



# NASARAWA ECONOMIC DEVELOPMENT STRATEGY (NEDS)

Unlocking Opportunities  
Creating Wealth



2019-2023



# TABLE OF CONTENTS

## FOREWARD

VI



## ACKNOWLEDGEMENT

VII



## PREFACE

IX



## GLOSSARY

X

## EXECUTIVE SUMMARY

Page 11

### PART ONE INTRODUCTION

- 1.1 Background
- 1.2 Overview of Nasarawa
- 1.3 The Vision
- 1.4 Strategic Priorities
- Fig.1 Strategic Framework for the Nasarawa Economic Development Strategy
- 1.5 Guiding Principles for realising NEDS
- 1.6 Scope of NEDS
- 1.7 Structure of NEDS

Page 17

### COST AND FINANCING OF NEDS

- 2.1 Financing Plan for NEDS

Page 26

### IMPLEMENTATION OF NEDS

- 3.1 Implementation of NEDS

Page 31

### MONITORING AND EVALUATION

- 4.1 Introduction
- 4.2 Institutional set up for M&E
- 4.3 Reporting Timeframe
- 4.4 Monitoring Tools
- 4.5 Progress Review
- 4.6 Requirements for Effective M&E
- 4.7 M&E Reporting Format

Page 37



### PART TWO REFORM AREAS

#### CIVIL SERVICE REFORM

- 5.1 Strategic Issues
- 5.2 Reform Objectives
- 5.3 Strategies and Key Activities

Page 41

#### TAX AND REVENUE ADMINISTRATION

- 6.1 Overview
- 6.2 Strategic Issues
- 6.3 Reform Objectives
- 6.4 Strategies and Key Activities

Page 44

#### LAND ADMINISTRATION

- 7.1 Overview
- 7.2 Strategic Issues
- 7.3 Strategies and Key Activities

Page 47



#### ECONOMIC AND FINANCIAL MANAGEMENT

- 8.2 Strategic Issues
- 8.3 Reform Objectives
- 8.4 Strategies and Key Activities

Page 49



PART THREE  
SECTORIAL BRIEFS

AGRICULTURE

- 9.1 Situation Analysis
- 9.2 Strategic Issues
- 9.3 Strategic Objective and Policy Thrust
- 9.4 Strategies and Key Activities

Page 52



INDUSTRY, TRADE & TOURISM

- 11.1 Situation Analysis
- 11.2 Strategic Issues
- 11.3 Strategic Objective and Policy Thrust
- 11.4 Strategies and Key Activities

Page 58



POWER & TRANSPORT

- 13.1 Situation Analysis
- 13.2 Strategic Issues
- 13.3 Strategic Objective and Policy Thrust
- 13.4 Strategies and Key Activities

Page 67



HEALTH & EDUCATION

- 12.1 Situation Analysis
- 12.2 Strategic Issues
- 12.3 Strategic Objective and Policy Thrust
- 12.4 Strategies and Key Activities

Page 63



- SOLID MINERALS
- 10.1 Situation Analysis
  - 10.2 Strategic Issues
  - 10.3 Strategic Objective and Policy Thrust
  - 10.4 Strategies and Key Activities

Page 56



RULE OF LAW AND SECURITY

- 14.1 Situation Analysis
- 14.2 Strategic Issues
- 14.3 Strategic Objective and Policy Thrust
- 14.4 Strategies and Key Activities

Page 70





“ We will uphold the principles of good governance as a cardinal objective of this administration, we will establish systems, processes and institutions that will enhance transparency, probity and accountability in the management of state resources in line with international best practices ”

Inauguration Speech of His  
Excellency, Engr, Abdullahi A. Sule  
Executive Governor of Nasarawa State  
May 29, 2019





The Nasarawa Economic Development Strategy (NEDS) is a testament to our collective commitment to implementing a practicable Economic Transformation Strategy for the State, as promised during our campaign. It is founded on a vision to sustain accelerated growth of the Nasarawa economy and translate this to clear improvement in the lives of the citizens, and the achievement of other key development outcomes.

We have recognised that the growth of the Nasarawa State economy is low and suffers from some vagaries of the national economy -albeit being tackled by the current federal administration-, which has not successfully translated to the delivery of tangible results to our people. We also understand

that this trend will persist, unless there is a deliberate attempt to sterilise the economy from these growth inhibiting fundamentals, pursue growth driven by multiple engines, and unblock the drivers of sustainable development to allow growth benefits trickle down to those at the bottom of the pyramid. This will require leveraging on the competitive advantages of the state while addressing issues such as human capital development and infrastructural deficit, amongst others, which prevent the state from realising its potential.

As a deviation from previous practices which have delivered mixed results, the government is now committed to doing things differently and appropriately. That begins with clearly articulating a common vision for shared prosperity for the state and rallying stakeholders towards its achievement.

Within the overall framework, NEDS has set out critical strategies for realising the state's ambition for a truly prosperous and thriving economy that improves the economic wellbeing of residents through wealth and job creation, and improvement in business and investment opportunities. Its development brings together the views of business, government, and other stakeholders in the economy, supported by in-depth analysis of the economic drivers of the Nasarawa economy. It harmonises contributions from key MDAs as captured from meetings with them and as encapsulated in their presentations during the Ministerial briefings. These engagements allowed a robust discussion on the challenges that the state faces, and the key competitive advantages that it can quickly build on to realise the yearnings and aspirations of the people, particularly in the areas of Agriculture and solid mineral development, to drive our industrialisation.

The emergence of this plan and the strategies contained therein, projects the core beliefs of the current administration regarding the purpose of public policy. It is founded on the belief that by setting a common course and investing in shared goals, better economic outcomes will be achieved.

The NEDS will provide overall direction for the growth and development of the State as well as a framework through which all sectors of the economy can direct their energies and contribute to the improvement of the quality of life of people in the State.

Nasarawa State is a potential investment powerhouse and economic hub of the North Central Region in particular, and Nigeria at large, and we are primed to realise this. Our vision is to be among the top three most competitive states in Nigeria by 2023 in terms of sustained accelerated growth, increased economic opportunities and prosperity, social inclusion, and improved quality of lives of the citizenry

I am therefore privileged to present NEDS to Nasarawa State Citizens, Residents and indeed the world. I believe that its implementation over the next four years will transform our economy and change the fortunes of our people.

