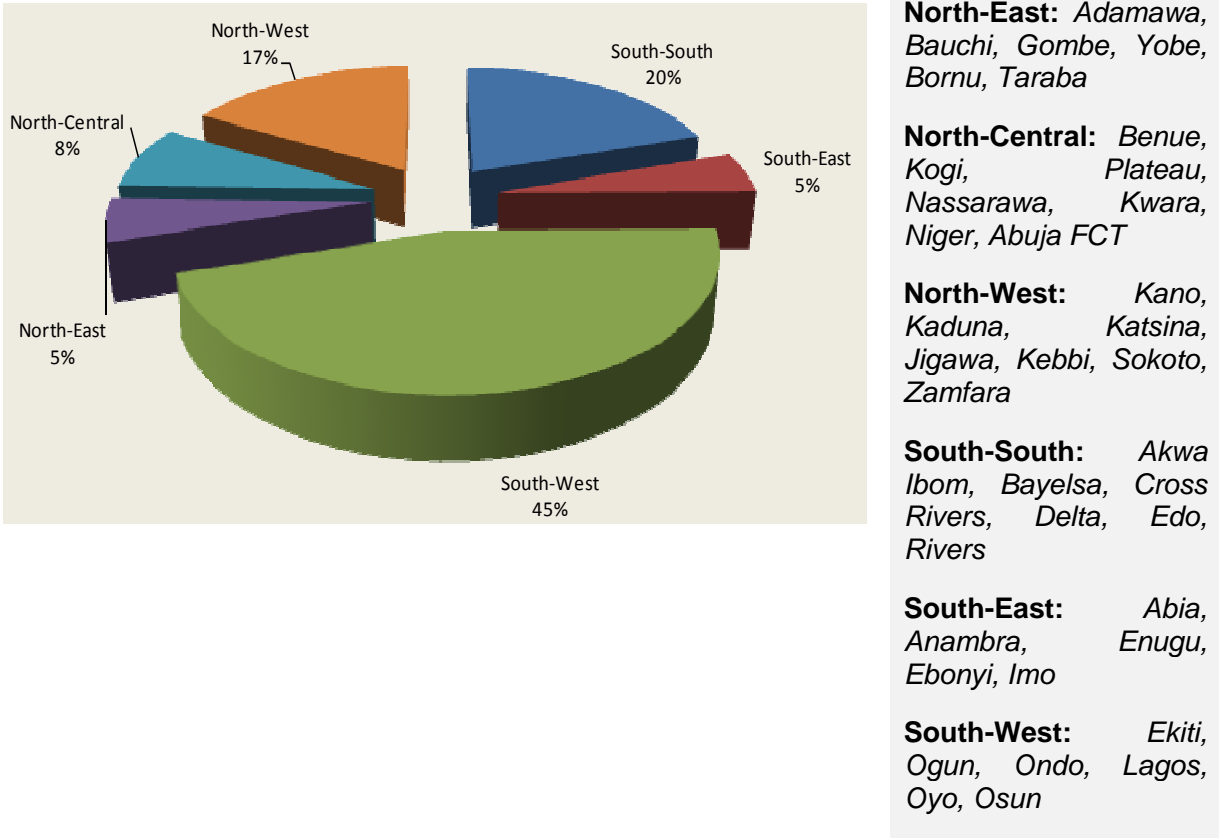


Figure 1: Economic concentration - distribution of non-federal internally generated revenue (IGR) by geopolitical zones (2008)

In the 1st implementation period (2010 to 2013), emphasis will be placed on creating the foundation for the transformation of Nigeria's six geopolitical zones into economic growth hubs and centers of productive industrial activity. The primary goal for 2013 in this regard, is to gradually reduce dependence on federation accounts and reduce disparities in economic activity between the six geopolitical zones. Emphasis will be placed on stimulating production in each zone based on their areas of comparative and competitive advantage with a view to increasing internally generated revenue in a manner that addresses regional socio-economic disparities.

The specific actions to be undertaken during the plan period to achieve the above will include:

- Establishment of Regional Development Councils for each geopolitical zone to provide institutional support for intra-regional planning and economic cooperation
- Establishment of Industrial Parks in each of the six geopolitical zones as a platform for stimulating economic activity to achieve the desired socio-economic development
- Creation of a federal fund to stimulate competition between states in a region as well as inter regional development competition to increase contribution to GDP and IGR

Paramount to the medium term strategy for regional development is the acceleration of the development of the Niger Delta Region (NDR) through the provision of critical social and physical infrastructure, with a view to reversing decades of neglect of this region despite its strategic role in the nation's economy. A clear shift in policy towards a more participatory approach to planning and governance especially at the community level in this region as well as in other regions will be promoted, and the achievement of sustainability in the use of natural resources and the strategies for poverty reduction are also identified as overarching goals for the region. Specific action within the plan period include:

- the transfer of 10 per cent equity in oil and gas assets to communities in the region;
- the execution of several infrastructure development projects including the construction of 38 strategic roads in the Niger Delta region to open up hitherto non-accessible communities;
- the construction of several offshore and shoreline protection works in various communities in the Niger Delta region and;
- the development of the planned Calabar to Lagos railway line among other high-impact infrastructure projects.

The 1st NIP of the NV20:2020 for the Regional Development sector is hinged on the fact that disparities exist among states within the six geopolitical zones, between urban and rural areas and have steadily increased in the past two decades. In addition, the contributions of states individually and collectively in their geopolitical regions to the country's Gross Domestic Product (GDP) has been very poor, despite their potentials, which if properly harnessed could enhance Nigeria's GDP tremendously. Thus, the widening gap between the six geopolitical zones internally generated revenues is a matter of serious concern. As Figure 1 above indicates, in 2008, the IGR of the six geopolitical zones stood at North Central 8 per cent, North West 17 per cent, North East 5 per cent, South East 5 per cent, South West 45 per cent and South South 20 per cent. These figures were not significantly different in 2009.

The main objective of the 1st NIP for the sector is to lay the foundation for the transformation of the six geopolitical regions into economic growth poles and industrial hubs through greater collaboration of states within each region. This section deals with what the Plan proposes to do

to achieve this objective. In addition, it also attempts to look at the broad aggregates of issues within the rubric of regional development in the Nigeria context, in order to understand the dimensions of the issues and to highlight some of the methods by which the issues would be addressed.

Regional Disparities and the role of the Federal Government

The role of the Federal Government in promoting equitable development among states and reducing the gap between urban and rural areas has been given added impetus in the plan. Addressing regional disparities is not only a goal in itself but essential for maintaining the integrated social and economic fabric of the country. There is probably no easy way to do that than for the Federal Government to drive the process through planning by providing the necessary framework and supporting environment that makes economic activity possible and attractive enough for private sector investment. This would include the entire gamut of services provided by the Federal Government, right from maintaining law and order, rule of law, respect for human rights and contractual obligations, provision of basic physical infrastructures amongst others. Many of these factors have been addressed under the broad rubric of governance and have been discussed elsewhere in the Plan document. Here, we attempt to define Federal Government's responsibility in promoting balanced regional development by ensuring that all citizens in every section of the country live a good quality life and contribute to national development according to their abilities.

Allocation of National Resources

In terms of fiscal relationship between the Federal government and federating units (States and Local government Areas, LGAs), the most viable sources of revenues have been assigned to the Federal Government from the point of view of law, administrative convenience and efficiency. At the same time, the major responsibility for the delivery of social services to the population has been vested with the states and this has been devolved further downward to the LGAs. Given this situation, a very substantial responsibility falls on the Federal Government to ensure that the overall flows of resources from the centre to states/LGAs is such that the relatively backward states/LGAs are enabled to achieve a level of enhanced service delivery. This involves issues of fiscal capacity available to states to raise revenues, the extent to which such capacity is actually being utilized and the specific difficulties that states face which result in increase in units of service delivery. Part of the Federal Government's responsibility in this regard is fiscal allocation under the planned period to states/LGAs. However, statutory allocation to states/LGAs alone cannot help in mitigating intra and inter-states disparities and rural-urban disparities. It is necessary to do more by enhancing the capacity of states and LGAs to generate more revenues internally and creating the environment for greater private sector participation in the economic activities in the regions.

Economic Diversification Fund (EDF)

It is against this background, that the establishment of an EDF is being proposed. The objective of the fund would be to promote those projects and strategies that will enhance competitive advantage of each zone and optimize IGR as well as enhance the GDP. It must be conceived and managed as an intervention fund keeping in view the over-dependence of states on federally collected revenues. The EDF is needed to stimulate and thus accelerate the deliberate diversification of the economy from oil and gas to agriculture, manufacturing and the initiation of a knowledge based economy. In all of this, the role of the private sector is critical. Thus EDF is available to create the environment for private sector engagement in each region's competitive development.

In the pursuit of equitable, balanced and competitive development with a view to transforming the six geopolitical regions into economic growth poles and industrial hubs, should be enhanced through the strategy of utilizing the EDF during the planned period involve, amongst others:

- Establishment of Regional Development Council for both intra and inter- state/regional planning. This would involve ensuring the realization of both the medium term and overall objectives of NV20:2020.
- Establishment of Industrial Parks in each of the six geopolitical zones to promote socio-economic development that would eventually upscale each region's competitive advantages and hence transform each zone into economic growth poles and industrial hubs. This would be done by developing the natural resources in which each geopolitical zone has competitive advantage and enhanced value addition in the production of raw materials.
- Provision of financial resources for supplementing human capacity building, infrastructure development to facilitate the development of the productive sector in the six geopolitical regions.
- Improving the total quality of life of the rural and urban poor communities through improvement in their access to socio-economic infrastructure and income generating activities as envisaged by the rural transformation strategy-Transforming Rural Areas in Nigeria (TRAIN).

It is obvious, therefore, that the fund, if properly utilized has the potentials of diminishing both intra and inter states disparities and rural-urban gap as well as enhancing the socio-economic development of Nigeria.

Interventions by State Governments

Alongside this federal initiative, all the 36 states of the federation including the Federal Capital Territory (FCT) and the Niger Delta must also take complementary action to redress the problem of regional imbalance and spatial inequalities in economic development by optimizing comparative and competitive advantage of individual states.

Based on the report of the Joint Planning Board (JPB) involving Commissioners and Permanent Secretaries of Federal and States' Planning Bodies in Nigeria, all the sub-national governments are to develop their respective complimentary plans to tackle issues such as rural-urban migration, urbanization, physical infrastructure and economic development. This emphasis in the Planning process will provide an institutional basis for regular and systematic study of intra and inter states disparities as part of the Annual plan during planned period (2010-2013).

Thus, States' projects and programmes that are critical to the success of both the Medium Term Plan and overall NV20:2020 objectives of the regional development sector are also included in the Plan. This implies that States may have specific projects, which may not necessarily be captured in the Plan document.

Rural Development Strategy

Nigeria has a population of 140 million (NPC 2006), 36 States, the FCT and 774 LGAs. Available data suggests that over 70 per cent of the total population live in the rural areas, characterized by lack of access to basic physical infrastructure such as roads, electricity, potable water, transportation, facilities for sport or recreation, irrigation, sanitation and communication. To address these problems, the Federal Government in collaboration with States have formulated a community driven rural development plan, tagged Transforming Rural

Areas in Nigeria (TRAIN). TRAIN seeks to engender comprehensive but sustainable poverty reduction, through the provision of enabling environment for socio-economic infrastructure development, community capacity enhancement, human capital development, induced private sector driven rural industrialization and labour transfer that are driven by communities.

The major strategy is the mobilization of budgetary provisions at the three tiers of government, community contributions as well as harnessing resources from other sources through the establishment of a National Solidarity Fund (NSF) mechanism for poverty reduction. The idea is to attract development into rural communities that would reduce poverty on a sustainable basis and stem rural-urban migration. It is on this basis, that 85 per cent of the high-priority and complementary-priority projects and programmes for the realization of the Medium Term objectives are located in rural areas. Thus, the rural development strategy and the regional development framework of the Plan are complementary.

The Niger Delta Region

Recognizing the special requirements of the region and the need for significant levels of government investment, the ND region has been categorized as special area under the 1st Implementation Plan. Major investments are proposed in physical infrastructure, poverty reduction and economic empowerment and environmental remediation and rehabilitation. These investments would be carried out by the Ministry of Niger Delta Affairs (MNDA), Niger Delta Development Commission (NDDC) and National Planning Commission (NPC), which is now in-charge of the Post-Amnesty Programmes.

The objective of the Plan for the ND region is to entrench social stability and accelerate the socio-economic development of the region. The Plan also recognizes the strategic importance of the ND as a special region that deserves special attention without which the transformation of the six regions into economic growth poles and industrial hub may not be achieved.

Federal Capital Territory (FCT)

FCT deserves special attention given its strategic importance as the administrative headquarters of the country. In this context, growth in social infrastructure through national programmes must be complemented by development of physical and economic infrastructure. Thus, the development efforts of the Abuja city have to be complemented with the development of the satellite towns within the FCT in order to minimize the problems of urbanization and the emergence of urban slums.

As envisaged in the Plan document, this approach of complementary development will help to focus development efforts in backward habitations which either because of their isolation or the social composition of their population, continue to depress the overall national Human Development Index (HDI) and other development indicators of the FCT. To accelerate the pace of development in the FCT, programmes and projects for the FCT were selected on the basis of the above approach in consultation with the Federal Capital Territory Authority (FCTA).

Boundary Commission

Border Area Development Programme (BADP) has been proposed for both our internal and external borders. The BADP aims at making special efforts for the socio-economic development of the border areas and thus promote a sense of security among the people living in these areas. The programme is expected to cover the flash points in the country's internal and external borders in the first phase. The second phase will cover the remaining areas. The programme, which will be a major intervention of the Federal Government, is a part of the

comprehensive approach to Border Management. The main aim is to meet the special needs of people living in remote and inaccessible areas situated near international borders.

To saturate the border areas with full coverage of projects and programmes during the Plan period, States and Local Governments within the areas will be encouraged to partner with the Federal Government in initiating suitable programmes and activities, that will facilitate the development of these areas. Particular emphasis will be given to skill development and vocational education. Since the border areas are remote and inaccessible flexible financial grants for attracting trained staff and participation of NGOs will be provided to strengthen the institutions and the personnel working in these areas.

Sector Policy Thrust (Enabling Policies)

One of the core objectives of the sector policy thrust is the achievement of equitable and spatial socio-economic development across the six geopolitical zones in Nigeria, driven by a comprehensive regional development strategy. To be successful, the following are the issues and challenges that the framework seeks to overcome:

- Review of all laws and regulations hampering regional development
- Address imbalance and spatial inequalities in economic development across states and regions
- Address the poor contribution of the regions to the country's GDP
- Address the poor IGR of states in each of the regions
- Reduce rural – urban migration
- Tackle urbanization problems to enhance seamless development of emerging cities
- Address physical infrastructures and services problems
- Address problems arising from diversification of economic activities in the regions even when based on their areas of competitive advantage

These are issues and challenges that previous development plans have not addressed successfully. Consequently, the policy thrust of the NV20:2020 Regional Development Plan recognizes the need for urgent and expedient action to address these issues and challenges by identifying those projects and programmes that have the greatest impact on the identified areas of immediate policy focus.

Thrust, Objectives and Targets

The thrust, during the plan period will be the achievement of equitable and spatial socio-economic development across the six geopolitical zones in Nigeria, driven by a comprehensive regional development strategy. The strategic objectives for regional development is hinged on four pillars namely:

- Stable polity generated by good governance
- Diversification of economic activities in the six-geopolitical zones based on the comparative and competitive advantage of each zone.
- Enhanced regional contribution to the country's Gross Domestic Product (GDP) based on improved Internally Generated Revenue (IGR) and enhanced economic activities; and

- Effective partnership between the public and private sectors of the economy based on Nigeria's Public Private Partnership (PPP) model, which is geared to promoting private sector driven economy.

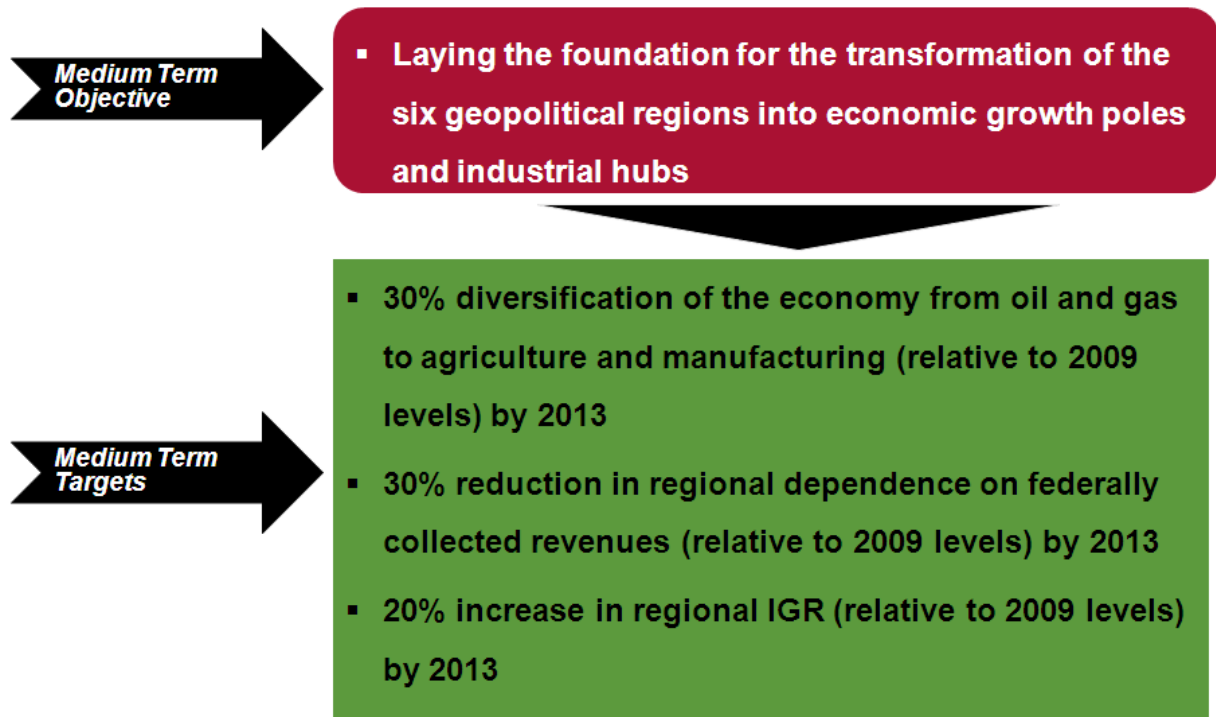


Figure 2: Medium Term Objectives

It is important to note that the medium term objectives and targets are developed to drive the full realization of Nigeria's potential and her emergence as one of the 20 leading global economies by the year 2020. These objectives and targets would be further consolidated in the Second and Third Implementation Plans of the NV20:2020, 2014 to 2017 and 2018 -2021.

Sector Policy Thrust

- Review of all laws and regulations hampering regional development

Strategies: The strategies that will be employed to achieve the objectives are:

- Improving Governance and security of lives and property
- Establishing economic diversification fund

Issues and Challenges

The key issues to be addressed, to ensure the success of the plan, in this respect will include:

- Review of laws and regulations hampering regional development, such as solid mineral development and exploitation act, and environment sustainability act.
- Imbalance and spatial inequalities in economic development across states and regions
- Poor contributions of the regions to the country's GDP
- Increasing rural-urban migration
- High rate of urbanization that militate against the seamless development of emerging cities
- Dilapidated physical infrastructures and services
- Environmental sustainability
- Structural rigidity of the economy arising from over-dependence on oil and gas revenue.

These challenges have not been effectively addressed in previous development plans. Achieving the nation's vision necessitates that expedient actions be taken, to address these issues and challenges by identifying those projects and programmes that have the greatest impact on the identified areas of immediate policy focus.

Sectoral Priorities

To achieve the desired objectives as envisaged in the Four Year Plan period, analysis of the sectoral priorities was carried out and a guideline for selecting key priority projects and programmes that would serve as the catalyst for the realization of the overall NV20:2020 goals and targets was developed based on inputs from the states, Ministries/Departments and other stakeholders.

The bases for adoption into the plan include:

Diversification of national economy from oil and gas to agriculture, manufacturing and the initiation of a knowledge economy

Enhancement of the regions IGR and contribution to national GDP

Substantial reduction of regions' dependence on federally collected revenues

Meeting the Millennium Development Goals (MDGs) in each of the six geopolitical zones

Creation of an enabling environment for the private sector to thrive and to contribute significantly to regional and national development

Reduction of unemployment and poverty

Improvement and development of physical infrastructure and services across the country.

Regional Development High-priority Projects and Programmes

- Regional Development Commission

- Economic Diversification Fund
- Industrial Parks

Table 20: Six Geopolitical Zones: High-priority Projects and Programmes

S/No	Projects and Programmes
1	Regional Development Commission
2	Economic Diversification Fund
3	2 Industrial Parks per geopolitical zone

- Regional Development Complementary Projects and Programmes
- Industrial clusters and incubators for cottage industries

Table 21: Six Geopolitical Zones: Complimentary Projects and Programmes

S/N	Projects and Programmes
1	Development of industrial clusters and incubators

Boundary Commission

High-Priority projects and programmes

- Establishment of Buffer zones across flash points of our external borders
- Establishment of Buffer zones across flash points of our internal borders
- Consultancy services for the study of the conversion of our international Buffer zones into economic and environmental zones
- Consultancy services for the study of the conversion of our internal Buffer zones into economic and environmental zones

Table 22: Boundary Commission High Priority Projects and Programmes

S/No	Projects and Programmes
1	Establishment of Buffer zones across flash points of our external borders
2	Establishment of Buffer zones across flash points of our internal borders
3	Consultancy services for the study of the conversion of our international Buffer zones into economic and

	environmental zones
4	Consultancy services for the study of the conversion of our internal Buffer zones into economic and environmental zones

FCT: High-priority Projects and Programmes

- Development of Idu industrial Area IB Engineering infrastructure
- Rehabilitation and expansion of Airport Expressing Lot II (Ch25 + 500 to 38 + 00)
- Rehabilitation and expansion of Airport Expressing Lot I (ChII + 500 to CH25 + 500)
- Rehabilitation and expansion outer Northern Expressway Lot II (19+500km – 39+400km)
- Rehabilitation and expansion outer Northern Expressway Lot II (Muritala Mohammed Expressway North Lot I)
- Construction of main carriageway of FCT HW106 from Kusaki – Yanga (OSEX) to Kuje.
- Construction of inner southern expressway (ISEX) phase II from the southern parkway (S89)
- Extension of outer southern expressway from ring road 3 to road A2 in Gwagwalada
- Abuja Rail mass transit Lot I and 3
- Provision of engineering infrastructure to Bwari satellite town (District 1 and 2).

Table 23: FCT High-priority Projects and Programmes

S/No	Projects and Programmes
1	Development of Idu industrial Area IB Engineering infrastructure
2	Rehabilitation and expansion of Airport Expressing Lot II (Ch25 + 500 to 38 + 00)
3	Rehabilitation and expansion of Airport Expressing Lot I (ChII + 500 to CH25 + 500)
4	Rehabilitation and expansion outer Northern Expressway Lot II (19+500km – 39+400km)
5	Rehabilitation and expansion outer Northern Expressway Lot II (Muritala Mohammed Expressway North Lot I)
6	Construction of main carriageway of FCT HW106 from Kusaki – Yanga (OSEX) to Kuje.
7	Construction of inner southern expressway (ISEX) phase II from the southern parkway (S89)
8	Extension of outer southern expressway from ring road 3 to road A2 in Gwagwalada

9	Abuja Rail mass transit Lot I and 3
10	Provision of engineering infrastructure to Bwari satellite town (District 1 and 2)
11.	Provision of Engineering infrastructure to Apo MV Extension (Road, Water, Light and Drainage)

FCT: Complementary Projects and Programmes

- Construction of 11km Mpape – Shere Road
- Establishment of International Technical and Vocational Institute at Utako and four (4) Comprehensive Science and Technical Colleges in the FCT
- Kuje Abaji greater water supply scheme
- Provision of engineering infrastructure to Kubwa satellite town (District 4 and 5)
- Dualisation of Jikwoyi – Karshi road
- Rehabilitation of Gwagwalada – Kuje road

Table 24: FCT Complementary Projects and Programmes

S/No	Projects and Programmes
1	Construction of 11km Mpape – Shere Road
2	Establishment of international technical and vocational institute at Utako and four (4) comprehensive science and technical colleges in the FCT
3	Kuje Abaji greater water supply scheme
4	Provision of engineering infrastructure to Kubwa satellite town (District 4 and 5)
5	Dualisation of Jikwoyi – Karshi road
6	Rehabilitation of Gwagwalada – Kuje road

National Boundary Commission

Thematic Area - Regional Development						
National Boundary Commission						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Provision of \$3 billion Special Fund for rehabilitation of Ailing Industries and Promotion of Core Industries for Rehabilitation		336.42	429.70	340.43	1,106.55
2	Recapitalization of Bank Industries.		224.28	214.85	340.43	779.56
3	Establishment of Industrial Clusters		1.12	-	-	1.12
4	Establishment of 4 Model Enterprise Zones.		8.97	4.30	6.81	20.08
5	Update of national regulatory requirements to improve Product standards		0.07	0.04	0.07	0.18
6	Development of Industrial Data Base/Bank		0.09	0.04	0.07	0.20
7	Establishment of Cement Technology Institute		1.79	0.86	-	2.65
8	Mini Sugar Plants		2.80	2.15	3.40	8.36
9	Establishment of 6 Vocational Centres in the Zones		0.45	0.86	-	1.31
10	Non Priority Projects		162.80	189.20	198.00	550.00
		-	738.80	842.00	889.20	2,470.00

FCT Priority Projects

FCT Priority Projects						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Development of Idu industrial area IB Engineering infrastructure		12,239.07	13,870.95	14,686.89	40,796.91
2	Rehabilitation and expansion of Airport Lot II (Ch 25 + 500 to 38 +00)		17,141.46	20,093.66	23,569.75	60,804.87
3	Rehabilitation and expansion of Airport Lot II (Ch 25 + 500 to 25 +500)		14,254.01	16,154.55	17,104.81	47,513.37
4	Rehabilitation and expansion outer Northern Expressway Lot II (19km +500km-39+400km)		19,733.07	19,364.14	21,679.68	60,776.88
5	Rehabilitation and expansion outer Northern Expressway Lot II (Murtala Mohammed Expressway North Lot I)		11,099.29	16,245.87	19,319.15	46,664.31
6	Construction of main carriage way of FCT HW106 from Kusaki Yanga (OSEX) to Kuje		1,804.85	2,045.50	2,165.82	6,016.18
7	Constructio of inner souther expressway (ISEX) phase II from the southern parkway		3,224.67	3,654.63	3,869.61	10,748.91
8	Extension of outer southern expressway from ring road 3 to road A2 in Gwagwalada		1,804.85	2,045.50	2,165.82	6,016.18
9	Abuja Rail mass transit Lot I and 3		25,724.22	29,154.11	30,869.06	85,747.39
10	Provision of engineerinf infrastructure to Bwari satellite town District (1 & 2)		2,120.10	2,402.78	2,544.12	7,067.00
11	Non Priority Projects	-	3,891.51	4,522.57	4,732.92	13,147.00
12	FCT Projects	138,360.00				
		138,360.00	113,037.11	129,554.25	142,707.64	523,659.00

FCT Complementary Projects

Thematic Area - Regional Development						
FCT Complementary Projects						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Construction of 11km Mpape -Shere Road	-	51.68	58.57	62.01	172.25
2	Establishment of international technical and vocational institute at Utako and four (4) comprehensive science and technical colleges in FCT	-	1,339.06	1,517.60	1,606.87	4,463.54
3	Kuje Abaji greater water supply scheme	-	905.28	1,025.98	1,086.34	3,017.60
4	Provision of engineering infrastructure to Kubwa satellite town (District 4 and 5)	-	603.52	683.99	724.22	2,011.73
5	Dualisation of Jikwoyi – Karshi road	-	150.13	170.14	180.15	500.42
6	Rehabilitation of Gwagwalada – Kuje road	-	105.62	119.70	126.74	352.05
7	Non Priority Projects	-	778.30	904.51	946.58	2,629.40
		-	3,933.58	4,480.50	4,732.92	13,147.00

Chaper 10: Niger Delta

Introduction

The strategic importance of the Niger Delta region comprising the following States: (Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers States) to the economy of the country cannot be overemphasized. It is the oil and gas base of Nigeria. Oil and Gas generates over 90 per cent of the foreign exchange receipts as well as over 80 per cent of the nation's total revenue. This explains why the area has received special development attention by all successive governments. However, past development planning efforts failed to adequately address the region's needs due to lapses in their implementation.

In spite of the efforts of both the Federal and State Governments, the NDDC, oil companies and NGOs to enhance the well-being of the people of the Niger Delta, wide disparities in development outcomes persist. In many areas, the condition of rural communities where crude oil is produced has remained deplorable with severe environmental degradation, and lack of infrastructure, high unemployment, poor educational facilities and generally lack of social amenities that make for good living.

The lack of development in the region and perceived injustice over the sharing of revenues from oil often triggered conflicts between the host communities and oil extracting companies on the one hand and between the host communities and the state on the other. The adverse effects of these conflicts on the Nigerian economy, and the need to tackle decisively the challenges in the region, led to the introduction of the Ministry of Niger Delta and an Amnesty Programme by the for the Niger Delta militants. These militants were expected to handover their arms in return for the Presidential Amnesty, unconditional pardon and participation in a Post-Amnesty Rehabilitation and Economic Empowerment Programme. So far, in the disarmament phase, over 800 militants have surrendered their arms and ammunitions and pledged to cooperate with the Federal Government in contributing to the development of the region through involvement in more productive activities. The militants will be reintegrated into the society through a rehabilitation programme that includes re-orientation programmes, establishment of skills acquisition centres and retraining in various skills. The ministry in collaboration with the organized private sector organized Job Creation Fair and Training Exposition in 2009. More than 30 companies participated and over 11000 job slots and training offers were secured from the organized private sector. This has brought about relative peace in the region. However, while various efforts are currently being made to address the problems in the region, there is need to ensure sustainable development in the region. During the period, Government will intensify effort to ensure proper coordination of efforts of all the stakeholders comprising among others the Federal and State Governments, MNDA and NDDC towards the realization of NV2020 objectives of bringing peace and stability to the Niger Delta region.

Policy Thrust

The Ministry of Niger Delta has also concluded discussions with micro-finance banks on how credit would be made available to youths in the area that intend to set up small scale enterprises to reduce unemployment and youth restiveness. The main policy thrust is to entrench peace and stability to drive sustainable socio-economic development in the Niger Delta Region. Issues and challenges that must be overcome include:

- High incidence of poverty caused by oil extraction activities in the areas
- High rate of unemployment
- Deplorable physical and social infrastructure

- Environmental degradation and pollution
- Inter and intra ethnic/communal conflicts
- Disruption of oil extracting activities

These are some of the issues and challenges the previous efforts of stakeholders including the Federal Government's establishment of OMPADEC (1992) and NDDC (2000) have attempted to address but with little success. Government intends to squarely address these issues and challenges in order to engender accelerated growth and development.

Medium Term Objectives, Strategies and Targets

The medium term objectives and targets for the Niger Delta Regional Implementation Plan are hinged on the following five pillars:

- Reduction of oil-related conflicts in the region
- Enhanced and sustainable development of human and physical infrastructures
- Diversification of the region's economy from oil and gas to agriculture, manufacturing, and knowledge based.
- Consolidation of post-amnesty projects and programmes
- Preservation and conservation of the environment

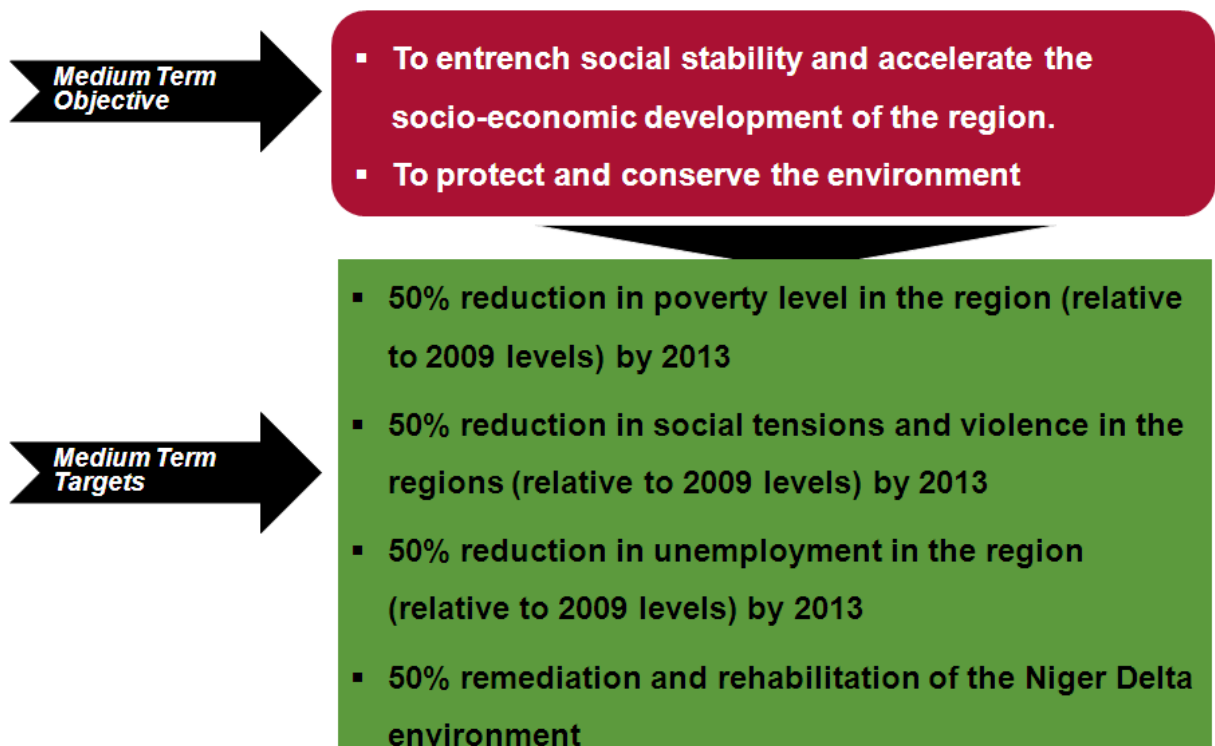


Figure 3: Medium Term Objectives

Table 25: The objective, strategies and targets and captured in the template below

S/N	Objective	Goals	Strategies	Initiative/Programme
1	To entrench social stability and accelerate the socio-economic development of the region	<p>50 per cent reduction in poverty level in the region (relative to 2009 levels) by 2003</p> <p>50 per cent reduction in social tensions and violence in the region (relative to 2009 levels) by 2013</p> <p>50 per cent reduction in unemployment in the region (relative to 2009 levels) by 2013</p>	<p>Ensure social justice and equity in the sharing of federally collected revenues.</p> <p>Registration and coordination of all persons dislodged by oil production activities</p> <p>Job placement of all persons dislodged by oil production activities by year 2020</p> <p>Increase the contribution of the private sector to the region's economic growth and development from the current average of 25 per cent to 75 per cent</p>	<p>*Sustainability of the Amnesty Programme</p> <p>*Pass and enforce the corporate social responsibility and local content bill</p> <p>*Review and enforce all petroleum laws that hinders the people from deriving maximum benefit from the oil exploitation of the oil and gas resources</p> <p>*Give oil producing communities 10 per cent equity participation in all joint ventures between the federal government and the multinational corporations</p> <p>* create a database for all persons dislodged by oil production activities in the region</p> <p>*Institute empowerment programme to cushion the effect of socio-economic dislocation in the area</p>
2	To protect and conserve the environment	To ensure environmental best practices in the utilization of oil and gas resources in the area by the year 2020	Matching economic goals with environmental conditions	*Review and enforce all environmental laws

Priority Projects

The stability of the region depends on commitment, cooperation and coordinated approach by all stakeholders in the region and the faithful implementation of the NV20:2020 First Implementation Plan. To achieve the expected objectives, sectoral priorities were selected based on guidelines that would drive the realization of peace and stability in the region. The bases for programme and projects selection include:

- Potential for reduction in social tension and violence
- Potential for reduction in unemployment
- Creation of an enabling environment for the private sector to invest in the oil and gas industry
- Improvement and development of physical infrastructures
- Meeting the MDGs
- Attracting Foreign Direct Investment (FDI) and Foreign Indirect Investment (FII) into the region
- Diversification of the economy of the region

Table 26: NDDC: High-priority Projects and Programmes

S/No	Projects and Programmes
1	Skill acquisition programme and creation of micro-credit fund
2	Construction of 38 strategic roads in the Niger Delta region to open –up hitherto non accessible communities
3	NDDC/4TM Joint ventures (PPP) cassava and rice production
4	Construction of offshore and shoreline protection works in various communities in the Niger Delta region (Olugbobiri Phase II, Sangana, Bassambiri, Ogbolomabiri, Opuoma, Aiyetoro, Kaima, Oporoma, Ogulagha, Koko, Okpare Olomu, Twon Brass, Awoye Molutehin, Ogu, Kula, Soku, Okerenkoko and Oporoma)

Table 27: Ministry of Niger Delta: High-priority Projects and Programmes

S/No	Projects and Programmes
1	Crop, livestock and fisheries development programme in the Niger Delta region
2	Facilitating access to credit for SMEs in the Niger Delta region
3	Dualisation of East-West road project section I Section II-I

S/No	Projects and Programmes
	<p>section II-II</p> <p>section III</p> <p>section IV</p>
4	Construction and dualisation of Owerri – Elele road (Owerri – Omerelu section)
5	Construction of East – West railway from Calabar – Eket – Port-Harcourt – Warri – Gelegele – Lagos
6	Construction of Niger Delta coastal road connecting the Niger Delta through the coast linking Ibaka through Oron and Ikot Abasi all in (Akwa Ibom)to Bonny in (Rivers), Brass (Bayelsa), Forcados and Escravos in (Delta), and Aiyetor and Atigere in (Ondo state)along the coastline
7	Inland waterways transportation system
8	Construction of skills acquisition centres in the nine states of the Niger Delta region
9	Equipping and operations of skill acquisition centres
10	Niger Delta community Empowerment projects (training of 12,000 non-militant youths in the following identified sectors: oil and gas, ICT, Artisanship, agriculture, journalism and public relations, soft skills, maritime and dredging, construction and automobile engineering, tourism and entertainment industry and sports, telecommunication industry)
11	Capacity building of women and youths in various artisans and trade, purchase of tools and kits and payment of take off grants
12	Consultancy studies for remediation and rehabilitation of 10 severely impacted sites in the nine (9) states of the Niger Delta region
13	Conservation and development of coastal ecosystem
14	Rehabilitation and restoration of degraded ecosystems in 7 states (Abia, Akwa Ibom, Cross River, Delta, Edo, Imo and Ondo)
15	Land reclamation, shoreline protection and flood/erosion control for seven states: Azumini – Abia state, Ibakan Nsit- Akwa Ibom State, Odi – Bayelsa State, Essien Town – Cross River State , Ijaghalla – Delta state, Okhelen Awo – Edo State and Amadi Ama – Rivers State
16	Feasibility studies and design on land reclamation, shoreline protection and flood/erosion control for 10 sites in Niger Delta region

Table 28: Ministry of Niger Delta: Complementary Projects and Programmes

S/No	Projects and Programmes
1	Construction of 40 units of 2 and 3 bed room housing units in each of the nine (9) states of the region
2	Land reclamation/shoreline protection in Kurutie communities on Gbaramatu clan Warri South West, Delta state, Effiat community in Mbo LGA, Akwa Ibom state and Ikuru town in Andoni LGA, River State.
3	Remediation and rehabilitation of oil polluted sites in the Nine (9) states of Niger delta region
4	Impact mitigation monitoring (MM)environmental management plan (EMP) of the dualisation of East – West (Warri – Oron Road projects
5	Gully reclamation, slope protection, primary/secondary drain channel construction, culvert construction at Idumuje – Unor, Delta state
	TOTAL

Projected Investment

The resource gap will be sourced from the Development Partners, Private Sector and from Multilateral Organizations such the World Bank, International Monetary Fund (IMF), African Development Bank (ADB) among others.