As good as this Plan is, its success requires the support of all citizens. I therefore solicit the cooperation, support and understanding of all to achieve our collective development aspirations. Our paramount focus going forward will be to implement this plan to the fullest by ensuring that it is realistic, affordable and capable of successful execution within the resources available to the State.

Sincerely,

**Engr. Abdullahi A. Sule**

**Executive Governor, Nasarawa State**





The development of the Nasarawa Economic Development Strategy (2019-2023) depicts the commitment and diligence of this administration to structured planning. The document is a product of strong leadership and the painstaking commitment of all who devoted their time, talent and expertise to chart a course for the orderly and sustainable development of Nasarawa State.

It is designed to provide overall direction for the growth and development of the State, as it will provide a framework by which all sectors and stakeholders of the economy can direct their energies and contribute to the improvement of the quality of life of people in the State.

Hence it sets the overarching medium-term framework for Government's Planning and Budget system. The process began by looking at the main issues and challenges facing Nasarawa today. This drew upon several baseline reports, current statistics, and other reports/documents. The plan sets out how the Policies and Strategies may be realized through sound management and practicable framework. Principally this implies that the different aspects of the NEDS can be financially met and the governance approach required to drive the plan forward with strong support of all stakeholders are in place. NEDS also outlines how performance can be measured through setting appropriate targets and outlining required monitoring and review processes, which leads cyclically to ensuring the plan has relevance and is adaptable to changing realities.

The Medium-Term Sector Strategies (MTSS), the Sector implementation plan (SIP) and the annual budget mechanisms would be used to deliver the NEDS in the medium-term, while the Monitoring and Evaluation/Impact Assessment report would be used to review the plan on a regular basis. We commend the Senior Special Assistant on Investment and Economic Development, and his Technical Team that developed this Plan and appreciate the commitment and efforts of all contributors, especially those from the various Ministries, Departments, and Agencies of government, whose inputs were captured from their presentations at the ministerial briefings. We will continue to work to provide a conducive environment for business and external support that encourages the private sector to play its envisaged role as captured in the plan.

We will also create an enabling platform for external agencies to provide support in a coordinated and integrated manner so as to encourage new investments, create jobs, as well as improve infrastructure and social services. In the past, the availability of a plan that is all-encompassing and one which would serve as a generic guide to planning in all MDAs had eluded the State. This document is therefore timely in the realization of the State's vision to be among the top three most competitive states in Nigeria by 2023 in terms of sustained accelerated growth, increased economic opportunities and prosperity, social inclusion, and improved quality of lives of the citizenry. By launching this Plan, His Excellency, the Executive Governor of Nasarawa State Engr Abdullahi A. Sule has shown an unwavering commitment and charted the path to inclusive growth, sustainable development and prosperity to all Nasarawa citizens.

Thank you, and God Bless

**Hon. Tijani Ahmed Aliyu**  
**Secretary to the State Government**  
**Nasarawa State**





The Nasarawa Economic Development Strategy (NEDS) encapsulates the vision of the Engr. Abdullahi A. Sule administration for Nasarawa State. With a focus on 5 game changer opportunities, 4 reform areas and 9 focus sectors, NEDS if well implemented will set Nasarawa State on the path to accelerated economic growth. It has a multifaceted approach to tackling our salient needs to grow our economy through wealth creation and improved productivity. The NEDS has taken into account existing policies of Government that are in line with His Excellency's vision to industrialize Nasarawa State to be among the top 3 most competitive states in Nigeria in terms of sustained and accelerated growth by 2023.

It provides the strategies, targets and priority projects of this administration as well as a focus on financing options for these very ambitious development targets over the next four years.

A lot of work went into crafting of the NEDS. The wide consultations and collaborative approach adopted in the development of the NEDS speaks to the desire for citizens and residents of Nasarawa State to actively participate in its implementation. NEDS requires a strong partnership between the Government and the people to deliver dividends of democracy to our people. It has identified champions of the various reforms and will galvanize all necessary support to achieve the set targets.

I thank all those who contributed to putting this policy document together, particularly the young and innovative team of brilliant minds in our Investment and Economic Planning Team in the Governor's office. Our team in the Governor's office is committed to coordinating the implementation and delivery of the NEDS and the provision of the necessary support to all stakeholders to ensure that we exceed all expectations.

Nasarawa State is in dire need of our collective efforts to consolidate on past achievements and reposition our economy and live to our full potentials.

**Ibrahim Adamu Abdullahi**  
**Senior Special Assistant to the Governor on Investment & Economic Planning**  
**Nasarawa State**

BICT	Bureau for Information, Communication and Technology
CBOs	Community-based organizations
CID	CO-ORDINATION, INTEGRATION, AND DELIVERY
C-of-O	Certificates of Occupancy
CSOs	Civil Society Organizations
ERGP	Economic Recovery and Growth Plan
FAAC	Federal Accounts Allocation Committee
FBOs	Faith-based organizations
FSAGDP	Fiscal Space Analysis and Gross Domestic Product
HOS	Head of Service
IGR	Internally Generated Revenue
JSC	Judicial Service Commission
Lgs	Local Governments
MA&WR	Ministry of Agriculture and Water Resources
MDAs	Ministries, Departments, and Agencies
ME&NR	Ministry of Environment and Natural Resources
MF&EP	Ministry of Finance and Economic Planning
MIC&T	Ministry of Information, Culture and Tourism
MLPP	Ministry of Lands and Physical Planning
ML&UD	Ministry of Lands and Urban Development
MoE	Ministry of Education
MoH	Ministry of Health
MoJ	Ministry of Justice
MTI&I	Ministry of Trade, Industries and Investment
MWH&TI	Ministry of Works, Housing and Transport
MTSS	Medium Term Sector Strategies
NADP	Nasarawa Agricultural Development Programme
NAGIS	Nasarawa Geographic Information Services
NaEPA	Nasarawa Electricity Power Agency
NASACA	Nasarawa State Action Committee on AIDS
NBS	National Bureau of Statistics
NDP	Nasarawa Development Platform
NEDS	Nasarawa Economic Development Strategy
NGOs	Non-Governmental Organizations
NSHIA	Nasarawa State Health Insurance Agency
NSIRS	Nasarawa State Internal Revenue Service
NSPHDA	Nasarawa State Primary Healthcare Development Agency
PAYE	Pay as You Earn
PEBEC	Presidential Enabling Business Environment Council
PER	Public Expenditure Report
PFM	Public Financial Management
PPPs	Public Private Partnerships
R-of-O	Right of Occupancy
SDGs	Sustainable Development Goals
SMEs	Small and medium-sized enterprises
SMoH	State Ministry of Health
SOM	Standard operating manual
SSG	Secretary to the State Government
STEM	Science, Technology, Engineering, and Mathematics
SUBEB	State Universal Basic Education Board
TSA	Treasury Single Account
TVET	Technical and Vocational Education Training

## INTRODUCTION

**Nasarawa has significant potentials, especially as one of the most endowed states in Nigeria.**

Nasarawa state is primed to be an investment powerhouse and economic hub in Nigeria by virtue of its abundant solid mineral resources, strategic location, rich agricultural and tourism potential, and vast land. Despite this potential, legacy challenges constrain the state from attaining the full extent of possibilities, and hamper growth and development efforts.

While previous administrations have demonstrated varying levels of resilience in addressing these challenges, they have been slowed primarily by a lack of resources, exacerbated by an over-reliance on statutory allocations for over 70% of budget need, low Internally Generated Revenue (IGR), rising debt burdens, and insufficient local and international investment.

**The challenges facing Nasarawa are broadly similar to other states; however, the magnitude of the challenges and the success in overcoming them depends on the policy initiatives and implementation efficacies in each state.**

The current administration recognises that the Nasarawa State economy is in a vicious low-growth cycle that does not deliver any transformation to the lives of its citizen. This cycle will persist unless there is a deliberate attempt to ring-fence the economy, pursue growth driven by multiple engines, and unblock the drivers of sustainable development to allow growth benefits trickle down to those at the bottom of the pyramid. This will require leveraging on the competitive advantages of the state while addressing issues such as human capital development and infrastructural deficit, amongst others, which prevent the state from its potential.

## DOING THINGS DIFFERENTLY - THE NASARAWA ECONOMIC DEVELOPMENT STRATEGY

**As a deviation from previous practices which have delivered mixed results, the government is now committed to doing things differently and appropriately. That begins with clearly articulating a common vision for shared prosperity for the state and rallying stakeholders towards its achievement.**

The development of the Nasarawa Economic Development Strategy (NEDS) encapsulates the approach, as it is expected to be the foundation for all the government's actions over the next four years. It is a medium-term development blueprint for 2019-2023, founded on the manifesto of the government, and developed in line with the Economic Recovery and Growth Plan (ERGP) of the Federal government, as well as the Sustainable Development Goals (SDGs), given NEDS addresses the tripartite issues of economy, social transformation, and environmental sustainability. Other national plans that have guided the design of NEDS include the Nigeria Industrial Revolution Plan and the Power Sector Recovery Programme.

NEDS is the key strategy for realising the state's ambitions as a truly prosperous economy which improves the economic wellbeing of residents through jobs, business, and investment



opportunities.

NEDS identifies medium-term strategies and activities until 2023, bringing together the views of business, government and other stakeholders, supported by in-depth analysis of the economic drivers of the Nasarawa economy.

## SHARED ASPIRATIONS, SUSTAINABLE DEVELOPMENT OUTCOMES

**The emergence of this plan and the strategies contained therein projects the core beliefs of the current administration regarding the purpose of public policy. It is founded on the belief that by setting a common course and investing in shared goals, better economic outcomes will be achieved.**

NEDS harmonises contributions from MDAs as captured from the various meetings with key representatives and as encapsulated in their presentations during the Ministerial briefings with the Executive Governor. It also includes input from academia and the private sector. These engagements robustly capture the challenges that the state faces, along with the competitive advantages that it can quickly build on to realise the yearnings and aspirations of the people.



## STRATEGIC FRAMEWORK FOR THE NASARAWA ECONOMIC DEVELOPMENT STRATEGY

NEDS outlines a shared vision for the Nasarawa economy and identifies medium-term goals and priorities until 2023. The framework divides strategic priorities into those that are 'GAME CHANGER' opportunities and the "REFORMS & ENABLERS" that are needed to support and ensure

the sustainability of the former category. The reforms serve as sustainability enablers that keep the state competitive and ensure that opportunities and benefits trickle down the economic ladder. The “reforms” are the institutions which define, support, and enforce the rules of the game. The five Game changers are the identified opportunities with the ability to step change economic growth and improve the state’s ability to create wealth for its people, attract and retain residents, businesses, and investors. Investments in the game changers will crystallise through a focus on nine key sectors, and we have set out Strategies with related activities and the responsible MDA across these sectors.