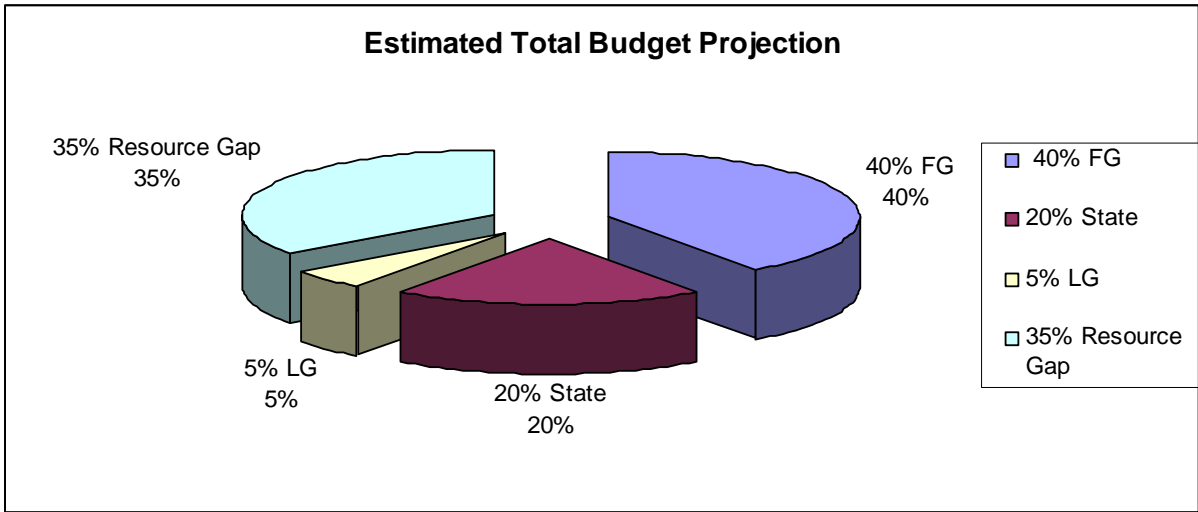


Figure 4: Estimated Total Budget Projection

Critical Success Factors

The critical success factors include:

- Political commitment/will
- Policy consistency
- Adequate and timely release of funds
- Strong inter-governmental cooperation
- Active involvement of all stakeholders (governments, communities, development partners, private sector, NGOs and CBOs)
- Adequate monitoring and feedback mechanism

Conclusion.

Government is committed to implementing the identified priority projects, especially those which have a regional bearing, forward and backward linkages, during the plan.

Ministry of Niger Delta – Priority Projects

Thematic Area - Regional Development				
Ministry of Niger Delta				
S/N	Priority Projects	Costs in N'm		
		2010	2011	2012
1	Crop, livestock and fisheries development programme in the Niger Delta region		325.20	368.56
2	Facilitating access to credit for SMEs in the Niger Delta region		3,387.52	3,839.19
3	Dualisation of East-West road project section I		4,344.50	4,923.76
	Section II-I		2,032.51	2,303.52
	section II-II		3,040.91	3,446.37
	section III		2,411.92	2,733.51
	section IV		1,761.51	1,996.38
4	Construction and dualisation of Owerri – Elele road (Owerri – Omerelu section)		4,344.50	4,923.76
5	Construction of East – West railway from Calabar – Eket – Port-Harcourt – Warri – Gelegele – Lagos		1,490.51	1,689.24
6	Construction of Niger Delta coastal road connecting the Niger Delta through the coast linking Ibaka through Oron and Ikot Abasi all in (Akwa Ibom) to Bonny in (Rivers), Brass (Bayelsa), Forcados and Escravos in (Delta), and Aiyetor and Atigere in (Ondo state) along the coastline		6,504.04	7,371.25
7	Inland waterways transportation system		67.75	76.78
8	Construction of skill acquisition centers in the nine states of the Niger Delta region		1,873.30	2,123.07
9	Equipping and operations of skill acquisition centres		205.96	233.42
10	Niger Delta community Empowerment projects a(training of 12,000 non-militant youths in the following identified sectors: oil and gas, ICT, Artisanship, agriculture, journalism and public relations, soft skills, maritime and dredging, construction and automobile engineering, tourism and entertainment industry and sports, telecommunication industry)		196.48	222.67

11	Capacity building of women and youths in various artisans and trade, purchase of tools and kits payment of take off grants		291.33	330.17
12	Consultancy studies for remediation and rehabilitation of 10 severely impacted sites in the nine (9) states of the Niger Delta region		27.10	30.71
13	Conservation and development of coastal ecosystem		27.93	31.65
14	Rehabilitation and restoration of degraded ecosystems in 7 states (Abia, Akwa Ibom, Cross River, Delta, Edo, Imo and Ondo)		94.11	106.65
15	Land reclamation, shoreline protection and flood/erosion control for seven states: Azumini – Abia state, Ibakan Nsit-Akwa Ibom State, Odi – Bayelsa State, Essien Town – Cross River State , Ijaghalla – Delta state, Okhelen Awo – Edo State and Amadi Ama – Rivers State		853.86	967.71
16	Feasibility studies and design on land reclamation, shoreline protection and flood/erosion control for 10 sites in Niger Delta region		27.10	30.71
17	Niger-Delta Projects	90,908.95		
18	Others		35,000.00	35,000.00
19	Non Priority Projects		12,465.89	14,487.38
		90,908.95	80,773.93	87,236.49

Ministry of Niger Delta – Complimentary Projects

Thematic Area - Regional Development					
Complimentary Projects - Ministry of Niger Delta					
S/N	Priority Projects	Costs in N'm			
		2010	2011	2012	2013
1	Construction of 40 units of 2 and 3 bedroom housing units in each of the nine (9) states of the region	-	172.42	195.41	206.17
2	Land reclamation/shoreline protection in kurutie communities on Gbaramatu clan Warri South West, Delta state, Effiat community in Mbo LGA, Akwa Ibom state and Ikwuru town in Andoni LGA, River State	-	272.28	308.45	325.17
3	Remediation and rehabilitation of oil polluted sites in the Nine (9) states of Niger Delta region	-	42.58	48.25	51.00
4	Impact mitigation monitoring (MM) environmental management plan (EMP) of the dualisation of East West (Warri-Oron Road projects)	-	3.83	4.34	4.60
5	Gully reclamation, slope protection, primary/secondary drain channel construction, culvert construction at a)Idumuje-Unor, Delta state	-	6.39	7.24	7.66
6	Gully reclamation, slope protection, primary/secondary drain channel construction, culvert construction at b)Elumeoku/ Sapele	-	6.50	7.50	9.00
7	Non Priority Projects	-	124.32	144.48	151.17
		-	628.32	715.68	756.17

Chapter 11: Environment

Introduction

A major goal of Vision 20:2020 is to stimulate economic growth and launch the country onto a path of rapid and sustained socio-economic development. But rapid economic growth will be dependent on growths in many sectors such as agriculture, energy, tourism, manufacturing, etc, each of which will have significant impact on the environment. Thus pursuing rapid socio-economic development and maintaining the natural environment must go hand in hand. The environment, as the life supporting system, must provide an equitable milieu and the raw materials needed for human existence and survival. The natural environment also purifies the air and water, produces healthy soils, cycles nutrients and regulates the climate. All these are important for developing and maintaining human health, creating national wealth and reducing poverty. If properly managed, the environment can be geared to meeting our productive socio-economic needs on a sustainable basis. This implies that the national environmental assets must be maintained at a level that meets the need of the present generation without jeopardizing the interests of future generations. The challenge for the country therefore is to make the development process of Vision 20: 2020 compatible with environmental protection.

The major environmental threats which impede Nigeria's development include land degradation, deforestation, drought and desertification, erosion, environmental pollution, ineffective and inefficient solid waste management and climate change, all of which have resulted in the country's poor environmental performance.

Situation Analysis

Land Degradation and Biodiversity

Land is by far the most important resource necessary for subsistence. Yet much of Nigeria's arable land is being insidiously deprived of its productive potential through overuse, inappropriate technologies and urbanization. Rapid deforestation, resulting from multiple uses of forest resources for human survival (e.g. fuel wood and energy, housing etc.) is a major contributing factor to land degradation. Oil and gas exploration, has aggravated the problem of ecological damage in the Niger Delta. Similarly, indiscriminate and illegal mining for tin and Columbite on the Jos Plateau and other mineral resources in many parts of Nigeria has left many areas of the country bare, strewn with burrow pits and unproductive. All these abuses pose a serious threat to biodiversity in the country. For example it is estimated that 0.4 percent of the plant species are threatened and 8.5 percent endangered, with 0.14 percent of the animals and insects threatened and 0.22% endangered.

Deforestation

Forestry contributes about 3% of Nigeria's GDP and accounts for a high proportion of domestic energy, food and medicinal supply of the rural population (and increasingly of the urban population too). Nigeria's forests also play a major role in the rural economy through non-timber forest products. The forest resources of Nigeria are under immense human pressure. The total area occupied by forest reserves in Nigeria has gone down from 10 percent in 1977 to about 6% of Nigeria's landmass now; considerably lower than the minimum of 25 percent recommended by the FAO. Currently, deforestation is progressing at a rate of 1.36% per annum.

A major contributory factor to massive deforestation and de-vegetation is the almost total dependence of over 70 per cent of rural population in Nigeria on the forest resources for livelihood and economic survival. Fuel wood extraction, shifting cultivation, conversion of forest to agricultural land, intensive grazing, persistent bush burning, reduction in or absence of fallow periods, as well as extension of agricultural activities into less-favored, often environmentally fragile areas are the major activities with the most serious impact on the forest resources in Nigeria.

Drought and Desertification

Drought and desertification are the twin environmental problems affecting many parts of Nigeria. While drought is largely a natural phenomenon, occurring as a result of inadequate rainfall to meet agro-ecosystem needs, desertification which is the most severe form of land degradation results mainly from climatic variations and human activities. In general, unsustainable human activities that take place in fragile ecological areas aggravate drought and desertification.

Nigeria is one of the most desertification-prone countries in Africa. It is estimated that desertification expanded southwards from 12°30' to 10°30' in the 20 year period between 1976 and 1995. Frequent droughts have caused the drying up of rivers and lakes. A typical example is the case of the receding Lake Chad due to drought and diversion, for irrigation purposes, of the rivers flowing into it. The menace of sand dunes has also increased by 17 % from 820 km² to 4,830 km² over the same period.

The challenge of drought and desertification is more severe in the region north of latitude 10°N where it is estimated that between 50 and 75% of the state therein- Bauchi, Borno, Gombe, Adamawa, Jigawa, Kano, Katsina, Kebbi, Sokoto, Yobe, and Zamfara States which account for 35 percent of Nigeria's total land area - are affected by desertification. In addition, seven adjacent states to the south have about 10% to 15% of their land areas threatened by desertification. It is estimated that the country could be losing about 351,000 hectares of its landmass to desert-like conditions annually.

Significant physical and ecological impacts of drought and desertification include loss of biodiversity, rapid deterioration of ecosystems, degradation of land cover, loss of soil fertility and depletion of water resources. Persistent droughts often result in crop failure, death of livestock and famine. Rural-rural and rural-urban migration are key features of drought and desertification-induced changes in population dynamics.

Floods and Erosion

Flooding is becoming a more severe phenomenon in many parts of Nigeria, aggravated by human activities such as poor land use and watershed management practices, unplanned rapid urbanization, blockage of river/drainage channels, land clearing for agricultural purposes and deforestation. The most flood-prone areas in Nigeria include (i) low-lying coastal areas of southern Nigeria where annual rainfall is heavy, (ii) the floodplains of major rivers such as the Niger, Benue, Gongola, Sokoto, Hadejia, Katsina-Ala, Donga, Kaduna, Urara, Ogun and Anambra, etc, (iii) the flat, low-lying areas around Lake Chad. In addition many urban centers including Dutse, Enugu, Ibadan, Kaduna, Kano, Lagos, Maiduguri, Onitsha, Owerri, Port Harcourt, and Sokoto now experience more frequent floods.

Erosion results in the depletion of farmlands, loss of forest resources and reduction in agricultural outputs. It also results in loss of land resources for other developmental purposes, destruction of properties and social amenities, as well as loss of lives. There are various types

of erosion, including sheet, rill and gully erosion which are becoming more prevalent in many parts of the country. Coastal erosion in particular, is aggravated by human activities such as construction of harbour protecting structures and jetties, sand mining, and deforestation of coastal vegetation. Sea level rise as well as localized subsidence also exacerbates the rates of coastal erosion. More than 50 erosion sites have been identified along the 835km coastline of Nigeria, with estimated mean shoreline retreats of 2 – 30 m per year.

Gully erosion is most visible in the southeastern states as well as Ekiti, Gombe and Kogi states, where 33 gully sites have been identified and vast areas of land have been destroyed. Sheet erosion occurs all over Nigeria in a deceitful slow process of removing surface solid layers by rainfall runoff down slopes, thereby resulting in soil degradation and impoverishment, loss of farmlands, pollution and siltation of available sources of drinking water. Wind erosion is common in northern Nigeria, particularly where the vegetation cover is scanty, causing extensive removal of topsoil. The most vulnerable areas are in Borno, Bauchi, Gombe, Jigawa, Katsina, Kano, Kebbi, Sokoto, Zamfara, Yobe and Adamawa states.

Climate Change

The phenomenal thawing of ice in the cold latitudes as well as ice-capped mountain tops and the associated global rise in sea levels have led to a consensus among experts that the climates of the world are changing. What remains unclear is what the character of the new climates will be when they become fully established. There is, however, no longer any contention that climate change is a serious threat to poverty eradication and sustainable development in general. In Nigeria, the climate change phenomenon manifests in rising sea level, inundation of coastal lands by sea water, and increased frequencies of extreme climatic events like storms, floods and above average daily minimum and maximum temperatures. There have also been marked intra- and inter annual rainfall variability and temperatures have continued to be above normal

Climate change will have direct impacts on biodiversity– from ecosystems to species level– and this will vary from one region to the other. While some species, like grasshoppers or other pests may increase in abundance or range, climate change will increase existing risks of extinction of many threatened species or lead to loss of biodiversity. Changing rainfall patterns could devastate rain-fed agriculture on which much of the population of Nigeria depends for survival. Increased occurrence of drought may lead to declining agricultural yields and diminished food security. Water supplies may also be altered, primarily through changes in temperature and rainfall. Sea level rise may lead to increasing coastal inundation and flooding of low-lying areas like Lagos, Bonny and Port-Harcourt.

In general, climate change has the potential to generate large local-to-regional disruptions in ecosystems and adverse impacts on food security, fresh water resources, human health, and settlements, resulting in increased loss of life and property. Climate change is therefore a significant threat to the achievement of the goals of Vision 20:2020 and the Millennium Development Goals especially those related to eliminating poverty and hunger and promoting environmental sustainability.

Environmental Pollution

Environmental pollution in Nigeria is currently greater in magnitude than in decades past as a result of the high rate of population growth and urbanization, modernization of agriculture, especially in the growing use of agrochemicals, the introduction of new technologies and consumer products, and, the ineffectiveness of the institutional, logistical and policy

arrangements that have been put in place over the years to tackle the menace. The dominant types of pollution in Nigeria are air, water, soil and noise pollution. Industries were the major sources of pollutants in Nigeria in 1980s and 1990s, through improperly disposing of effluent and wastes which eventually contaminate the soil as well as surface and ground water.

Notwithstanding, the reduction in manufacturing activities in the country, the pollution level still remains high, especially in major urban centres because the industries still functioning rely more and more on diesel-powered generators. Furthermore, the country has witnessed a tremendous upsurge in the number of automobiles and commercial motorcycles as well as electric generators. These contraptions have become the new and widespread sources of pollution in Nigeria.

Pollution from oil exploration and exploitation activities in the Niger Delta remains unabated. Oil spills from leaking underground pipelines and storage tanks are a regular occurrence, rendering vast tracts of land and water bodies unproductive in the region. National Oil Spill Detection and Response Agency (NOSDRA) recorded in first half of the year 2007 a total of 424 spill incidents involving 33,799 barrels of oil. Of these spill incidents 196 were due to equipment or operation failure, 143 were caused by sabotage while the sources of the remaining 85 were in contention. In addition, pollution from gas flaring continues unabated. The resultant heat stress and acid rain continue to degrade the ecosystem.

Pollution of air, water and soil in Nigeria also comes from extensive use of fertilizers on farms, dumping of expired and contraband chemicals and pesticides in the country, improper storage and handling of chemicals as well as improper disposal of hospital and municipal wastes.

An emerging and rapidly growing source of pollution is e-waste resulting from spent ICT materials imported from developed countries. This form of waste contains deadly chemicals and toxins. Many poor people regularly sort through waste dumps to scavenge for anything they could sell and so unwittingly expose themselves to toxic hazards and health risks.

Waste Management

The problem of solid waste Management is a major concern in Nigeria. By 1989, an estimated 2.2 million tonnes of garbage per year were being generated in Nigeria, equivalent to about 20 kg of solid waste per capita. It was estimated that by the year 2000, Lagos metropolis alone was generating about 998,081 tonnes of solid waste per year. Waste is indiscriminately disposed such that solid waste dumps dot the urban landscape. Only about 30 -50% of urban waste is collected as most urban areas lack effective system of refuse collection. As a result, most urban households resort to open dumping of refuse. The common arrangement, in the very few urban communities where a system is in place, is for waste management authorities to collect refuse from households and public containers. Unfortunately, the operation of the waste management authorities is inefficient and ineffective as evidenced by mounds of decomposing rubbish that are a part of the regular landscape of many of the urban areas.

Global Performance

The country's large population of 140 million and its rapid growth rate of 3.2 per cent are contributing to its progressive environmental degradation. Despite its relatively low level of industrialization, Nigeria continues to rank very low in terms of its environmental performance. In 2008, the country's Environmental Performance Index (EPI) was 56.2, ranking it as number 126 out of 149 countries surveyed in the world. The low EPI figure puts the country behind many

other African countries like Mauritius (78.1), Egypt (76.3), Ghana (70.8), Kenya (69.0), South Africa (69.0) and Cameroon.

NATIONAL EFFORTS TO ADDRESS ENVIRONMENTAL PROBLEMS

Land Degradation and Loss of Biodiversity

Land cover is central to all environmental processes through its influence on biodiversity, energy, carbon cycling, all of which affect livelihood systems. Thus several attempts have been made by government to address issues arising from the use of land. These efforts can be classified into three categories: (i) institutional policy, (ii) legal regulatory and (iii) special initiatives/actions

The establishment of the Federal Environmental Protection Agency (FEPA) later upgraded to a full fledged Ministry , the establishment of the National Oil Spillage Detection and Response Agency, National Environmental Standards and Regulations Enforcement Agency as well as the adoption of National Policy on the environmental sanitation, National Policy on Drought and Desertification, National Policy on Flood and Erosion Control and Environmental Impact Assessment (EIA) are some of the institutions established to address environmental issues .The country is signatory to several treaties and international conventions on natural resources and biodiversity. In particular, these include:

- Convention on Biological Diversity
- RAMSAR Convention on Conservation of Wetlands;
- Habitat II Agenda;
- Protection of World Culture and Nature Heritage;
- United Nations Framework Convention for Climate Change and Kyoto Protocol, among others

The establishment of the integrated Ecosystem Management Project especially in the Trans-boundary Areas between Nigeria and Niger and Nigeria and Benin are some of the special initiatives.

Deforestation

National efforts at arresting the problem of deforestation include the annual tree planting campaigns at federal, state and local government levels and shelter belt development. The Forestry Research Institute of Nigeria with research stations in the various ecological zones of the country is in the forefront of developing improved tree species and forestry management technologies.

Drought and Desertification

Nigeria has committed itself to mobilize and secure actions to halt desertification by being party to the United Nations Convention to Combat Desertification (UNCCD). It has also developed a National Action Programme (NAP) to combat desertification as well as put in place a National Drought and Desertification Policy among others.

Flood and Erosion

A land Degradation mapping Assessment for the prevention of erosion hazards is currently being undertaken and the adoption of Remote Sensing and Geographic Information System. In addition the National Ecological Fund has been established to provide financial support for erosion and flood control projects and coastal zone management.

Climate Change

Nigeria is party to the United Nations Framework Convention on Climate Change (UNFCCC) and consequently has prepared the first National Convention on Climate Change (NCC). It has also established a national focal point which is the Special Climate Change Unit (SCCU) within the Federal Ministry of Environment and an Inter-Ministerial Committee on Climate Change (NCCC) among others.

The foregoing efforts to address the environmental problems in Nigeria have yielded very little results largely because many of them are still at policy development stage and those already being executed are not being properly coordinated. Vision 20:2020 will provide the platform and framework for well articulated and well coordinated environmental management projects and programmes for sustainable development.

CHALLENGES/CONSTRAINTS

Although Vision 20:2020 aims to transform Nigeria into a more technologically improved nation, the country will, at least in the medium-term, continue to depend largely on her environmental resources. This reality raises the following key challenges for the sustainable management of the nation's environment:

- Adoption of environmentally sound technology
- Mitigation and adaptation to climate change
- Land degradation
- Pollution control
- Waste management
- Environmental hazards and disasters
- Integrated coastal management
- Inadequate environmental awareness
- Limited private sector participation
- Weak environmental governance

Objectives and Targets

- Increase Nigeria's forest cover from the present 6% to 10%;
- Enhance the capacity of Nigerians to adapt to climate change;
- Reduce environmental pollution related health risks by at least 25%;
- Have clean urban centres;
- Reduces losses and impacts due to floods, and drought by 10% by 2013;
- Enhance national capacity to implement the National Action to Combat Desertification;
- Increase public information, education and participation on environment among at least 25% of the population by 2013;

- Achieve an integrated coordination of the implementation of national environmental policies; programmes and regulation as well as international conventions.

POLICY THRUSTS

The policy thrusts during the Plan period will be on the restoration and conservation of Nigerian environment for sustainable socio-economic development. The strategic objectives include:

- Sustainable Use and Conservation of Natural Resources;
- Climate Change adaption;
- Pollution Control and Waste Management;
- Land Degradation and Desertification Management;
- Environmental Education and Awareness; and
- Environmental Governance
- Sustainable Use of Conservation of Natural Resources
- Environment-unfriendly agricultural practices such as large –scale deforestation and land clearing, nutrient mining, excessive irrigation water supply, inappropriate use of agrochemicals and fertilizers have resulted in alteration in vegetation cover, soil degradation, as well as distortion in drainage system, loss of biodiversity, pollution, increased incidence of disease vectors and the like in many parts of Nigeria.
- Efforts would be made to reduce further loss of these resources and restore already degraded areas and to protect ecological sensitive sites. Deliberate efforts would be made to increase the nation’s forest cover.

Climate Change Adaption

In Nigeria, climate change phenomena manifest in many respects apart from the rising sea level and inundation of coastal lands by sea water. These include increased frequencies of extreme climate events like strong storms, floods and above all average daily minimum and maximum temperature.

Climate change is caused by increase in green house gases. Though Nigeria do not contribute significantly to climate change associated problems, it has the tendency to suffer more from its effects. Efforts would be focused on enhancing the capacity of Nigerians to adapt to rigorous consequences of climate change.

Pollution Control and Waste Management

Environmental pollution today is greater in magnitude than it was in years past. The problem is as a result of high rate of population growth and urbanization, modernization of agriculture especially in growing use of agrochemicals, the introduction of new technologies and consumer products, and, the ineffectiveness of the institutions, policy arrangements established to tackle environmental pollution related problems. Focus would be geared towards reducing the level of environmental pollution to acceptable international standards.

Land Degradation and Desertification

Land is by far the most important resource necessary for subsistence. Yet much of Nigeria’s arable land is being sapped insidiously of its productive potentials through over use, inappropriate technologies, urbanization, rapid deforestation, all these resulting from multiple

use of forest resources for human survival. These human activities have contributed in large measure to desertification in many parts of the country. Attention would be focused on enhancing national capacity to implement the National Action to Combat Desertification. It is expected that most of the degraded land would be rehabilitated and properly utilized.

Environmental Education and Awareness

Nigerians are hardly aware of their environment and the damages being done to it through various activities such as bush burning, littering/open dumping of human waste, polluting rivers with sewage among others. The current provisions in national educational curricula, as well as RandD programmes are inadequate in providing environmental awareness. Currently the institutions with the responsibility of enforcing and coordinating environmental issues appear to be handicapped due to lack of adequate equipment. In order to overcome this challenge, the United Nations Decade of Education for Sustainable Development agenda would be implemented to raise the level of awareness on the state of Nigeria's environment.

Environmental Governance

Environmental governance is the sum of organizations, policy instruments, financing mechanisms, rules, procedures and norms that regulate the processes of environmental protection. It is about how decisions are being made, who is responsible, how they carry out their mandate and how they are accountable. In Nigeria environmental trends continue to be negative. Some of the reasons are that some of the institutions dealing with environmental issues are weak and not properly funded. Efforts would be made to put in place an integrated coordination of the implementation of national environmental policies, programmes and regulations as well as international conventions.

Objectives, Strategies, And Targets

Specific sectoral objectives, strategies and targets are highlighted below:

Strategies:

- Massive afforestation
- Integrated waste management programme
- Construction of floods and erosion control structures in affected areas
- Development of greenhouse gas inventory system
- Establishment of air quality management system
- Establishment of CDM procedures and generation of CDM projects
- Building national capacity

Objective:

- To ensure the restoration and conservation of the Nigerian environment for sustainable socio-economic development

Targets:

- Increase the country's forest cover from the present 6% to 10% by 2013

- Reduction in population-related health problems by 50% (relative to 2009 levels) by 2013
- Positive modification of the micro-climate and reduction of soil erosion in afforested areas by 2013
- Environmental monitoring and enforcement
- Fully develop capacity to mitigate the effects of disasters
- Fully developed capacity for carbon trading

Programmes and Projects

- The priority projects indicated below have been selected on account of their efficacy to kick-start Vision 20:2020 and impact positively on the overall goals of the vision.

Forestry resource development Sub-programme:

- The project under the forestry resource development is anchored on the need to increase forest resource base, restore degraded land into productive forest, increase biodiversity, mitigate climate change and increase the supply of timber and non-timber products.
- Establishment of a 1500km Green wall (Sahara) in 11 frontline states. This project is justified on the account of the phenomenon of desert encroachment, the rapid decline in agricultural production and rising food insecurity, increasing level of poverty, rural – urban, rural- rural and trans-border migration. All these lead to conflicts over access to natural resources, especially water and rangeland. Furthermore, there is the need to stabilize villages and farms, access roads and other infrastructure that are destroyed by moving sand dunes. In addition there will be a great reduction in the adverse effects of lack of water and its poor quality when it is available.

Solid waste management Sub-programme:

- The project under this programme is predicated on the need to properly dispose waste, minimise pollution-related health problems associated with poor waste management. Equally important is the need to generate wealth from waste.

Erosion and flood:

- Erosion of various types including sheet, rill and gully is becoming common in several parts of Nigeria. Sheet erosion occurs commonly in several parts of Nigeria while wind erosion is most common in the Northern parts where the vegetation cover is scanty causing extensive removal of top soils. Gully erosion on the other hand is most common in Anambra, Enugu and Imo states where it has destroyed several hectares of land. In general terms, erosion results in the depletion of farm lands, loss of forest resources, reduction in agricultural output, and destruction of properties. Such loss of land resources could have been used for other development purposes.
- Flooding has become a severe phenomenon in many parts of Nigeria. It is aggravated by poor land use and watershed management practices. Flooding is most common in low lying coastal areas of Southern Nigeria where annual rain fall is heavy, the flood plains of major rivers such as the Niger, Benue, Sokoto, Ogun and Anambra etc; as well as the flat low lying areas around Lake Chad.

Establishment of procedures for Clean Development Mechanism (CDM) and generation of CDM projects by 2013, Sub-programme.

- CDM is one major application of mitigation options and the results are based on international cooperation. The projects under the CDM are anchored on the need for capacity building/strengthening, increasing the country's potential for CDM, locating viable investors in carbon trading and establishing a CDM procedure manual in terms of national baseline/benchmark for CDM projects.

Development of a national green house gases inventory system and purchase green house gases equipment.

- The project under the programme is predicated on the need to identify the range of green house gases emission reduction opportunities. It also aims at identifying strategies and constraints to their implementation. In particular, it will generate emission data for all green house gases and determine their major sources and sinks. In addition it will strengthen local human capacity to undertake CDM activities.

Establishment of national air monitoring and management in ten (10) cities across Nigeria.

- The objective of this project is to monitor pollutants and generate data for regular air Pollutants Standards Index (PSI) for air and establishment mechanism for air quality management in Nigeria. As the country develops industrially, there is the need to minimize pollution related health problems and establish parameters for determining acceptable level of pollutants from various sources and evolve guidelines for penalizing offenders under the polluter pay principle.

Disaster management projects Sub-programmes

This project is predicated on strengthening effectiveness and the efficacy of environmental laws in order to achieve desired goals. The infrastructure to be put in place and the skilled personnel to man them will ensure that NEMA, as an institution, will be able to function effectively. The projects are;

- *Emergency call centres*

The objective of this project is to ensure that all calls received are processed and transferred to appropriate responders as well as to provide the necessary infrastructure at national and regional levels.

- *Mobile Advanced Command, Control and Communication System (AC3s)*

The project will facilitate timely communication of disaster events and efficient coordination of search and rescue operations.

- *Purchase of two helicopters*

Timely response is of paramount importance in disaster management. The helicopters will make it easy to reach disaster scenes very quickly, especially in remote locations and difficult terrain.

- *Mobile clinics*

The project aims to reduce the death rate from disasters by the administration of immediate health care to disaster victims at disaster scenes before being transferred to closest hospital.

These projects have been selected based on the following criteria

- Promotion of a healthy environment for sustainable socio- economic development
- Enhancement of private sector involvement
- Meeting the MDGs
- Reduction in environmental related health problems
- Restoration and conservation of the environment
- Adaptation and mitigation of green house emission and climate change

Ongoing projects of the MDAs.

- The details of these projects are shown in the table below which indicates their locations, status (whether new or ongoing), phasing and estimated funds required for each year, implementation agencies, objectives, expected outcomes, stakeholder responsibilities, possible legal issues, and key performance indicators

Ministry of Environment

Thematic Area - Regional Development						
Ministry of Environment						
S/N	Priority Projects	Costs in N'm				Total
		2010	2011	2012	2013	
1	Establishment of a 1500km green wall in the 11 frontline states		7,233.09	8,685.20	8,445.04	24,363.33
2	NESREA i Acquisition of environment compliance monitoring ii Development of a Regional reference laboratories iii Provision of adequate logistics for effective compliance monitoring iv Building of NESREA headquarters		3,258.69	3,247.97	4,069.72	10,576.38
3	Establishment of procedures for clean Development Mechanism (CDM) and generate 20 CDM project by 2012		3,739.86	3,278.87	3,032.95	10,051.68
4	Erosion, Flood and Coastal Zone Management		3,246.62	3,069.72	3,332.95	9,649.29
5	i. Emergency call centres ii Mobile Advanced Command, Control and Communication System (AC3s) iii Purchase of 2 helicopters iv Seven mobile clinics		3,246.62	3,639.44	3,732.95	10,619.01

6	Forest resources development and tree planting campaign, research and Development		0.50	0.50	0.50	1.50
7	Development of National Green House Gas Inventory system and purchase of green gas measurement equipment		0.07	0.07	0.07	0.20
8	Establishment of national air quality monitoring and management stations in 8 cities across Nigeria		1.00	1.00	1.00	3.00
9	Construction of 28 Integrated waste managemet facilities in selected cities across the country		3,487.71	4,053.28	4,241.82	11,782.81
10	Environment Projects	26,124.84				26,124.84
11	Non Priotiy Projects	-	2,487.71	3,053.28	3,241.81	8,782.80
		26,124.84	26,701.87	29,029.33	30,098.81	111,954.84

Chapter 12: Water Supply And Sanitation

Introduction

Water and Sanitation remain one of the major primary drivers of public health. Access to potable water supply and sanitation remain basic human needs that should be satisfied in adequate quantities that meet at least minimum health standards. Agriculture and food Security are also critically dependent on water availability as the planting time and crop yield are both determined by the onset, duration and the amount of rain that is recorded in a rainy season. Indeed, modern environment sanitation requires large quantity of water particularly for disposing of sewage as well as industrial waste. Government recognizes the fact that drinking water is critical and limiting resource that must be distributed and allocated against pollution. Also, government is aware that water supply and sanitation lead to welfare improvement because it is not only an important sector in its own right, it is also cross cutting affecting infant mortality, maternal mortality, nutritional values, environmental hygiene, etc. Therefore, the type of access and quantum of water supply as well as the quality of sanitation facilities available to a household or community determines the quality of life of the people and the potential for poverty alleviation.

Situation Analysis

Nigeria is endowed with abundant water resources to support sustainable provision of water supply and adequate sanitation. The Niger River Basin including its tributaries has about 165.8 billion cubic metres of water. Surface water potential is estimated at 263.7 billion cubic metres while ground water potential is estimated at 51.9 billion cubic metres. The irrigation potential is about 3.14 million hectares but only 0.02 per cent of it is currently used. Impounded water potential is 31 billion cubic metres in about 200 Dams, but only 18 per cent is effectively utilized. Unfortunately, these enormous potential have remained largely untapped due to uncoordinated and haphazard implementation of policies and programmes. For instance, only about 65 per cent (46.1million) of the urban and 30 per cent (22.1million) of the rural population have access to improved drinking water sources based on the population and water supply coverage of the country in 2006. The total water supply coverage was only 47 per cent which implies that only about 68million Nigerians have access to improved water supply source, leaving 77million without access. Trend analysis of Nigerian water supply coverage from year 1990 to 2006 reveals a declining total coverage, which if unchecked, will result in a total coverage of 42 per cent by year 2020. This will translate into about 58 per cent or 112million Nigerians being denied access to improved water supply source by 2020. Trends have also revealed that Nigeria is diverging rather than converging on the MDG target of 75 per cent for improved water supply coverage by the year 2015. However a baseline survey on National Water Supply and Sanitation conducted between July 2005 to July 2008 revealed average (zonal) access to improved water supply of between 54 and 58.9 per cent.

The rural and urban improved sanitation coverage in Nigeria, as at the year 2006, were 25 per cent and 35 per cent respectively, while the total coverage is 30 per cent which implies that only 18.45million, 24.82million, and 43.42million Nigerians within the rural, urban and national populations respectively, had access to improved sanitation facilities. 17 per cent used shared facilities, 27 per cent defecated openly, while 30 per cent used unimproved facilities.