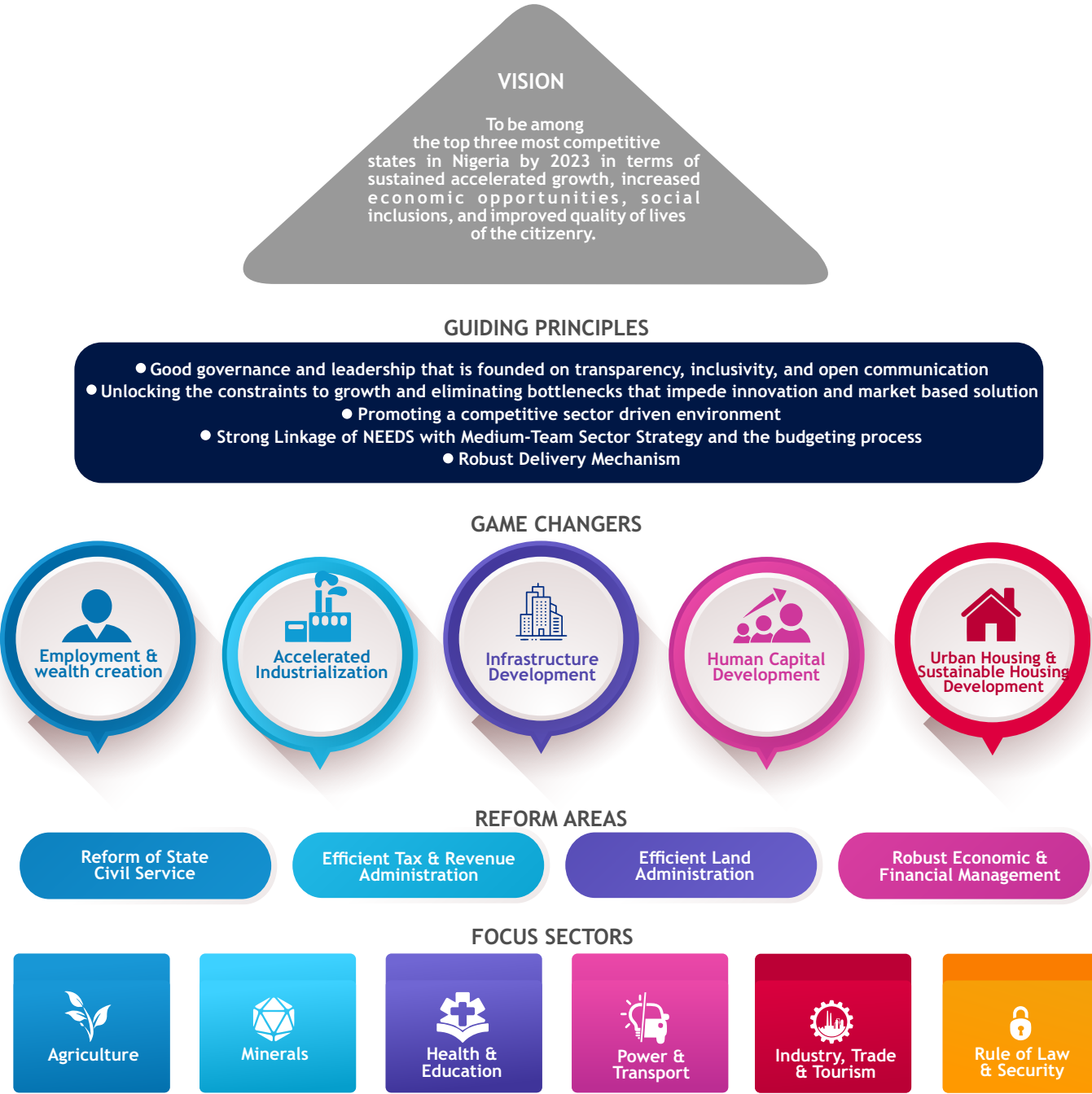


Fig 1. Strategic framework for the Nasarawa Economic Development Strategy

## NEDS, THE MEDIUM-TERM SECTOR STRATEGY (MTSS) AND THE ANNUAL BUDGET

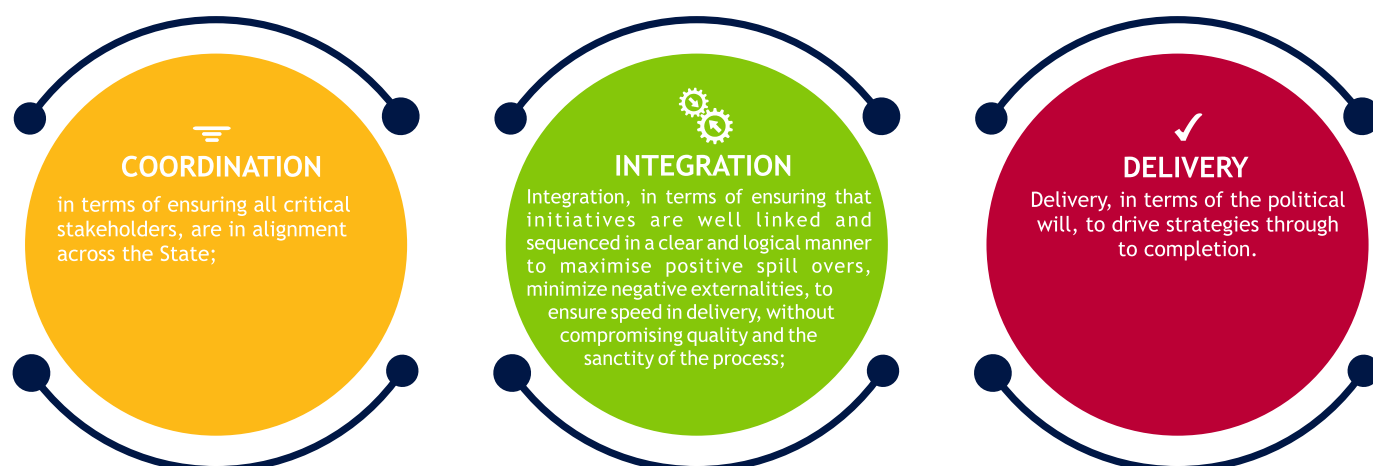
NEDS departs from previous traditional planning experience of states in Nigeria in that it is driven by strong political will, recognizes fiscal constraints up front, includes a pragmatic implementation mechanism and engages citizens on the change that Nasarawa truly needs to achieve collective aspirations. Medium Term Sector Strategies (MTSS) and Sector Implementation Plan (SIP) will be developed by Ministries, Departments, and Agencies (MDAs) to provide a basis for linking the NEDS with the annual budget. Each MTSS will feature the respective sector's programs and projects earmarked for implementation during the plan period.

## FINANCING OF NEDS

Given the investment drive of the State Government, expected tax and revenue administration reforms, and other initiatives aimed to ease the business environment, we expect the IGR to surge by 30% in 2020, and continue to improve annually by 10%. The NEDS has therefore set out strategies to increase IGR. The strategy includes steps to block all loopholes through which revenue accrued to the State had hitherto leaked. This is expected to be driven by full automation of the state revenue collection process. Key areas of revenue will be, Statutory Allocations, Public Private Partnerships, Grants and Intervention Funds from Multilateral Agencies, and Debt.