National Efforts

In its averred determination to arrest and reverse the declining trend of water supply and sanitation coverage in the country and, at the same time accelerate the attainment of the MDG targets in this thematic area, the Federal Government has instituted a multi-prong approach in

tackling the water supply and sanitation challenges. Support has also been coming from donors both on bilateral and multilateral basis. The following plans and programmes have also been developed and are awaiting approval or implementation by the appropriate authorities:

- Draft National Water Supply and Sanitation Policy (January, 2000);
- Draft National Water Policy (July 2004);
- Draft National Water Resources Act (January, 2007);
- Draft National Water Resources Bill (December, 2006);
- Rural Water Supply and Sanitation Initiative –Program Implementation Manual (December, 2005);
- Draft Water and Sanitation Interim Strategy Note (November, 2000)
- Draft Small Town WSS Reform Strategy Version 8 – August 20, 2004);
- Report of the Water and Sanitation Sector National Technical Working Group
- Draft National Rural Water Supply and Sanitation Programme. A Strategic Framework (March 2004)
- Draft National Water Resource Master Plan by JICA and FMWRandRD (1995):
- National Urban Water Sector Reform Project:- National Water Supply and Sanitation Baseline
- Various surveys were completed October, 2008;
- National Water Resources Reform;
- Master Plan for Irrigation and Dam Development (2009- 2020);
- Establishment of National Integrated Water Resources Management Commission;
- Establishment of National Hydrological Agency;
- River Basin Development Authority amendment Bill 2009;
- Nigerian Standard for Drinking Water Quality (SON, 2007);
- Presidential Water Initiative (Water for People, Water for Life);and
- Integrated Water and Sanitation Programmes by Development Partners such as the EU funded WSSSRP (in 6 States), STWSSP (in 3 States) MPP3/ MPP6 (9 States in the Niger- Delta). Implementation of another EU funded MPP9 (9 States in the Niger- Delta) to commence soon. With these initiatives government is poised towards improved water and sanitation sector in the medium and long term.

Challenges And Constraints

Nigeria is blessed with abundant water resources but largely untapped. In spite of the abundant water resources, government at all levels (federal, state and local) have not been able to successfully harness these resources to ensure a sustainable and equitable access to safe, adequate, improved and affordable Water Supply and Sanitation to its population. The main challenges and constraints are as follows:

- Lack of appropriate policy, legal, regulatory and institutional framework
- High population growth which results in an ever increasing demand for water supply and sanitation services against a diminishing trend in supply thereby creating a large supply gap;
- Poor community and private sector participation- (OPS, PPP, CBOs, NGOs CSOs, End Users) in water supply and sanitation services
- Weak managerial and executive capacity, total lack of coordination at the states and local government levels;

- Low investment level in operation and maintenance which accounts for frequent breakdown of distribution facilities.
- Erratic power supply
- The failure of water schemes in the past is attributable to the non-involvement of the intended beneficiaries, either at the point of initiation/conception of the schemes or in their funding, execution and monitoring, among others;
- The colossal unaccounted-for water (losses, leakage or unbilled) in urban water systems exceeds 60 per cent in any centres;
- Failure to appreciate that water is a finite resource and an economic and environmental good for which realistic tariff should be charged to recover at least operational and maintenance costs; and
- Inappropriate pricing and tariff collection mechanisms for water supply and sanitation services
- Inadequate public awareness about water conservation and management for effective sanitation and public health hygiene.
- Poor data collection, collation and archiving, making effective planning, implementation and evaluation very difficult.
- Inadequate awareness about the relationship between sanitation and good health;
- Poor community participation in water supply and sanitation matters, creating the impression that sanitation is government business;
- Lack of appropriate water supply and sanitation facilities/infrastructure in the country;
- Lack of adequate capacity to predict the impact of climate change as it affects rainfall characteristics and variability and other water sources.
- Ever increasing rate of urbanization resulting in shortages of water supply and sanitation services in urban and semi urban areas.

Vision And Goals

The medium term vision of the sector is to “ensure a sustainable and equitable access to safe, adequate, improved and affordable Water Supply and Sanitation for at least 65 per cent of the population by year 2013”.

The goals within the medium term include the following:-

- To increase improved national water supply coverage from 50 per cent to 65 per cent by 2013;
- To increase national sanitation coverage from 35 per cent to 65 per cent by 2013;
- Improve minimum water supply service from 23 litres per capita per day to 25 per litres per capita per day for rural communities by 2013;
- Increase minimum water supply service from 30 litres per capita per day to 40 litres per capita per day for small town (semi-urban) communities by 2013;
- Increase minimum water supply service from 80 litres per capita per day to 100 litres per capita per day for urban communities.

Policy Thrust

The major policy thrusts for the water supply and sanitation subsector during the medium term are as follows:

- Increase the service level and coverage for water supply and sanitation in (Urban, Small Towns and Rural areas) by 2013;
- Establish of legal and regulatory framework and institutional mechanism for quality standards for potable water supply;
- Promote of capacity building, research development of projects and programmes with respect to the outputs/results of investment and the impact on intended beneficiaries;
- Data and information management, assessment of water supply/sanitation and monitoring/evaluation
- Promote community participation and other stakeholders, especially water users and the private sector;
- Strengthen the institutions responsible for water supply and sanitation. The Water Research Institute, Kaduna should be properly positioned for capacity and research development

Objectives, Strategies And Targets/Goals

Objective 1:

To ensure provision of sufficient and equitable potable water to all Nigerians in an affordable and sustainable way by the year 2020.

Strategies:

- Ensure availability of base line and recurrent data for proper planning and management in GIS platform;
- Expand existing urban water supply in State capitals to double their production capacity;
- Construct new water schemes in rural areas in each senatorial districts
- Ensure sustainable optimal performance of water supply schemes, facilities and services;
- Encourage Community participation, private sector participation and Public Private Partnership (PPP) in provision of water supply and sanitation schemes and services.
- Ensure stable, reliable and affordable power source for Small Town water supply schemes and facilities;
- Ensure sustainable optimal performance of water supply schemes facilities and services.
- Ensure stable reliable and affordable power source for rural water supply schemes and facilities;
- Promote improvement of traditional sources of water supply and ensure sustainable optimal performance of water supply schemes and services
- Strengthen the Water Research Institute, including the River basins;
- Promote the construction of Small Town Water Supply in all local government areas

Targets:

- Increase national improved water supply coverage from : 47 per cent to 50 per cent by 2013
- Increase Urban improved water supply coverage and the minimum basic human water requirements respectively, from: 65 to 70 per cent and 60 to 80 per cent by 2013
- Increase Small Town supply coverage and minimum basic human water requirement respectively, from: 65-70 per cent by 2011.
- Increase rural water supply coverage and minimum basic human requirement respectively from 30 – 40 per cent by 2013

Objective 2:

To ensure that greater percentage of Nigerians have access to improved sanitation facilities by 2013

Strategies:

- Ensure availability of baseline and recurrent data for proper planning and management in GIS platform;
- Ensure an effective and efficient management practices;
- Ensure performance monitoring and evaluation programme for sanitation undertaking;
- Ensure sustainable improved hygiene and sanitation practice at schools, households and community levels
- Ensure sustainable optimal performance of sanitation schemes, facilities and services;
- Encourage community participation, private sector participation and PPP in provision of sanitation schemes and services;
- Ensure sustained optimal performance of sanitation schemes facilities and services;
- Encourage community, Private sector and PPP participation in sanitation matters.
- Promote the concept and use of improved sanitation facilities;
- Ensure sustained optimal performance of sanitation facilities and services;
- Ensure community and private sector partnership in the provision of sanitation facilities and services;
- Promote private sector participation in sanitation matters.

Targets:

- Increase national sanitation coverage from: 30-35 per cent by 2013
- Increase urban improved sanitation coverage from 35-40 per cent by 2013
- Increase Small Town improved sanitation coverage from: 35-40 per cent by 2013
- Increase rural improved sanitation coverage from 25-30 per cent by 2013.

Objective 3:

Create the enabling environment, build capacity and ensure effective and efficient deployment of human and material resources to fast-track the repositioning of the Sector for accelerated attainment of the MDGs and Vision 20:2020 targets.

Strategies:

- Ensure adequate and sustained investment in the sector;
- Attract Donor Agencies;

Targets:

- Adequate sustained funding for the sector

Conclusion

The success of these projects depend on political commitment, policy consistency, adequate and timely release of funds to ensure a safe drinking water for Nigerians.

PART III: STATE INVESTMENT PROGRAMMES (2010 -2013)

1. ABIA STATE

The State proposes to invest a total of N130.8billion during the plan period. The priority sector is Environment with a total allocation of N27.542 billion. The detailed allocation to the sector arranged under the thematic areas are as follows:-

Thematic Area	Sector	Allocation	Total
Productive Sector	Agriculture and Food Security	6.951	
	Culture and Tourism	6.854	
	Industry	6.854	
Sub-total			20.659
Infrastructure	Power	9.900	
	Housing	4.280	
	Water Supply	4.000	
	Road	48.330	
	Rural Electrification	7.790	
	Fire Service	1.089	
	Sub-total		
Human Capital and Social Development	Health	4.670	
	Education	4.791	
	Youths and Sport	1.330	
	Women Affairs	1.405	
	Community	2.240	

	Development		
Sub-total			14.436
Regional Development	Environment	8.640	
	Land and Survey	7.660	
			16.300
	Civil Service Reform	0.755	
	Finance and IGR	1.948	
	Security	1.240	
Sub-total			3.934
Implementation Strategy	M&E	0.088	
Sub-total			0.088
Grand total			130.8

2. ANAMBRA STATE

In pursuance of the objective of the medium-term plan, the state has proposed a total of N115.865 billion as capital expenditure during the plan period. The main focus of the plan is the Transport Sector (with emphasis on road construction and rehabilitation) with total allocation of N48.33 billion for the plan period. Other key sectors are listed under the Thematic Areas as follows:-

		(Sub-Total) Billion)	Total (Billion)
Productive Sector	Agriculture and food security	3.253	
	Tourism	13.100	
	Manufacturing and Commerce	15.405	
Sub-total			31.758
Infrastructure	Energy and Power	4.500	
	Transport	48.330	
	Housing	1.500	
	Water	6.000	
Sub-total			60.33
Human Capital and Social Development	Education	4.805	
	Health	14.560	
Sub-total			19.365
Regional Development	Environment	27.542	
			27.542
Knowledge Based	ICT	1.200	

Economy			
Sub-total			1.200
Governance	Finance	1.000	
	Security	3.000	
			4.000
Grand total			115.865

3. BAUCHI STATE

The total projected capital investment for the State during the plan period is N204.800 billion. Agriculture and food security is the key area; and was allocated the sum of 51.806 billion. Allocation to the sectors within the Thematic Areas are:

		Total allocation (Billion)	Total
Productive Sector	Agric and Food Security	51.806	
	Water (Ruwa SAN	11.300	
	Rural Development	17.400	
Sub-total			80.500
Infrastructure	Housing/Lands/Survey	19.800	
	State Development Board	26.200	
	Transportation	12.200	
Sub-total			57.200
Human Capital	Education	16.200	
	Health	24.000	
	Women Affairs	2.400	
	Youths and Sports	1.800	
	Poverty Alleviation	1.700	
Sub-total			44.100
Regional Development	Water	8.700	8.700
General Admin		12.300	12.300

Grand Total			204.800 billion

4. BAYELSA STATE

To accelerate the pace of development, the state has earmarked a total of N457.9100 billion as Capital Expenditure for plan period. The priority area is Transport Sector with a total allocation of N488.966billion. The sector allocations are listed based on Thematic Areas as follows:-

		Total allocation (Billion)	Total
Productive Sector	Agric	34.847	
	Industry/Manufacture	9.873	
	Culture and Tourism	0.998	

Sub-total			45.718
Infrastructure	Housing	19.155	
	Transport	277.493	
	Water	15.375	
Sub-total			312.023
Human Capital and Social Development	Health	17.007	
	Education	17.508	
	Women Affairs	5.208	
	Youth Development	2.250	
	Sport development	9.201	
Sub-total			51.174
Governance	Governance	2.923	
	Justice	20.000	
	Gen. Admin	28.960	
Sub-total			51.883
Regional Development Environment		28.168	28.168
Grand total			488.966

5. BENUE STATE

The total budgetary allocation for capital projects for the state during the plan period is N273,768.97. The priority area is Water Resources sub-sector with total allocation of N92,380.98. The sectoral allocations under the Thematic Area are as follows.

		Total Allocation Billion	Total
Productive Sector	Agriculture	41.78	
	Science & Technology	3,175.90	
	Commerce	3,940.00	
	Tourism	860.00	
	Manufacturing	2,502.00	
Sub-Total			10,519.68
Infrastructure	Power	3.223.00	
	Transport	87,317.72	
	Housing	2,711.71	
	Water Resources	92,380.98	
Sub-Total			185,633.41
Human Capital Dev.	Health	6,504.85	
	Education	13,620.75	
	Women Affairs	282.00	
	Youth and Sports	9,486.66	
Sub-Total			29,894.26
Knowledge Based	Information & Culture	1,106.00	

Sub-Total			1,106.00
Governance	Gen. Admin.	15,706.00	
	Finance	14,513.32	
	Judiciary	2,846.30	
Sub-Total			33,065.62
Regional Development	Environment	13,550.00	
Sub-Total			13,550.00
Grand Total			273,768.97

6. BORNO STATE

The total capital expenditure for Borno State during the Medium-Term Plan period [2010-2013] is N246.5 billion. The major development priority area is Transport

Sector, which is allocated the sum of N28.010 billion. The summary of the sectoral allocation under the different thematic areas are as follows;-

Thematic Area	Sector	Sub-Total {NB}	Total {NB}
Productive Sector	Agriculture	24.836	
	Commerce, Finance, & Tourism Coop	15.422	
Sub-Total			40.258
Infrastructure	Transport	28.010	
	Energy	14.077	
	Housing	9.650	
	Water Supply	14.280	
Sub-Total			66.017
Human Capital Development	Education	27.764	
	Health	27.962	
	Community Development	8.901	
Sub-Total			63.627
Knowledge-Based Economy	Information	10.728	
Sub-Total			10.728
Regional Development & Environment	Survey & Mapping	1.680	
	Urban & Regional Planning	12.726	

	Sewage Drainage	& 7.660	
Sub-Total			32.066
Governance	General Administration	33.768	
Sub-Total			33.768
Grand-Total			246.464

7. CROSS RIVER

The total budgetary allocation capital projects for the state during the plan period is N114.89billion. The priority area is works sub-sector with total allocation of N32.312 billion. The sectoral allocations under the Thematic Area are as follows:-

		(Allocaion NBillion	Total
Productive Sector	Agriculture	3.288	
	Culture	3.132	
	Industry	6.420	
Sub-total			12.84
Infrastructure	Power	11.340	
	Transport	0.531	
	Housing	6.010	

	Works	32.312	
Sub-total			50.193
Human Capital Development	Health	4.158	
	Education	16.425	
	Women Affairs	0.200	
	Youth Development	1.085	
	Social Protection	1.854	
Sub-total			23.722
Governance	General Admin	8.751	
			8.751
Regional Dev.	Environment	16.589	
	Regional Dev.	1.098	
Sub-total			17.687
Knowledge Based	ICT	1.700	
			1.700
Grand total			114.893

8. ENUGU STATE

The state earmarked a projected budget size of N163.832 billion for the capital projects during the plan period. The priority area is Infrastructural development with total allocation of N122.2. The sectoral allocations under the Thematic Area are as follows:.

		Allocation Nb	Total Nb
Productive Sector	Agriculture	8.220	
	Solid Minerals	2.049	
	Trade, Commerce and Industry	3.595	
Sub-total			13.864
Infrastructure	Energy	24.253	
	Water and Sanitation	13.866	
	RAMP/ECDA	5.791	
	Works	47.216	
	Transport	0.589	
	Housing & urban development	1.901	
Sub-total			93.616
Human Capital Development	Education	23.795	
	Health	8.467	
	Gender and Social Development	0.491	
	Community and Rural Development	3.251	
	Youths and Sports	1.048	

Sub-total			37.052
Knowledge Base	Information	4.670	
			4.671
Governance	Security, Law Order, Justice	13.866	
	Service/Cross Cutting	0.763	
Sub-total			14.629
Grand total			163.832

9. EDO STATE

The total budgetary allocation for the state during the plan period is N700.491billion. The priority area is Works with a total allocation of N610.00 billion. The sectoral budgetary allocations itemized under the various Thematic Areas are presented as follows:-

		Allocation(NBillion)	Total (NBillion)
Productive Sector	Agriculture	6.859	
	Commerce and Industry	3.850	
Sub-total			10.709
Infrastructure	Power	5.800	
	Works	610.00	
	Transport	3.692	
Sub-total			619.492
Human Capital and Social Development	Education	10.060	
	Health	5.030	
	Women Affairs	3.500	
	Culture and Tourism	0.970	
	Sports Development	2.250	
	Youth Development	2.400	
	Social Welfare	1.200	
Sub-total			25.410
Regional Development	Environment	19.200	
			19.200
Knowledge-Based	Information	1.680	
			1.680

Governance		24.00	
Sub-total			24.00
Grand total			700.491

10. EKITI STATE

The projected total capital expenditure for the state during the plan period is N191.701 billion. The priority area is infrastructure with a total allocation of N53.849 billion. The sectoral capital allocations listed under the Thematic Groups are as follows:-

		(allocation NB	Total (N billion)
Productive Sector	Agriculture	33.266	
	SME	15.773	
Sub-total			49.039
Infrastructure	Infrastructure	53.849	
			53.849
Human Capital Dev.	Education	28.265	
	Health	3.841	
Sub-total			32.106
	Environment	22.368	
Sub-total			22.368
Knowledge-Based	Information	7.077	
Sub-total			7.077
Governance	General Admin	27.261	
Sub-total			27.261
Grand total			191.701

11. GOMBE STATE

The state proposes to invest a total of N156.63b during the 2010-2013 plan periods. The priority sectors are Health with allocation of N16.400 billion and Transport N39.848billion respectively. The detailed allocation to the sector is arranged under the Thematic areas as follows:

		Sub-total(Billion)	Total(NB)
Productive Sector	Commerce Industry		
	Tourism, Trade & Min. Development	13.316b	
	Water Resources (fisheries)	1.292	
	Water (Directorate of Environment)	3.470	
	Water (Forestry)	667m	
	Irrigation and Dam	223m	
Sub-Total			18.968billion
Infrastructure:	Urban Planning Dev.	745m	
	Housing	6.434b	
	Transport	39.848b	
Sub-total			47.019billion
Human Capital and Social Development	Poverty Alleviation	410m	
	Youths and Student	384m	

	Affairs		
	Health	16.400b	
	Women Affairs	367m	
	Sports & Culture	5.215b	
	Education	10.973b	
Sub-total			33.75b
Regional Dev.	Rural Development	15.46b	
Sub-total			15.46b
Governance	Finance	6.725b	
	Civil Service Commission	33m	
	Judiciary	793m	
	Media	870m	
	Information	15.505billion	
	General Admin	16.831billion	
	Hocs (Establishment)	730m	
Sub-total			41.43billion

12. IMO STATE

The state proposes a total capital expenditure of N316.3b during the plan period. The priority area is Works, Housing and transport with total allocation of N122.8billion. Allocation to sectors in the thematic areas are as follows:

		Sub-total(N Billion)	Total (NB)
Productive Sector	Commerce & industries small &	4.01	

	medium enterprise development		
	Agriculture and food security	4.83	
Sub-total			8.84
Infrastructure	Energy power and water services		
	Works, housing and transport	122.8	
Sub-total			141.13
Human Capital Development	Education		
	Health		
	Youth & sports		
	Gender & social development		
	Information & strategy		
Sub-total			47.0
Regional Development	Petroleum & Environment	14.53	
Sub-total			14.53
Governance	Rule of law		
	Transparency and accountability		
	Local government reform		
	Due process/procurement		
	Debt management		

	Budget reform		
	Public sector reform		
Sub-total			104.8
Grand total			316.3

13. KADUNA STATE

The State government earmarked a projected budget size of N200.95 billion for the capital projects/programmes during the Medium-Term Plan period. The priority area is infrastructural development with total allocation of N60.51 billion. The sectoral allocation under the Thematic Areas are as follows;-

		Allocation{ NB}	Total{ NB}
Productive Sector	Agriculture	31.09	
	Commerce & Industry	1.53	
Sub-Total			32.62
Infrastructure	Power	9.58	
	Water	60.51	
	Housing	3.06	
	Roads	8.96	
Sub-Total			82.11

Human Capital Development	Education	44.33	
	Health	21.61	
	Women, Youths & Sports	2.53	
Sub-Total			68.47
Regional Development	Environment	2.25	
Sub-Total			2.25
Governance	General Administration	13.08	
	Other Sectors	2.42	
Sub-Total			15.50
Grand Total			200.95

14. KWARA STATE

The proposed Capital Expenditure for the state during the plan period is N117.986 billion. The priority areas is Energy sector with an allocation of N387.201 billion. The summary of the sectoral allocations under the Thematic Areas are as follows:-

		Sub-total(N Billion)	Total (NB)
Productive Sector	Agriculture	3.300	
	Culture and Tourism	2.600	
	Manufacturing	1.000	
	Solid Minerals	0.500	
Sub-total			7.400
Infrastructure	Power	5.300	
	Energy	87.201	
	Housing	5.055	
	Transport	3.600	
Sub-total			101.156
Human Capital Development	Education	2.830	
	Health	0.870	
	Sports Development	0.573	
Sub-total			4.273
Regional Development	Regional Dev	1.104	
Sub-total			1.104
	Environment	4.053	
Sub-total			4.053
Grand total			117.986

15. KOGI STATE

Kogi State proposed a sum of N30.48billion. The priority area is Education sector with an allocation of N16.015 billion. The summary of the sectoral allocations under the thematic areas are as follows:-

		Sub-total(N Billion)	Total (NB)
Productive Sector	Agriculture	6.24	
	Tourism	3.23	
	Manufacturing	3.3	
	Minerals	0.5	
Sub-total			13.27
Infrastructure	Power	0.4	
	Transport	0.8	
Sub-total			1.2
Human Capital Development	Education	16.015	
Sub-total			16.015
Grand total			30.485

16. LAGOS STATE

The total capital investment for the state during the plan period (2010-2013) is N547.1billion. The major development priority area is Housing sector, which was allocated the sum of N984.6 billion. The summary of the Sectoral allocations arranged under the various Thematic areas are as follows:-

		Sub-total (N Billion)	Total (N Billion)
Productive Sector	Agriculture	2.800	
	Rural Development	7.300	
	Tourism	1.600	
	Commerce & Ind	5.9	
Sub-total			17.6
Infrastructure	Works and Infrastructure	24.500	
	Physical Planning and Urban Dev.	26.800	
	Housing	94.600	
	Waterfront Infrastructure	54.600	
	Transportation	6.900	
	Water Corporation	11.4	
	Motor vehicle	0.27	
	Waste Management	105.6	
	Public Private Partnership	61.1	
	New Town Dev	1.600	
Sub-total			387.37
Human Capital Dev	Youths, Sport and Social Dev.(with PPP)	100.800	

	Health	13.600	
	Education	1.600	
	Women Affairs	2.4	
Sub-total			118.4
Regional Development Environment	Environment	3.300	
Sub-total			3.300
Knowledge Based	Information & Strategy	0.24	
	Science and Tech	17.300	
Sub-total			17.54
Governance	Motor vehicle Admin	0.270	
	Establishment and Training	2.400	
Sub-total			2.67
Grand Total			547.1

17. NIGER STATE

The estimated Capital Expenditure for the state during the plan period is N469.731billion. The development priority areas is Water and Sanitation with a total allocation of N154.712 billion

Respectively. Other key sectors are:-

		Sub-total(Million)	Total (N million)
Productive Sector	Agriculture and Food Security	30.609	
	Culture and Tourism	6.414	
	Solid Minerals	0.210	
	Manufacturing	0.971	
	SME	10.309	
Sub-total			48.513
Infrastructure	Transport	89.030	
	Energy	77.210	
	Housing	14.654	
Sub-total			180.924
Human Capital and Social Development	Education	17.570	
	Health	16.050	
	Youths and Sport	3.078	
	Employment	0.450	
	Women Affairs	4.710	
Sub-total			41.858

Regional Development	Urban and Rural Development	14.990	
	Water and Sanitation	154.711	
	Environment	4.130	
Sub-total			173.831
Knowledge Based	Information and Communication	3.773	
	Media and Communication	3.091	
Sub-total			6.864
Governance	Governance and Rule Of Law	16.019	
	Finance	1.752	
Sub-total			17.969
Grand Total			469.731

18. NASARAWA - STATE

The State is to spend an estimated total amount of N75.82billion on capital projects during the plan period. The key priority area is Commerce allocation with N34.665 billion. The summary of sectoral allocations by Thematic Area is as follows:

		allocation	Total
		(Billion)	(N Billion)
Productive Sector	Agric and Food Security-	2.571	
	Commerce	34.665	
Sub-total			37.236
Infrastructure	Energy and Power	2.091	
	Road	12.868	
	Housing	8.393	
	Water	0.780	
Sub-total			35.997
Human Capital and Social Development -	Education	10.72	
	Health	3.187	
	Women Affairs	0.545	
Sub-total			14.452
Grand Total			86.75

19. OYO STATE

The total capital expenditure for the period (2010 -2013) for the state is N516.865billion. The key priority area is infrastructure (i.e. road construction and maintenance) which was allocated the sum of N122.5 billion. Allocations to the sectors under the various Thematic Areas are as follows:

		Sub-Total(Billion)	Total(N Billion)
Productive Sector	Agric and Food Security	46.465	
	Commerce and Cooperative	17.70	
Sub-total			64.165
Infrastructure	Rural Electrification	130.40	
	Land and Housing	51.40	
	Work and Transport	72.3	
	Water supply	32.55	
Sub-total			286.65
Human Capital and Social Development -	Education	133.05	
	Health	33.00	
Sub-total			166.05
Grand Total			516.865

20. ONDO STATE

The estimated total Capital budget for the State for the period 2010 – 2013 is N267.321billion. The investment priority area is Infrastructure with a total budgetary allocation of N130.2 billion. Allocations to the sectors under their respective thematic groups are as follows:

		Sub-Total (Billion)	Total(N Billion)
Productive Sector	Agriculture	16.785	
	Industry	20.263	
	Culture and Tourism	0.166	
Sub-total			37.214
Infrastructure	Housing & Environment	9.918	
	Water	6.000	
	Infrastructure	130.172	
Sub-total			146.09
Human Capital and Social Development -	Education	26.8	
	Health	26.785	
Sub-total			53.585
Knowledge - Based Economy	Science &Tech	15.622	
Sub-total			15.622
Governance and Justice		11.523	
Revenue Generation		3.287	
Sub-total			14.81

Grand Total			267.321
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21. OSUN STATE

The State has an estimated Capital Budget of N278.022 billion for the period 2010 – 2013. The priority area of investment is Transport with a sum of N22.86 billion allocated to the sector.

		Sub-Total(Billion)	Total(N Billion)
Productive Sector	Agriculture	3.895	
	Commerce, Industries and Cooperatives	5.563	
	Tourism	4.275	
	Culture	1.4	
Sub-total			15.133
Infrastructure	Electricity	2.68	
	Housing	3.27	
	Water Supply	1.87	
Sub-total			7.823
Human Capital and Social Development -	Education	15.75	
	Health	3.50	
	Women Affairs	0.51	
	Information Youth Development	0.096	
Sub-total			70.346
Knowledge - Based	ICT	5.83	

Economy			
Sub-total			5.83
General Administration -		178.89	
Sub-total			178.89
Grand Total			278.022

22. RIVERS STATE

River State intends to pursue the medium term plan 2010 – 2013 with a Capital investment of N2422.646 billion. The key priority sector by the State is Infrastructure with an allocation of N198.530 . Other developmental projects are as stated below:

		Sub-Total(Billion)	Total (N Billion)
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Productive Sector	-	Agriculture	13.818	
		Culture & Tourism	9.00	
		Commerce & Industry	0846	
		Lands	37.934	
Sub-total				906.752
Infrastructure		Power	99.99	
		Energy and Natural resources	15.347	
		Works	198.530	
		Transport	77.305	
		Housing	18.172	
		Water	84.69	
Sub-total				494.034
Human Capital and Social Development		Education	177.177	
		Health	43.412	
		Employment	2.19	
		Women Affairs	1.361	
		Sports Youth Development	25.085	
		Social welfare	0.545	
		Information	1.350	
		Employment	0483	
		Empowerment	2.190	
Sub-total				736.31
Regional Development	-	Environment	41.77	

Sub-total			41.77
General Administration		243.78	
Sub-total			243.78
Grand Total			2422.646

23. TARABA

The total projected Capital Budget for Taraba State during the Plan period 2010 -2013 is N270.483billion. The State has Agriculture and Education as the priority sectors with an allocation of N6.878 billion. Other key sectors under the Thematic Areas as follow:

		Sub-Total	Total
		(Billion)	(N Billion)
Productive Sector	Livestock	7.168	
	Forestry	0.48	
	SME	9.39	
	Industry (Manufacturing &Agro Allied)	1.235	
	Lands	37.934	
	Tourism	3.25	
	Trade & Commerce	1.132	
	Solid Minerals	0.35	
Sub-total			60.939
Infrastructure	Energy (Electrification)	5.849	
	Transport	43.87	
	Housing	2.5	
	Water and Sanitation	2.895	
	Urban Development	0.536	
Sub-total			55.65

Human Capital and -	Education	35.002	
Social Development	Health	7.111	
	Employment	2.19	
	Poverty Alleviation	2.85	
	Women Affairs & Child Development	2.86	
	Sports Development	2.12	
	Social Development	3.75	
	Community Development-	64	
	Town & Community Planning	2.892	
	Information (Media & Communication)	2.12	
	Employment Empowerment	2.19	
Sub-total			127.085
Regional Development -	Environment & Sustainable Development-	0.885	
	Border & Boundary development	0.12	
Sub-total			1.005
Knowledge based	Science & Tech	3.35	
	ICT	0.15	
Sub-total			3.5
Governance	General Administration	19.322	
	House of assembly	1.2	
	Judiciary	1.782	
			22.304
			270.483

24. YOBE STATE

The Total Projected capital for Yobe is N166,201.65 billion during the plan year. The State has works as its priority project with allocation of N49,530.50 billion. Other key sectors are as stated below.

		Sub Total (Billion)	Total Billion (N)
Productive Sector	Agric	8,670.75	
	Fisheries	1,153.40	
	Commerce	2,847.00	
	Land & Mineral	693.50	
Sub Total			13,364.15
Infrastructure	Works	49,530.50	
	Transport	3,091.55	
	Integrated Rural Dev.	2,080.50	
	Water Resources	9,041.05	
	Housing	15,877.50	
Sub Total			79,621.11
Human Capital	Education	29,153.54	
	Sports	908.55	
	Health	11,435.45	
	Youths & Soc. Dev.	876.00	
	Women Affairs	624.50	

Sub Total			42,998.04
Regional Dev.	Environment	1, 485.55	
Sub Total			1,485.55
Knowledge Based	Information	1,825.00	
Sub Total			1,825.00
Governance	Finance	3,011.25	
	Judiciary	1,387.00	
	Governance	4,051.50	
	Gen. Admin.	26,907.80	
			26,907.80
Grand Total			166,201.65

25. ZAMFARA STATE

Zamfara State has a total capital budget of N71.391billion for the Plan period 2010 – 2013. The priority area is transportation sector with budgetary allocation of N22.225 The sectoral allocations under the various thematic areas are as follows:

		Sub-total (Billion)	Total (N Billion)
Infrastructure	Water Supply	7.114	
	Transportation	22.225	
	Rural Electrification	4.68	
Sub-total			34.019
	Education	16.055	
Human Capital	Health	14.517	
Sub-total			30.572
Regional Development	Environment	6.8	
			6.8
Grand Total			71.391

States with submissions

1. Abia State
2. Anambra State
3. Bauchi State
4. Bayelsa State
5. Benue State
6. Cross-River State
7. Enugu State
8. Edo State
9. Gombe State
10. Ekiti State
11. Imo State
12. Kaduna State
13. Kwara State
14. Kogi State
15. Lagos State
16. Niger State
17. Nasarawa State
18. Oyo State
19. Ondo State
20. Osun State
21. Rivers State
22. Taraba State
23. Yobe State
24. Zamfara State

Outstanding States

- 1) Sokoto State
- 2) Kebbi State
- 3) Adamawa State
- 4) Plateau State
- 5) Borno State
- 6) Kano State
- 7) Katsina State
- 8) Jigawa State
- 9) Ebonyi State
- 10) Akwa-Ibom State
- 11) Delta State
- 12) Ogun State

Appendix

Transport

IMPLEMENTATION MATRIX

Sub sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
ROAD	To increase road density and massive rehabilitation of current trunk road network.	<p>Massive rehabilitation and modernization of existing trunk roads and construction of new road network.</p> <p>Rehabilitation of all trunk A roads.</p> <p>Completion of on going road projects at 50 per cent completion stage as at Jan 2010.</p> <p>Pavement of trunk A roads from 20 per cent to 30 per cent.</p> <p>Rehabilitation of existing narrow gauge. Modernization of rail Network (Iju-Warri.)</p>	Improved road Network	FMW	2010-2013
RAIL	To ensure tracks are in good condition.	Dredging of the river Niger from Warri to Baro	Improved rail network	NRC	2010-2011
WATER	To make river Niger	Installation of security devices		National Inland Water ways	2010
					2011
					2013

	<p>navigable</p> <p>To enhance safety and security of Maritime transport.</p>	<p>along the waterfront of Kirikiri.</p> <p>Completion of offshore protector and subway.</p> <p>Vessel tracking and monitoring.</p>		<p>Authority.</p> <p>Nigeria Maritime Administration and safety Agency.</p>	
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Housing

IMPLEMENTATION MATRIX

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time -frame
Housing	1. To develop an efficient land administration system to make ownership available, accessible and easily transferable at affordable rate.	<ul style="list-style-type: none"> -Confer secure registerable and marketable title on land; - Establish an efficient and transparent land title transfer systems; -Simplify existing land procedures for effective titles and consent delivery; -Develop and efficient national land information system; -Provide infrastructure for site and services to open up new urban layouts 	No. of Land titles issued	Federal of Lands, Housing and Urban Development.	2010
	2. Provide adequate and affordable housing finance to all Nigerians by developing an efficient primary mortgage main market	<ul style="list-style-type: none"> -Provide funding for a detailed empirical research study for the establishment of an efficient primary market; -Enforce the NHF contributions as enshrined in the enabling act; -Recapitalizing the PMIs to a minimum of N10 billion; -Ensure that PENCOM invest sizable part of the pension fund in 	No. of Housing built through mortgage Loans.	Federal Mortgage Bank /Primary Mortgage Institutions.	2010-2013

	<p>3. Establish an efficient legal and regulatory framework to enforce the control and monitoring of housing delivery</p>	<p>primary mortgage products -Encourage MDAs to place fund deposit with the capitalized PMIs</p> <p>-Establish a National Housing Commission to regulate the housing sector; -Private targeted subsidies to facilitate home ownership to lower income groups; -Establish a mortgage and title insurance system that will mitigate credit risks; -Establish an efficient foreclosure system that will give more guarantees lenders in cases of default; -Design and implement measures to encourage investment in affordable rental housing.</p>	<p>The Quality of Houses constructed and Delivered.</p>	<p>Federal Ministry of Lands, Housing and Urban Development.</p>	<p>2010-2013</p>
	<p>4. Develop professional and skill manpower, and build adequate capacity through training and skills acquisition to support the housing sector.</p>	<p>-Rehabilitate all existing technical and vocational training centers, and build new ones; -Revive the certification and registration of all skilled manpower through Trade Test; -Appoint qualify building industry professionals to head housing</p>	<p>Quality of professional and skilled manpower produced.</p>	<p>Federal Ministry of Education/ Lands Housing and Urban Development.</p>	<p>2010-2013</p>

		<p>ministries, departments, institutions, parastatals and related agencies; -Fund and upgrade facilities in relevant faculties and departments of institutions of higher learning as enumerated in the National Building Code.</p>			
	5. Reduce the cost of production of houses by developing and promoting appropriate designs and production technologies in the housing sector.	<p>Provide adequate funding for RandD to improve the availability and affordability of building materials and technologies; -Promote the use of certified local building materials for housing construction; -Commercialized the products of RandD of the Nigerian Building and Road Research Institute and other allied institutes; -Enforce the provisions of the National Building Code (NBC); -Promote appropriate and cost effective design of houses for different parts of the country to satisfy peculiar local consideration.</p>	No. of Houses built using locally produced Building materials.	Nigeria Building and Road Research Institute.	2010 -2013
	6.Add 10 million new homes to the national housing stock	<p>-Build an average of 1 million new</p>	per centage of Nigerians that own homes.	Federal of Government of Nigeria.	2010-2013

		<p>homes every year;</p> <ul style="list-style-type: none"> -Ensure that at least 50 per cent of the new homes are built in the urban centers and the remaining in the rural areas; -Provide incentives to encourage public private partnership in mass housing development 			

Agriculture and Food Security
IMPLEMENTATION MATRIX

The Implementation matrix for the Agriculture and Water Resources sectors is as presented below:

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
Agriculture and Water Resources Establishment of 12 livestock breeding and multiplication centres as well as a hatchery in each of the geo political zone	Increase export earnings from the sub sector	Private Public Partnership, Award of Contract	<ul style="list-style-type: none"> ➤ Availability of improved seed stock, dairy development, ➤ Increase in livestock exports and trade 	Federal Ministry of Agriculture and Water Resources	2010-2013
Establishment of abattoirs in all of the 36 states and FCT (under a private –public partnership programmes	To attain self sufficiency in the production of livestock and its products Meet the animal protein needs of	Private Public Partnership	<ul style="list-style-type: none"> ➤ Increase in production of livestock products 	Federal Ministry of Agriculture and Water Resources, States Ministries of Agriculture	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
	the country				
Promotion of national animal disease control programme	Ensure improved animal and public health through improved productivity and output of all livestock species and build a strong herd health programme	Private Public Partnership	<ul style="list-style-type: none"> ➤ Reduction in the incidence of major animal diseases ➤ Reduction in pest infestation of pest diseases 	Federal Ministry of Agriculture and Water Resources	2010-2013
Implementation of agriculture cadastre programme in all the 36 states and FCT	Developing a rich data base for agricultural farmland. Assisting farmers to use their farmland as collateral for farm credit.	Private Public Partnership	Increase Productivity	Federal Ministry of Agriculture and Water Resources, States Ministries of Agriculture	2010-2013
Clearing of 240,000 ha of land in collaboration with the 36 states	Promoting Commercial Agriculture	Private Public Partnership	Increased farm output	Federal Ministry of Agriculture and Water Resources, States Ministry of Agriculture	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
Construction and completion of ongoing silos to increase the number of silos	To increase the current storage capacity of 3 million MT	Private Public Partnership	To guarantee staple supply of grains at affordable price	Federal Ministry of Agriculture and Water Resources, States Ministry of Agriculture	2010-2013
Production of 62,500 MT of certified seeds and 27.5MT breeder seeds, 508MT foundation seeds and establishment of Agric Seeds Centres in the 36 states and FCT	To increase farmers productivity and farm income through the use of improved seeds of high yielding varieties	Private Public Partnership	To increase farm productivity and farm income	Federal Ministry of Agriculture and Water Resources,	2010-2013
Establishment of 12 agro export conditioning centres (2 centres per geo political zone)	Adding value to agricultural produce and linking them to both domestic and international markets	Private Public Partnership	Generating foreign exchange and employment	Federal Ministry of Agriculture and Water Resources	2010-2013
Establishment of Community	To achieve 700,000 metric	Private Public Partnership	Promote Food Security	Federal Ministry of	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
Warehousing	tones storage to store excess farm harvest.			Agriculture and Water Resources	
Establishing 181 Large scale rice processing mills	To raise rice production from 49 metric tones to 128 million MT by 2013	Private Public Partnership	Self sufficiency in Rice Production Employment Generation	Federal Ministry of Agriculture and Water Resources	2010-2013
Establishment of 200,000 cassava processing factories in the 36 states and FCT	To raise cassava production from the current 49 million metric tones to 170 million MT by 2013	Private Public Partnership	To promote foreign exchange earning and employment generation.	Federal Ministry of Agriculture and Water Resources	2010-2013
Establishment of 120 fish farm estates across various geo political zones	To increase fish output by 300 per cent by 20123	Private Public Partnership	To promote foreign exchange earning and employment generation	Federal Ministry of Agriculture and Water Resources	2010-2013
Establishment of feed mills and fish resources monitoring	To increase fish output by 300 per cent by 20123	Private Public Partnership	To promote foreign exchange earnings and employment generation	Federal Ministry of Agriculture and Water Resources	2010-2013
Development of Dams and Irrigation Projects	Promoting all year round farming	Private Public Partnership	<ul style="list-style-type: none"> ➤ Increased productivity ➤ Employment 	Federal Ministry of Agriculture	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
and restructuring of the River Basins Development Authorities			<p>Generation</p> <ul style="list-style-type: none"> ➤ Enhancing income, food security and reduction in poverty 	and Water Resources	
Strengthening of Agricultural Research Institutes	Intensification of Applied Research	Private Public Partnership	<ul style="list-style-type: none"> ➤ Increased productivity and Employment Generation 	Federal Ministry of Agriculture and Water Resources	2010-2013
Training 10,000 youths annually	To attract youths and new Higher Institutions graduates to agriculture and creating a new generation of farmers by incorporating modern technology	Private Public Partnership	<ul style="list-style-type: none"> ➤ Employment Generation ➤ Increased Productivity 	Federal Ministry of Agriculture and Water Resources	2010-2013

OIL AND GAS

IMPLEMENTATION MATRIX- OIL AND GAS

S/N	Sub-sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
1.	ICT for the Oil and Gas Sector.	To strengthen the Oil and Gas Sector's ICT for enhanced quality of information flow	Provision of ICT Infrastructure	Qualitative Output	Ministry of Petroleum Resources/ NNPC	2010-2013
2.	Oil and Gas Databank Development and Acquisition of Regulatory Instruments	Availability of quality data to enhance planning and decision making	Development of Data Bank	Qualitative Output	Ministry of Petroleum Resources/ NNPC	2010-2013
3.	Gas Projects: Trans Saharan Gas Pipeline	Reduction of gas flare and generation of income	Construction of Pipelines link from Nigeria to Algeria	Reduction of Gas flare and income generation for Government	Ministry of Petroleum Resources/ NNPC	2010-2013
4.	Calabar - Umuahia- Ajaokuta -Kogi Gas pipeline project.	Availability of gas to power and domestic consumption.	Construction of gas Pipelines	Reduction of Gas flare and income generation for Government	Ministry of Petroleum Resources/ NNPC	2010-2013
5.	Ajaokuta - Abuja – Kano Gas Project	Availability of gas to power and domestic consumption.	Construction of gas Pipelines	Reduction of Gas flare and income generation for Government	Ministry of Petroleum Resources/ NNPC	2010-2013
6.	Gas supply pipeline to PHCN Delta IV	Increased power installed Capacity of 25,000 to 40,000 MW in 2020	Construction of gas Pipelines to power plants	Increased Power supply	Ministry of Petroleum Resources/ NNPC	2010-2013
7.	Obiafor Obirkum - Oben Gas Pipeline	Making gas available for	Construction of gas Pipelines to	Increased Power	FGN/NNPC	2010-

	project	Industrial Consumption	power plants	supply		2013
8.	Gas Royalty Reconciliation	To evaluate and ensure royalty payment of correct gas royalty based on accurate data.	Ensure actual royalty payment to government	Increased income for Government	FGN/NNPC	2010-2013
9.	Gas Master Plan	Provision of guideline for clear investment and consumption	Development of Gas Master Plan	Availability of information	FGN/NNPC	2010-2013
10.	Supplementary Gas Treatment/Processing Plant at Owaza for Aloaji and Aba Power Station	To supply gas to power station in Aloaji and Aba	Construction of Supplementary Gas Treatment/Processing Plant	Increased Power supply	PPP	2010-2013
11.	Planning, Monitoring and Evaluation	To ensure that projects are executed according to specifications	Monitoring and Evaluation of capital projects	Availability of information	Ministry of Petroleum Resources/ NNPC	2010-2013
12.	Bilateral Economic Cooperation on oil and gas	To facilitate MPR participation in International convention meetings and Bilateral Relations.	Cooperation with International Bodies	Improved Relationship	Ministry of Petroleum Resources/ NNPC	2010-2013
13.	Facilities for Technical/ Administrative co-operation with International Bodies on oil and gas development	Fulfillment of Nigeria obligations to International Bodies.	Payment of Nigeria dues	Improved Relationship	Ministry of Petroleum Resources/ NNPC	2010-2013
14.	Library Development and Automation	To have a well equipped Library for Research	Provision of software and hardware for	Availability of Information	Ministry of Petroleum Resources/	2010-2013

	procurement of Law books.	Purposes	automation of the Library		NNPC	
15.	Document Management , store inventory systems and account general ledger system for MPR	To enhance MPR accountability and transparency.	Acquisition of management skills	Skills development	Ministry of Petroleum Resources/ NNPC	2010-2013
16.	Facilities and Equipment for Capacity Development	Improved productivity	Provision of facilities	Skills development	Ministry of Petroleum Resources/ NNPC	2010-2013
17.	Implementation of PIB	To exercise control over our Oil and Gas.	Providing enabling laws for oil and gas sector	Enhanced output and generation of revenue for government	Ministry of Petroleum Resources/ NNPC	2010-2013
18.	Acquisition of G and G Software (Jewel suites and others)	Monitoring the production levels of oil companies Improve oil and gas exploration	Carrying out independent geological and geophysical assessment of existing fields	Skills development	Ministry of Petroleum Resources	2010-2013
19.	Real-Time Monitoring of Gas Facilities, Production and Operation	For accurate fiscalisation of oil and gas, to reduce human risk in the monitoring of production activities in remote locations.	Monitoring of gas flare	Skills development	Ministry of Petroleum Resources	2010-2013
20.	Equipment and Services For Gas Reserve Studies	To know the national gas reserve for effective planning	Procurement of equipments	Product availability	Ministry of Petroleum Resources	2010-2013
21.	Gas flare down monitoring facilities and	Environmental Protection through checking of gas flare out and	Procurement of equipments	Product availability	Ministry of Petroleum Resources/	2010-2013

	services	Ozone layer depletion.			NNPC	
22.	Encouragement of private refineries on BOT, PPP and BOO basis	Encouragement of participation in the downstream sector. Building of more refineries	Construction of new refineries	Product availability	PPP	2010-2013
23.	Rehabilitation and Furnishing of Offices	To renovate and furnish offices for conducive working environment.	Rehabilitation and Furnishing of Office	Product availability	Ministry of Petroleum Resources/PP	2010-2013
24.	Procurement of Laboratory Equipments	To provide Laboratory equipment for good scientific QC/QA analysis.	Procurement of equipments	Product availability	Ministry of Petroleum Resources/PP	2010-2013
25.	Procurement of Office Equipment	Provision of office, safety and PPP for staff	Procurement of equipments	Product availability	Ministry of Petroleum Resources	2010-2013
26	Procurement of Motor Vehicle, Sea Vessel and Other Capital Assets	To provide safe and fast transportation mechanism of crude oil and personnel.	Procurement of equipments	Enhanced output	Ministry of Petroleum Resources	2010-2013
27	Construction of Other Capital Assets	Construction of new facilities and rehabilitation of old ones to enhance productivity.	Construction of Other Capital Assets	Enhanced output	Ministry of Petroleum Resources	2010-2013

MANUFACTURING SECTOR

Implementation Matrix

The detailed implementation matrix including the expected outcomes for each of the projects in the manufacturing sector during the plan period is as follows:

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-Frame
Manufacturing: a. Provision of \$3 billion Special Fund for rehabilitation of Ailing Industries and Promotion of Core Industries for Rehabilitation	To ensure that that ailing industries are rehabilitated and working as well as enhance the capacities of existing core industries(petrochemicals, ironand steel, etc) to operate at optimal level and be able to provide raw materials needed in the manufacturing sector locally.	-Provide soft credit (5 per cent max.) of N300 billion to identified ailing industries. -Rehabilitate and upgrade the capacities of identified core industries	- Identified ailing industries rehabilitated and operational and able to meet a good percentage of demands by Nigerians locally. -Core industries working at optimal level - Most of the industrial raw materials now sourced locally	FMCandI,CBN MAN, NACCIMA, NPC, Finance	2010-2013
b. Recapitalization of Bank of Industry.	To enable BOI extend medium to long term soft credit to all spectra of manufacturing outfits in the country	-Recapitalize BOI with the sum of N300.0 billion - BOI extends soft credit to identified genuine manufacturers	-Increased capacity utilization -Increase in the contribution of the manufacturing sector to the economy	FMCandI,CBN MOFI,BOI	2010-2013
c.Establishment of 5 Industrial Clusters	To make available basic industrial infrastructure at these clusters so that	-Develop the sites and equip them with the relevant infrastructure	-Completion of the clusters -Products of these clusters available to	FMCI,OPS FMF	2010-2011

	manufacturers operating at these clusters produced at competitive prices.	-Manage them on PPP basis	Nigerians and export.		
d. Establishment of 4 Model Enterprise Zones.	To make available basic industrial infrastructure at these clusters so that manufacturers operating at these clusters produced at competitive prices.	-Develop the sites and equip them with the relevant infrastructure -Manage them on PPP basis	-Completion of the enterprise zones -Products of these enterprise zones available to Nigerians and export.	FMCI, MAN, SMEDAN	2010-2013
e. Update of national regulatory requirements to improve Product standards	To improve on the quality of products produced in the country	-SON acquire and install relevant equipment not yet in place -SON domesticate/popularize updated standards among manufacturers	Marked improvement in the quality of products produced in the country.	SON, FMCI OPS	2010-2013
f. Development of Industrial Data Base/Bank	To ensure the existence of reliable and up to date information/data on the manufacturing sector as well as update of same on regular basis.	-Commissioning of a Consulting firm to handle the start-up infrastructure as well as identified data/information required	Information/data on the manufacturing sector captured and Industrial Database established.	FMCI, NPC, OPS	2010-2013
g. Establishment of Cement Technology Institute	To ensure the availability of adequate manpower needed and best practice for the Cement industry in Nigeria	Clearing of the site and provision of all necessary infrastructure, buildings, furniture, vehicles, etc	-Take off of the institute -technical manpower needed for the industry available locally.	FMCI, OPS	2010-2012

		needed for the take-off of the institute			
h. Mini Sugar Plants	To increase the percentage of locally produced sugar in the country.	-Assisting and encouraging interested private sector operators through the provision of soft credit, machinery, inputs, etc	Increase in the level/quantity of sugar produced locally.	FMCandI, NSDC, NACRDB. Private Sector MAandWR	2010-2013
i. Establishment of 6 Vocational Centres in the Zones	To ensure the availability of adequate manpower needed and best practice for the manufacturing sector.	Clearing of the sites and provision of all necessary infrastructures, buildings, furniture, vehicles, etc needed for the take-off of the vocational centres.	-Take off of the Vocational Centres -Most of the low to medium level manpower needed for the manufacturing sector now available locally.	FMCandI SMEDAN, NASENI, ITF	2010-2012

SMALL AND MEDIUM ENTERPRISES

Implementation Matrix

The detailed implementation matrix including the expected outcomes for each of the projects in the SMEs sector during the plan period is as follows:

Sub-sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time- Frame
Small and Medium Enterprises a. one local government, one product programme	-To boost production for export through the encouragement of each local government to produce at least one product.	- Assist each of the 774 LGAs to identify a product they can produce in commercial quantity -Enhance their capacity to produce the identified products	At least one product to each local government	SMEDAN, States and Local Government Area Councils.	2010-2013
b. Establishment of BSCs	To ensure that SMEs are given the required support to grow at a sustainable basis.	-Develop the sites and equip them with the relevant infrastructure -Manage them on PPP basis	Completion of the BSCs -SMEs operators gets required support	SMEDAN and state governments	2010-2013

c. Other Enterprise support services to MSMs.	To ensure that SMEs are given the required support to grow at a sustainable basis.	-Develop the sites and equip them with the relevant infrastructure -Manage them on PPP basis	Completion of the enterprise support -SMEs operators gets required support	SMEDAN	2010-2013
d. Women vocational and entrepreneurship development programme(WVEDP)	To ensure that more women get entrepreneurial skills.	Contract consultants or Vocational Institutes to give entrepreneurial training to 10,000 women.	10,000 women given entrepreneurial training	SMEDAN	2010-2013
e. General vocational and entrepreneurship development programme(GVEDP)	To ensure that more Nigerians get entrepreneurial	Contract consultants or Vocational Institutes to give entrepreneurial training to 50,000 Nigerians.	50,000 Nigerians given entrepreneurial training	SMEDAN	2010-2013
f. Youth vocational and entrepreneurship development programme(YVEDP)	To train youths on vocational entrepreneurial skills	Contract consultants or Vocational Institutes to give entrepreneurial training to 50,000 Youths	50,000 Youths given entrepreneurial training.	SMEDAN, BOI	2010-2013
g. Credit guarantee	To motivate entrepreneurs	Arrangement with selected banks to	Credit granted to 100,000 SMEs	SMEDAN	2010-2013

scheme for MSMEs		guarantee the credit given to SMEs operators	guaranteed.		
h. Provision of common facilities for at least 6 priority clusters	To ensure that SMEs in Nigeria operate at competitive prices.	Develop the sites and equip them with the relevant infrastructure -Manage them on PPP basis	Six priority clusters provided with common facilities.	SMEDAN	2010-2013
i. Industrial development Centres (IDCs) upgrade	To ensure that existing industrial development centres are able to provide the services for which they were established.	Provide all existing IDCs with all necessary equipment that will enable them function well.	All 22 IDCs provided with necessary equipment and are providing services to SMEs	SMEDAN	2010-2013
j. Micro, Small and Medium Enterprises(MSMEs) surveys and studies	To ensure the existence of basic information on the SMEs sector in the country	Contract consultants to carry survey and studies of SMEs and SMEs related issues in the country.	An up-to-date and functional Data base for SMEs in Nigeria established.	SMEDAN	2010-2013

SOLID MIERALS AND STEEL DEVELOPMENT

Implementation Matrix

Sub – Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
	(1) Entrench sustainability as a fundamental principle in the exploration of mineral resources and in developing metal sector.	<p>Sustain transparent, independent and modern licensing system through the mining cadastre office.</p> <p>Initiate specific programmes targeted at the development of the medium scale commercial mining operators.</p> <p>Develop an effective mechanism for the consistent and systematic generation of quality and reliable geosciences data to support sustained minerals exploration.</p>	<p>Achieve 30 per cent compliance with global environmental best practices.</p> <p>Revitalize the entire steel sector for the operation and production of 3million tonnes of liquid steel per annum by 2013.</p>	MMSD	

	<p>(2) Strengthen institutional and human capacity across every aspect of the mineral and metals sector.</p>	<p>Encourage manpower development for the preparation of bankable feasibility studies in Nigeria Mining industry through:</p> <ul style="list-style-type: none"> - COMEG to establish professional programme by 2011 - Strengthen facilities in Universities and Polytechnics to produce requisite manpower. 	<p>Achieve enhanced capacity to supply 50 per cent skilled manpower required for all segments of the minerals and metals sector.</p> <ul style="list-style-type: none"> -COMEG to establish professional programme by 2011 <p>Empower NGSA to prepare 20maps of 1:50,000 per annum (with accompanying literature and bulletins) to achieve 60 per cent coverage by 2013.</p>	<p>MMSD</p>	
	<p>3) Sustains stable and attractive legal and regulatory framework for the minerals and metals sector.</p>		<p>Achieve total compliance with and applications of all stipulations and provisions of the Nigeria minerals Act 2007 or any subsequent legislative framework for the minerals and metals</p>	<p>MMSD</p>	

			sector.		
	(4) Develop functional linkages to the real sector of the economy e.g Coal for power generation, bitumen for road construction.	<ul style="list-style-type: none"> -Create attractive environment and clearly defined incentives to minerals and metals to meet various domestic production needs. -Initiate specific interventions (government/private sector driven) to achieve growth in minerals and metals production, and promote deep and functional linkages with the economy. 	<ul style="list-style-type: none"> - Maximum exploitation of bitumen to meet local demand most especially in the area of road construction. -Coal fired plant to contribute 30 per cent to power generation by 2013. 	MMSD	
	(5) Facilitate access to sources of funds for the exploration and development of minerals, steel and other metals industries.	- Establishment of Solid Minerals Development Fund.		MMSD	

TRADE AND COMMERCE

Implementation Matrix

The detailed implementation matrix including the expected outcomes for each of the projects in the trade and commerce sector during the plan period is as follows:

Sub-sector	Objectives	Proposed Action	Expected outcome	Implementing Agency	Time- Frame
Trade and Commerce: a. Establishment of Industrial Clusters in the States to boost processing and production of exportable products.	<ul style="list-style-type: none"> -To make available basic industrial infrastructure at these clusters so that manufacturers operating at these clusters produced at competitive prices. -To boost processing and production of exportable products. 	<ul style="list-style-type: none"> -Develop the sites and equip them with the relevant infrastructure. -Manage them on PPP basis. 	<ul style="list-style-type: none"> -completion of the clusters. -products of these clusters available to Nigerians and export. 	FMCI, OPS, FM	2010-2013
b. Procurement of scanners to enhance ASYCUDA	To reduce the time spent used in	Use the procurement	Scanners procured and installed at the	FMCI	2010-2013

	inspecting goods at ports of entry	process to purchase the Scanners	major ports.		
c. Increase value addition to Nigeria's export potentials in Agriculture, Minerals, Oil and Gas, etc.	To increase the volume and value of manufactured exports	Enhance the capacity(soft loan /tax credit) of operators in these sectors	Reduction in the export of primary products from the country	FMCI	2010-2013
d. Establishment of Export House and a Market Intelligence Center.	To boost exportation in Nigeria	-Develop the site and equip it with the relevant infrastructure -Manage it on PPP basis	An Export House and a Market Intelligence Center established and functional	FMCI	2010-2013
e. Continued implementation of Commerce 44 initiative	To boost exportation in Nigeria	-Support for identified products -Pro motion of identified	Increase in volume and value of the 11 products.	FMCI,NEPC	2010-2013

		products in the selected countries			
f. Promotion of Border Markets.	To boost exportation in Nigeria	-Develop the sites and equip them with the relevant infrastructure -Manage them on PPP basis	Selected border markets established and functional	FMCI	2010-2013
g. Agricultural produce processing including linkage	To increase the volume and value of manufactured exports	Support for identified products -Promotion of identified products in the selected countries	Increase in the volume and value of manufactured products	FMCI	2010-2013
g.Development/production of liberalized WTO-	To enable the country benefit from its	Engage WTO experts to	Nigeria is WTO compliant and	FMCI	2010-2013

<p>compatible trade regime devoid of unpredictability, uncertainty and lack of transparency.</p>	<p>membership of WTO</p>	<p>develop a liberalized WTO compatible trade regime for the country.</p> <p>Organize zonal workshops to sensitize Nigerians on WTO related issues</p>	<p>benefits from her membership of WTO</p>		
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CULTURE and TOURISM

Implementation Matrix

Productive Sector

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
CULTURE AND TOURISM Development of 2 UNESCO World Heritage Sites in Nigeria.	To create a centre where Nigerian history and traditions are stored, exhibited and valued by Nigerian and foreigners.	Feasibility studies of the site. Construction of amptie theatre, craft centers, cinema hall etc.	It would be a learning site for Nigerians and at the international level.	FMCTandNO (dept of culture)	2010-2013
Upgrade Abuja Carnival to International	To design the carnival to attract tourist from far and	Mobilization of the 36 states.	To generate minimum of N5billion twice annually from the	FMCTandNO (dept of culture) and states government.	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
standard.	beyond.	Publicity and marking. Packaging of the carnival.	carnival.		
Promotion of National Arts and Crafts Centers.	To encourage and train Nigerian youths in skills acquisition in art and craft.	Create awareness campaign. Organization of workshops, seminar and conference. Establishment of cultural clubs in schools.	It is expected that 5000 youths would be trained in arts and crafts annually.	National Council for Arts and Culture (NCAC), states and private sector.	2010-2013
Establishment of culture and tourism	To promote and develop tourism	Mobilization of the	It is expected that all the states	Federal, States and	2011-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
fund.	activities at all level.	states. Organization of workshops, seminars and conferences. Supervision of their activities at all level.	would develop at least two tourist attractions and improve their cultural sectors as well.	Private sector.	
Renovation, Rehabilitation and Reconstruction of 4 National Archives and 34 National Museums in Nigeria.	To reposition the structures for optimum utilization.	Renovation, rehabilitation and reconstruction activities. Procurement of equipments for conservation and acquisition.	It is expected that there will be a reduction at the rate of theft of artifacts and museums object.	FMCTandNO (culture)	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
Sensitization program on the economic values of waste recycling in Nigeria.	To generate employment, create wealth and reduce poverty in Nigeria.	Sensitization campaign on waste to wealth. Stakeholder's workshops in the six zones to facilitate entrepreneurial skills. Organization of exhibitions/fairs at all zonal level.	It is expected that there would be changes in waste management. Also there will be a reduction in unemployment in Nigeria.	National Orientation and private sector driven.	2012-2013
Establishment of Tourist Care Centers at National Airports.	To ensure tourist safety in Nigeria.	Create center in the various Airports Equipping the care center	There will be increase in tourist arrival to the country.	National tourism development corporation (NTDC) and Nigerian Airport Authority.	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
		Capacity building for tourism officers deployed at the centers.			
Implementation of the Nigerian Tourism Development Master Plan.	To develop tourism products and resorts in order to achieve increase in annual growth rate.	Create publicity. Organize seminars/workshop with stakeholders and private sector.	It is expected that there would be increased marketing and promotion of Nigeria as a tourism destination.	Culture and tourism (tourism dept) and Private sector.	2010-2013
Mobilization and sensitization campaigns on positive attitudes and values for	To promote attitudinal change and instill in Nigerians the	Create publicity Nationwide campaign on Nigerian's core	It is expected that Nigeria's would have a positive attitudinal changes in our	National Orientation.	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
National integration and development.	core values of patriotism, discipline etc.	values. Community theatre Publication and distribution of report of National Survey on Nigeria's core values.	values.		
Development of Tourism clusters in Nigeria: Lagos, Abuja, Yobe Niger, Kano, Borno and Bayelsa States.	To increase the contribution of tourism to the GDP.	Feasibility study of the various clusters. Development of the clusters into tourist site.	It is expected that at least 5 tourism clusters of resort would be developed in Nigeria.	FMCTandNO (dept of Tourism), States and Private sector.	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time Frame

Food and Nutrition
Implementation Matrix

Human Capital Development Sector

Food and Nutrition Sub sector

Sub-sector	Objectives	Proposed Action	Expected Outcome	Implementation Agency	Time-Frame
Food and Nutrition	To improve food and nutrition security at household levels	Increase access to food through production and consumption of high yielding disease/drought resistant crops	Reduce underweight among children under five years of age by 30 per cent by 2013	FMAWR	2010 -2013
Food and Nutrition	To improve food and nutrition security at household levels	Promote the production and utilization of low cost pre-packaged appropriate complementary foods	Reduce underweight among children under five years of age by 30 per cent by 2013	FMST/FCI	2010 -2013
Food and Nutrition	To improve food and nutrition security at household levels	Develop appropriate framework for the implementation of school feeding program	Reduce underweight among school aged children by 30 per cent by 2013	FME	2010 -2013
Food and Nutrition	To improve food and nutrition status of	Upscale community management of acute	Reduce under-nutrition in particular severe acute	FMOH	2010 -2013

	under five year old children	malnutrition (CMAM)	malnutrition among children under five years by 30 per cent by 2013		
Food and Nutrition	To improve household capacity to address food and nutrition problems	Promote improved food processing, preservation and packaging technologies centered on small and medium scale entrepreneurs	Reduce malnutrition among women and the aged by 30 per cent of the current level by 2013	FMST /FMAWR	2010 -2013
Food and Nutrition	To improve the food and nutrition security of children under five at the household level	Protect, promote and support exclusive breastfeeding through community support groups and in workplaces	Increase exclusive breastfeeding rate from 13 per cent to 50 per cent by the year 2013	NPHCDA	2010 -2013
Food and Nutrition	To improve the food and nutrition security at the aggregate level in the country	Conduct regular monitoring of compliance at factory, wholesale, retail and household levels of Universal salt iodization	Eliminate iodine deficiency disorders (IDD) by 2013	SON /NAFDAC/NPH CDA /FMOE	2010 -2013

REGIONAL DEVELOPMENT / GEOPOLITICAL ZONES
NIGER DELTA

Implementation Matrix

Geopolitical Zones/Regional Development

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
Geopolitical Zones	Transformation of the six geopolitical regions into economic growth poles and industrial hubs through greater collaboration of states within each region	Establishment of Regional Development Commission	Regional Development Commission	State Governments in each of the six geopolitical zone region	2010-2013
		Establishment of Economic Diversification Fund	Economic Diversification Fund established	Federal Government (NPC)	2010-2012
		Establishment of 2 Industrial Parks per each geopolitical zone	2 Industrial Parks per each geopolitical zone	South West, South East, South-South, North West, North East, North Central geo-political zones	2010-2013
		Development of industrial clusters and incubators	Industrial clusters and incubators	36 States of the federation	2010-2013

Implementation Matrix

Regional Development/ Geopolitical Zones

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
Boundary Commission	Promotion of socio-economic development and security of the border areas	Establishment of Buffer zones across flash points of our external borders	Buffer zones (external borders) established	Boundary Commission	2010-2012
		Establishment of Buffer zones across flash points of our internal borders	Buffer zones (internal borders)	Boundary Commission	2010-2012
		Consultancy services for the study of the conversion of our international Buffer zones into economic and environmental zones	Report of the study (external borders)	Boundary Commission	2010-2011
		Consultancy services for the study of the conversion of our internal Buffer zones into economic and environmental zones	Report of the study (internal borders) established	Boundary Commission	2010-2011

Implementation Matrix

Regional Development/ Geopolitical Zones

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
Federal Capital Territory	Promotion of socio-economic development in laggard habitations areas to improve Human Development Index (HDI) and other development indicators of the FCT.	Development of Idu industrial Area IB Engineering infrastructure	Provision of Engineering infrastructure	Federal Capital Territory	2010-2013
		Rehabilitation and expansion of Airport Expressing Lot II (Ch25 + 500 to 38 + 00)	Rehabilitated and expanded Airport Expressing Lot II (Ch25 + 500 to 38 + 00)	Federal Capital Territory	2010-2013
		Rehabilitation and expansion of Airport Expressing Lot I (ChII + 500 to CH25 + 500)	Rehabilitated and expanded Airport Expressing Lot I (ChII + 500 to CH25 + 500)	Federal Capital Territory	2010-2013
		Rehabilitation and expansion outer Northern Expressway Lot II (19+500km – 39+400km)	Rehabilitated and expanded outer Northern Expressway Lot II (19 + 500km to 39 + 400)	Federal Capital Territory	2010-2013
		Rehabilitation and expansion outer Northern Expressway Lot II (Murtala	Rehabilitated and expanded outer Northern Expressway Lot II (Murtala	Federal Capital Territory	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
		Mohammed Expressway North Lot I)	Mohammed Expressway North Lot I)		
		Construction of main carriageway of FCT HW106 from Kusaki – Yanga (OSEX) to Kuje.	Carriageway of FCT HW106 from Kusaki – Yanga (OSEX) to Kuje.	Federal Capital Territory	2010-2013
		Construction of inner southern expressway (ISEX) phase II from the southern parkway (S89)	Expressway (ISEX) phase II from the southern parkway (S89)	Federal Capital Territory	2010-2013
		Extension of outer southern expressway from ring road 3 to road A2 in Gwagwalada	Extended outer southern expressway from ring road 3 to road A2	Federal Capital Territory	2010-2013
		Abuja Rail mass transit Lot I and 3	Railway Lot I and III	Federal Capital Territory	2010-2013
		Provision of engineering infrastructure to Bwari satellite town	Engineering infrastructure at Bwari satellite town (District 1 and 2)	Federal Capital Territory	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
		(District 1 and 2)			
		Provision of engineering infrastructure to Apo MV Extension (Road, Water, Light and Drainage)	Road, Water, Light and Drainage	Federal Capital Territory	2010-2013
		Construction of 11km Mpape – Shere Road	11km Mpape Road	Federal Capital Territory	2010-2012
		Establishment of international technical and vocational institute at Utako and four (4) comprehensive science and technical colleges in the FCT	vocational institute	Federal Capital Territory	2010-2013
		Kuje Abaji greater water supply scheme	water supply scheme	Federal Capital Territory	2010-2013
		Provision of engineering infrastructure to Kubwa satellite town (District 4 and	Engineering Infrastructure	Federal Capital Territory	2010-2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
		5)			
		Dualisation of Jikwoyi – Karshi road	Dualisation of Jikwoyi – Karshi road	Federal Capital Territory	2010-2013
		Rehabilitation of Gwagwalada – Kuje road	Rehabilitated Gwagwalada – Kuje road	Federal Capital Territory	2010-2012

IMPLEMENTATION MATRIX

NIGER DELTA REGION

Sub-sector	Objective	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
Niger Delta Region	To entrench social stability and accelerate the socio-economic development of the region	<ul style="list-style-type: none"> Sustainability of Amnesty programme 	50 per cent reduction in social tensions and violence in the region (relative to 2009 levels) by 2013	Ministry of Niger Delta, Presidential Committee on Amnesty, Niger Delta Development Commission	2010 - 2013
		<ul style="list-style-type: none"> Pass and enforce the corporate social responsibility and local content bill 	50 per cent reduction in social tensions and violence in the region (relative to 2009 levels) by 2013	National Assembly	2010 - 2013
		<ul style="list-style-type: none"> Ensuring oil producing communities 10 per cent equity participation in all joint ventures between the Federal government and the multinational corporation 	50 per cent reduction in social tensions and violence in the region (relative to 2009 levels) by 2013	National Assembly, Nigeria National Petroleum Corporation	2010 - 2013
		<ul style="list-style-type: none"> Establishment of skills acquisition centers and Training programmes for youths in various skills 	50 per cent reduction in poverty level in the region (relative to 2009 levels) by 2013	Ministry of Niger Delta, Presidential Committee on Amnesty, Niger Delta Development Commission	2010 - 2013

Sub-sector	Objective	Proposed Action	Expected Outcome	Implementing Agency	Time Frame
		<ul style="list-style-type: none"> Instituting empowerment programme to cushion the effect of socio-economic dislocation in the area 	50 per cent reduction in unemployment level in the region (relative to 2009 levels) by 2013	Ministry of Niger Delta, Presidential Committee on Amnesty, Niger Delta Development Commission	2010 - 2013
		<ul style="list-style-type: none"> Provision of basic infrastructure and service in the region 	50 per cent reduction in social tensions and violence in the region (relative to 2009 levels) by 2013	Ministry of Niger Delta, Presidential Committee on Amnesty, Niger Delta Development Commission, States and Local Governments	2010 - 2013
	To protect and conserve the environment	<ul style="list-style-type: none"> Review and enforce all environmental laws 	50 per cent remediation and rehabilitation of the Niger Delta environment	Ministry of Environment, Ministry of Niger Delta, , Niger Delta Development Commission	2010 - 2013
		<ul style="list-style-type: none"> Ensuring the international best practice in the utilization of the oil and gas resource in the region 	50 per cent remediation and rehabilitation of the Niger Delta environment	Ministry of Environment, Ministry of Niger Delta, , Niger Delta Development Commission	2010 - 2013

Environment
IMPLEMENTATION MATRIX

GEO-POLITICALZONES/REGIONAL DEVELOPMENT

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
Environment	1 .To ensure the restoration and conservation of the Nigerian environment for sustainable socio-economic development	-Massive afforestation;	-Increase in the country's forest cover from the present 6% to 8% by 2013;	Federal Ministry of Environment (Forestry)	2013
		-Integrated waste management programme;	-Reduction in population-related health problems by 50% (relative to 2009 levels) by 2013;	Federal Ministry of Environment	2013
		-Construction of floods and erosion structures in affected areas;	-Positive modification of the micro-climate and reduction of soil erosion in afforested areas by 2013;	Federal Ministry of Environment	2013
		-Development of greenhouse gas inventory system;	-Environmental monitoring and enforcement;	Federal Ministry of Environment	2013
		-Establishment of air quality management system;	-Fully develop capacity to mitigate the effects of		2013
		-Establishment of CDM procedures and generation of CDM projects;			
		-Development of national disaster management			

		capacity	disasters; and -Fully developed capacity for carbon trading		
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Water Supply and Sanitation
IMPLEMENTATION MATRIX

GEO-POLITICALZONES/REGIONAL DEVELOPMENT

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
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Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
Water Supply and Sanitation	To ensure provision of sufficient and equitable potable water to all Nigerians in an affordable and sustainable way by the year 2020.	<p>Ensuring availability of based line and recurrent data for proper planning and management in GIS platform;</p> <p>-Application of effective and efficient management practices;</p> <p>-Strengthening of the states that are below national average.</p> <p>Ensuring sustainable optimal performance of water supply schemes, facilities and services;</p> <p>-Encouraging Community participation, private sector participation and Public</p>	<p>Increase national improved water supply coverage from : 47 per cent to 50 per cent by 2011</p> <p>Increase Urban improved water supply coverage and the minimum basic human water requirements respectively, from: 65 to 70 per cent and 60 to 80 per cent by 2011</p> <p>Increase Small Town improved sanitation coverage from: 35-40</p>	Federal Ministry of Water Resources	<p>2013</p> <p>2013</p>

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
		<p>Private Partnership (PPP) in provision of water supply and sanitation schemes and services</p> <p>-Ensuring stable, reliable and affordable power source for Small Town water supply schemes and facilities;</p> <p>-Ensuring sustainable optimal performance of water supply schemes facilities and services</p> <p>-Ensure stable reliable and affordable power source for rural water supply schemes and facilities;</p>	<p>per cent by 2011</p> <p>Increase rural water supply coverage and minimum basic human requirement respectively from 30 – 40 per cent by 2011</p> <p>Increase national sanitation coverage from: 30-35 per cent by 2013</p>		<p>2013</p>

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
		<p>-Promote improvement of traditional sources of water supply and ensure sustainable optimal performance of water supply schemes and services</p> <p>-Ensure availability of baseline and recurrent data for proper planning and management in GIS platform;</p> <p>-Ensure an effective and efficient management practices;</p> <p>-Ensure performance</p>	<p>Increase urban improved sanitation coverage from 35-40 per cent by 2013</p> <p>Increase Small Town improved sanitation coverage from: 35-40 per cent by 2011</p> <p>Increase rural improved sanitation coverage from 25-30 per cent by 2013.</p> <p>Adequate sustained funding for</p>		2013

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
	<p>To ensure that greater per centage of Nigerians have access to improved sanitation facilities by the 2013</p>	<p>monitoring and evaluation programme for sanitation undertaking;</p> <p>-Ensure sustainable improved hygiene and sanitation practice at schools, households and community levels</p> <p>-Ensure sustainable optimal performance of sanitation schemes, facilities and services;</p> <p>-Encourage community participation, private sector participation and PPP in provision of sanitation schemes and services;</p>	<p>the sector</p>		<p>2013</p>

Sub-Sector	Objectives	Proposed Action	Expected Outcome	Implementing Agency	Time-frame
		<p>sanitation facilities and services.</p> <p>-Ensure adequate and sustained investment in the sector;</p> <p>-Attract Donor Agencies;</p>			<p>2013</p> <p>2013</p>