## IMPLEMENTATION OF NEDS

The implementation of NEDS requires high-level political will, a strong and focused leadership team, and a well-capacitated and motivated civil service. There is also the need for a clear implementation and phasing procedure. Plans that fall short in this area mostly fail in delivering on its promises. In line with this, CO-ORDINATION, INTEGRATION, AND DELIVERY (CID) will underpin the delivery of all the proposed interventions required to achieve the objectives of the NEDS:

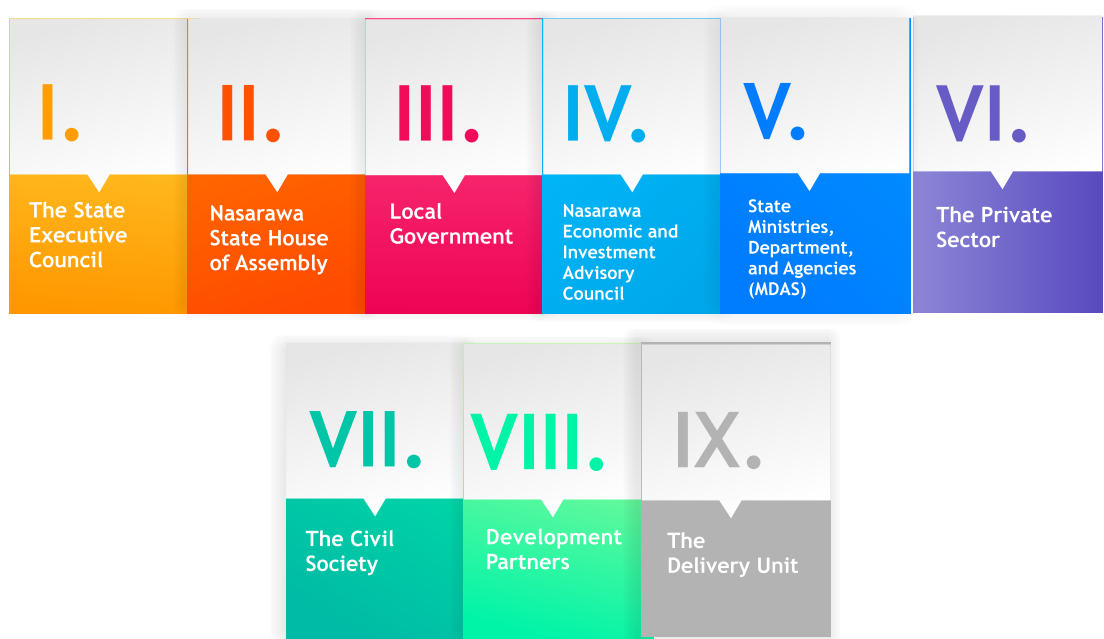




Together, they reflect the Nasarawa State Government's understanding of the political economy of the delivery of NEDS, as well as an appreciation of the critical issues militating against the delivery of most development plans. The institutional arrangement and alignment involve all key stakeholders in the implementation process. The next four years will transform our economy and change the fortunes of our people.

INSTITUTIONAL ARRANGEMENT

The Institutional structure for the delivery of NEDS comprises of the following:



COMMUNICATION PLAN

It is expected that in the implementation of the Blueprint, the office of the Governor will make sector and economy-wide performance reports available annually to the public. Such reports would indicate whether the NEDS is being implemented as planned and whether the NEDS implementation is creating the desired effects on the lives of the citizens. The report would also afford members of the public, especially NGOs and CSOs, the opportunity to review performance and evaluate them in their perspectives. In addition, members of the public would also indicate whether the development initiatives have an effect on them.

An annual Economic and Investment Summit will be delivered by the government, which will also serve as a Public-Private Dialogue mechanism for engaging citizens on issues of policy, budget prioritization, good governance, transparency, responsiveness and socio-economic welfare of the people. Given that the NEDS is a living document, periodic review and refinement of NEDS will be initiated by the Governor's Delivery Unit. The proposed quarterly town hall meeting between the executive and citizens will be held across different Geo-political zones will also serve as an excellent platform for communicating the implementation of NEDS with the people.

AGRICULTURE	SOLID MINERAL DEVELOPMENT	INFRASTRUCTURE & UTILITIES	INDUSTRY AND TRADE	EDUCATION & HEALTH	CROSS CUTTING
Provision of integrated agricultural support services such as improved seedlings, tractor leasing arrangement, fertilizers, demonstration farms, extension services, and technical assistance for farmers to aid them in accessing agricultural loans provided by government and other agencies.	Set up a private sector driven Nasarawa Mining Investment Company to invest directly in extracting, beneficiation, and marketing of solid minerals	Appoint transaction advisor to fast-track the effective engagement and partnership with the private partner for the development of a thermal power plant in Nasarawa State	Promote investment by: i. Set up a one stop investment office in Lafia and Karu- with relevant MDAs represented - to fast track investment drive in the state. ii. Establish a new state investment vehicle/SPV to drive investment opportunities. iii. Set up the state economic and investment advisory council	Pilot computerization scheme through the provision of a minimum of five (5) desktops, Accessories, a generator and photocopying machine for one secondary school per local government	Professionalize Pension administration in the state by engaging professional pension administrators and fund managers in line with the contributory pension scheme. This will naturally dovetail into regular payment of gratuities and pensions when they fall due.
Approval of the counterpart fund and signing of the MOU with respect to the proposed IFAD/FGN Value Chain Development Programme	Improving the quality and breadth of geo-scientific data gathered in a cost-efficient manner that will adequately drive investment growth.	Ensure continuous monitoring and support for the construction of Mararaba Gurku Road that leads to Mpape and Maitama, Abuja	Initiate the process of construction of Technology Innovation hubs across Lafia, Akwanga, Keffi, and Karu by engaging with a credible private sector delivery partner	Renovation activities i. General systematic renovation of dilapidated classroom and other educational infrastructure in one strategic primary and secondary school in each LGA ii. Systematic renovation of healthcare centres across the state (one per senatorial district, then one per LGA and then wards etc), with possible PPP elements.	Revitalising the Civil service workforce through a screening and verification exercise that is targeted at identifying leakages and training needs
Activate the State fertiliser blending plants by concession to a private delivery partner	Aggregate and support the registering of artisanal miners and also establishing a commodity exchange center for artisan miners	Complete the construction of the Lafia Cargo Airport in Kwandare	Embark on a trade mission to engage with investors for the development of an industrial park in Nasarawa, and for setting up production lines. MOUs are expected to follow this	Deployment of a robust Monitoring and evaluation framework for the education sector	Appoint IT experts for a full-scale deployment of technology for the optimum generation, collection, and management of all revenues due to the state
Provision of Farm equipment's and agriculture processing machines across all local governments for renting/hire at a very competitive rate (this will be delivered on a PPP basis)	Acquire extraction machines through debt financing or PPP for lease to the clusters of artisanal miners at a competitive rate.	Sign an MOU with a solar power company for Commencement of rural electrification in at least three (3) villages in the state and Construction of at least 2 km solar powered streetlights in at least each of the thirteen local government areas.	Engage with the CBN, BOI, and SMEDAN for quarterly vocational and entrepreneurship training for the youths along the line of the seven New Venture themes namely Agriculture, ICT, Mining, Trade and Commerce, Vocational Training and Art and Craft (this alone should conservatively create 1,500 direct jobs for unemployed youths across the state yearly).	Reduce the incidence of diseases through promoting environmental and preventive healthcare (such as sanitation, good nutrition and immunization);	Support and regulate the activities of the vigilante as a critical support to security in the state

## TWENTY-FOUR (24) QUICK WINS IN 6 MONTHS ACROSS SELECTED SECTORS



# PART 1



# 1. INTRODUCTION

## 1.1 BACKGROUND

Nasarawa State is primed to be an investment powerhouse and economic hub in Nigeria by virtue of its abundant solid mineral resources, strategic location, and proximity to the Federal Capital Territory of Nigeria, and rich agricultural and tourism potentials with vast land. Despite this potential, legacy challenges constrain the State from attaining the full extent of possibilities, and hamper growth and development efforts.

While the previous administrations have demonstrated varying levels of resilience in addressing these challenges, they have been slowed primarily by a lack of resources, exacerbated by an over-reliance on statutory allocations for over 70% of budget need, low Internally Generated Revenue (IGR), rising debt burden, and insufficient local and international investment. Specifically, current levels of IGR can barely cover 60% of public personnel cost, or 50% of overhead cost. Debt has surged by over 80% between 2015 and 2018. This experience is directly linked to the structure of the Nigerian economy, which is fundamentally driven by consumption and high crude oil prices. The economic structure remains highly consumption driven, undiversified, and import dependent. While the agricultural value chain remains largely underdeveloped, other similar high job and wealth creation sectors like manufacturing contribute less than 1% to total export. The poorly managed oil sector, on the other hand, accounts for over 95% of total exports and foreign exchange earnings.

While the Federal government has implemented a series of economic reforms initiated to stimulate economic development and a commodity-induced economic boom between 2000 and 2014, the observed GDP growth that averaged 6% could not translate into inclusive growth and enhanced development outcomes for the vast majority of the Nigerian people, as the observed growth coincided with an increase in the proportion of Nigerians living in extreme poverty and increasing levels of inequality. Nigeria's slip into recession in the second quarter of 2016 saw government expenditure constrained by lack of necessary buffers to absorb the shock, (Source: National Bureau of Statistics) and also leakages in the public sector financial management system due to corruption and sub-optimal allocation of financial resources.

The challenges facing Nasarawa are broadly similar to other states; however, the magnitude of the challenges and the success in overcoming them depends on the policy initiatives and implementation efficacies in each state. The current administration recognises that the Nasarawa State's economy will continue to go on a vicious cycle of poor growth that does not deliver any transformation to the lives of its citizens, unless there is a deliberate attempt to sterilise the economy from certain growth inhibiting fundamentals, pursue growth driven by multiple engines, and unblock the drivers of sustainable development, to allow growth benefits trickle down to those at the bottom of the pyramid. This will require leveraging on the competitive advantages of the State while addressing issues such as human capital development and infrastructural deficit, amongst others, which prevent the State from its potential.

NEDS is a critical strategy for realising the state's outcome for a truly prosperous economy. A thriving economy improves the economic wellbeing of residents through jobs, business, and investment opportunities. NEDS identifies medium-term strategies and activities in 2023. It brings together the views of business, government, and other stakeholders in the economy, supported by in-depth analysis of the economic drivers of the Nasarawa economy.

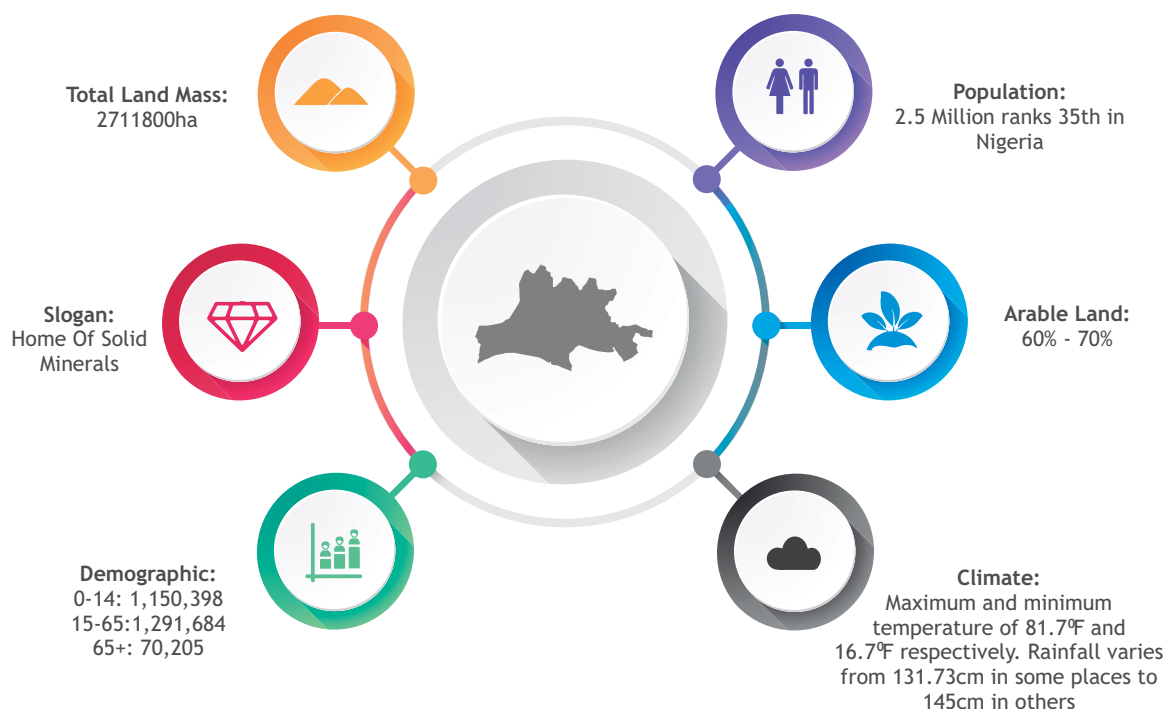
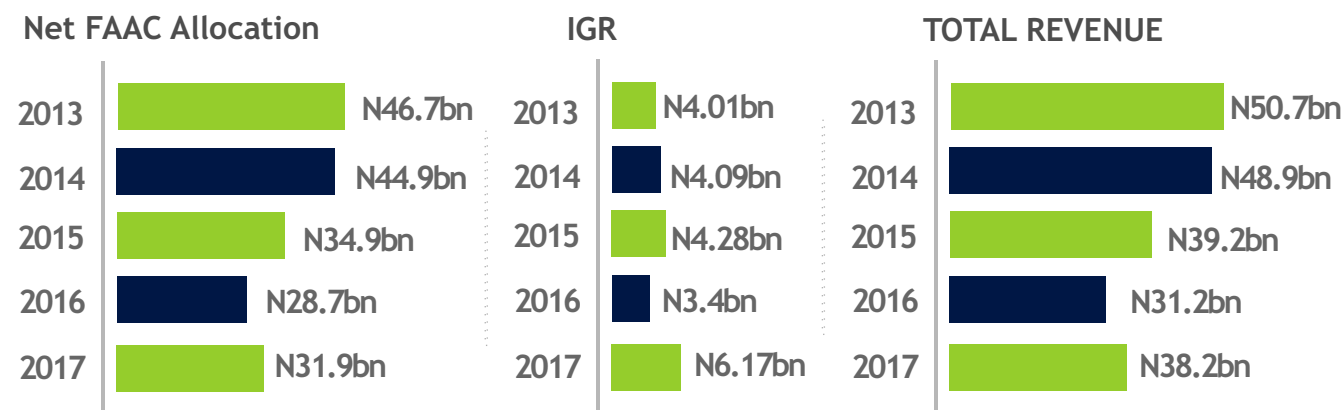


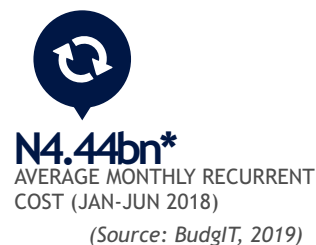
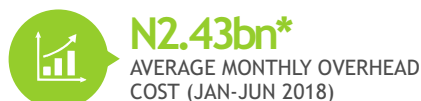
Fig 1.2 Overview of Fiscal Situation of Nasarawa



#### STRUCTURE OF STATE'S REVENUE



#### EXPENDITURE



The NEDS harmonises contributions from key MDA as captured from meetings with them and as encapsulated in their presentations during the Ministerial briefings with the Executive Governor. It also takes on board inputs from Academia and the private sector. These engagements allowed a robust discussion on the challenges that the state faces, and the key competitive advantages that it can quickly build on to realise the yearnings and aspirations of the people.

The emergence of this plan and the strategies contained therein, projects the core beliefs of the current administration regarding the purpose of public policy. It is founded on the belief that by setting a common course and investing in shared goals, better economic outcomes will be achieved.

The rationale for the development of NEDS rests on the need to harness the vision for Nasarawa -as among the top 3 states by 2023- to a clear set of policies and strategies that will guide public, private and third sector engagements and investments in economic, infrastructural, social and environmental programs. The benefits of having a development strategy that provides an integrated approach to development, grounded in a clear assessment of need and what can be realistically achieved has been widely accepted as an urgent need by all sectors, including international donors.

The purpose of NEDS is to provide overall direction for the growth and development of the State. It will provide a framework through which all sectors of the economy - public, private and third sectors - can direct their energies and contribute to the improvement of the quality of life of people in the State. For all sectors, it will provide the means through which their performance can be evaluated against the set goals and objectives. The plan will also be a vehicle through which the State Government can publicise to the general public the direction in which the State intends to advance development over the coming four years and beyond. Finally, such a plan will also be an essential framework for international assistance.

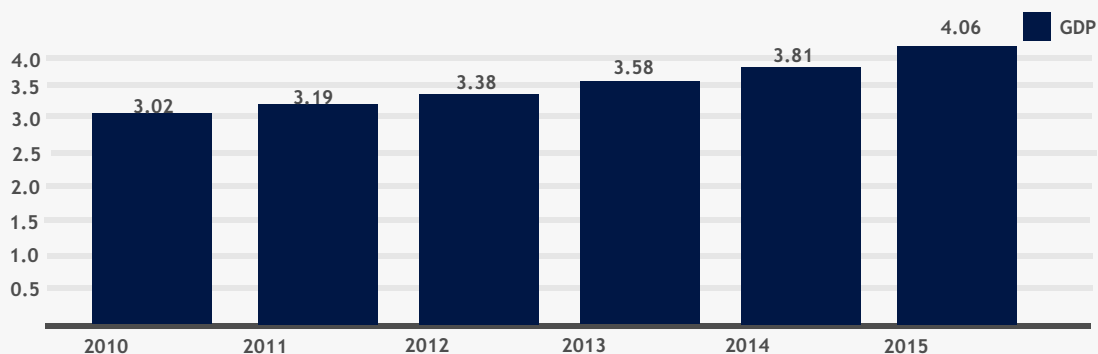
NEDS therefore;



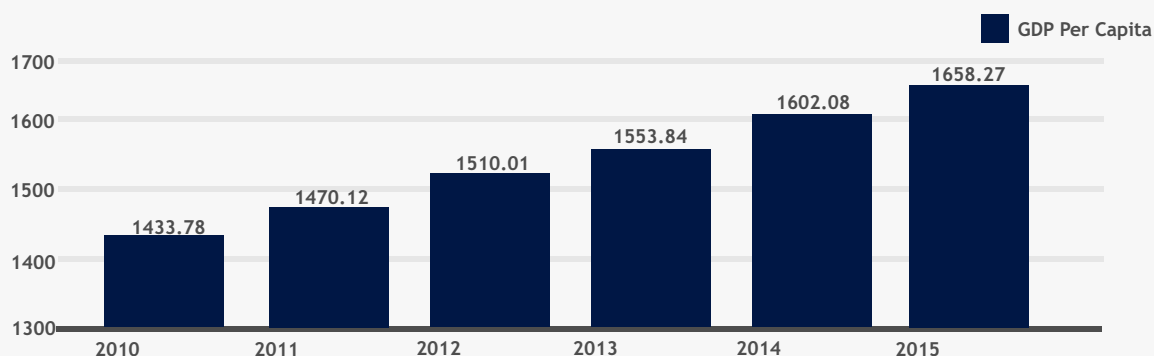


## OVERVIEW OF NASARAWA STATE ECONOMY

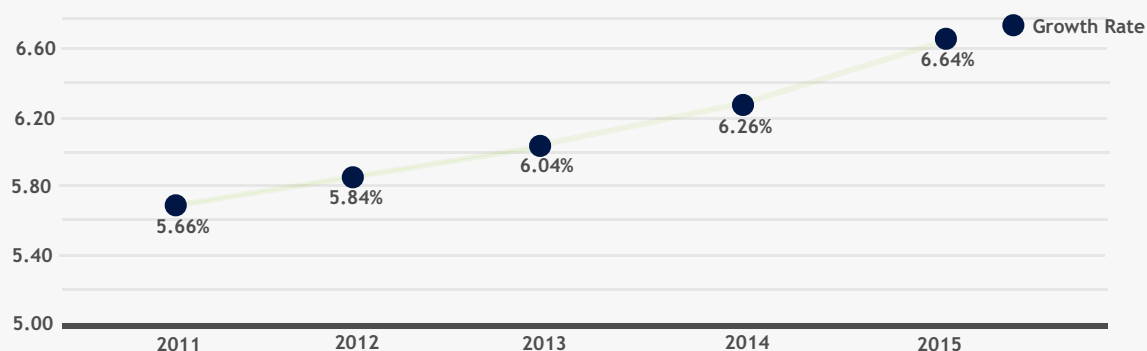
Est. Gross Domestic Product (GDP) for Nasarawa - \$ Billions



Est. GDP Per Capita for Nasarawa (\$)



Est. GDP Growth Rate for Nasarawa (%)



Source: Kingmakers.com  
<http://stateofstates.kingmakers.com.ng/States/Nasarawa/GDP/>

- Latest ranking by Kingmakers.com (2016) -albeit unofficial- shows that Nasarawa ranks 11th in terms of economic performance (Kingmakers.com), better than Abuja, Kaduna, and Kano amongst other elite states in Nigeria.
- Although no formal estimates are available from the National Bureau of Statistics (NBS), the Nasarawa economy is largely agrarian, with informal calculations indicating as much as 70% of economic activities in the agriculture sector. The state has naturally geographical advantages for agriculture (vast lowlands, proximity to River Benue) and crops such as maize and soybeans are produced.
- Despite possessing some of the largest solid mineral reserves in the country, the solid minerals industry remains relatively underdeveloped, with processing even further behind exploration in the state.
- The state remains heavily under-industrialised and a number of agro-allied industries or projects remain comatose, e.g. Sesame seed cleaning plant.
- According to the NBS May 2019 Inflation report, consumer price inflation in Nasarawa State is 12.2% and food price inflation is 15.1%. This compares unfavourably with national and North-Central averages of 11.4% and 11.2% for consumer price inflation, and 13.8% and 13.9% for food price inflation. This shows a high cost of living and high cost of doing business relative to income levels in the state.
- According to the NBS state unemployment report, Nasarawa state has an employment rate of 48.3% (28th highest in the country), unemployment rate of 27.4% (27th highest in the country) and an underemployment rate of 24.3%
- Nasarawa State has a number of government owned industries that are currently operating at zero to little capacity. These include Nasarawa Sacks and Packaging Company, Akwanga; Fertilizer Blending Plant, Lafia; Nasarawa Spring Water of Nigeria, Lafia; Farin Ruwa Electrification Plant, Farin Ruwa.
- The obstacles to industrialisation in Nasarawa State are mostly the common challenges faced by manufacturing businesses in Nigeria. These include low connectivity to other markets, low exports, limited access to cheap credit, high infrastructure costs, opaque and restrictive land practices, opaque and restrictive regulation, low digital penetration, low innovation, and weak competitiveness.
- The World Bank positioned Nasarawa 24th (2014: 12th) on its subnational ease of doing business rankings in 2018. The state is ranked 10th for starting a business, 34th for dealing with construction permits, 22nd for registering property, and 14th for enforcing contracts. Nasarawa State was one of only four states that recorded lower scores in the 2018 report (55.40), compared to the 2014 report (55.58), demonstrating the lack of progress the state has made in creating an enabling business environment. According to the World Bank, the state only implemented recommended reforms in one area (starting a business), which helps to explain the deterioration in the business environment.

## 1.2 THE VISION

The vision is to be among the top three most competitive states in Nigeria by 2023 in terms of sustained accelerated growth, increased economic opportunities and prosperity, social inclusion, and improved quality of lives of the citizenry.

The goal is to improve the productivity of the state by leveraging its competitive advantages towards achieving inclusive economic growth and socio-economic transformation of the state that translates into substantial improvements in the quality of lives of the state citizens.

Latest ranking by Kingmakers.com (2016) shows that Nasarawa ranks 11th in terms of economic performance (Kingmakers.com), better than Abuja, Kaduna, and Kano amongst other elite state in Nigeria. In terms of Business Environment, it ranks 24th, and in terms of wealth generation and distribution, it ranks 16th. We are clear on where we are and committed to doing the necessary work to move the State towards attainment of its vision.” In line with this, we target a minimum growth rate of 7.5% over the next four years.

## 1.3 STRATEGIC PRIORITIES

NEDS outlines a shared vision for the economy of the State and identifies medium-term goals and priorities to 2023. The framework separates strategic priorities into those that are 'GAME CHANGER' opportunities and the “REFORMS” that are needed to support and ensure sustainability of the “game changers.” The reforms serve as sustainability enablers that keep the state competitive' with other states and ensure that opportunities and benefits that are thrown up by the economy trickle down seamlessly through the economic ladder. In essence, the “reforms” are like the institutions, which define, support, and enforce the rules of the game.

Nasarawa will focus on executing FIVE GAME CHANGERS that will drive economic growth and improve the state's ability to create wealth for its people, attract and retain residents, businesses, and investments while also enhancing the resilience of the state economy. The five game changers are;

- i. Employment and Wealth Creation
- ii. Accelerated Industrialisation
- iii. Infrastructure Development
- iv. Human Capital Development
- v. Urban Renewal and Sustainable Housing Development

Investments in the game changers will crystallise through focus on nine key sectors viz; Agriculture, Solid Minerals, Health & Education, Power & Transport, Industry, Trade & Tourism, and Security. The key reform and sustainability enablers that will ensure sustained and accelerated impact of the game changers are;

- i. Reform of State Civil Service
- ii. Efficient Tax and Revenue Administration
- iii. Efficient Land Administration
- iv. Robust Economic and Financial Management



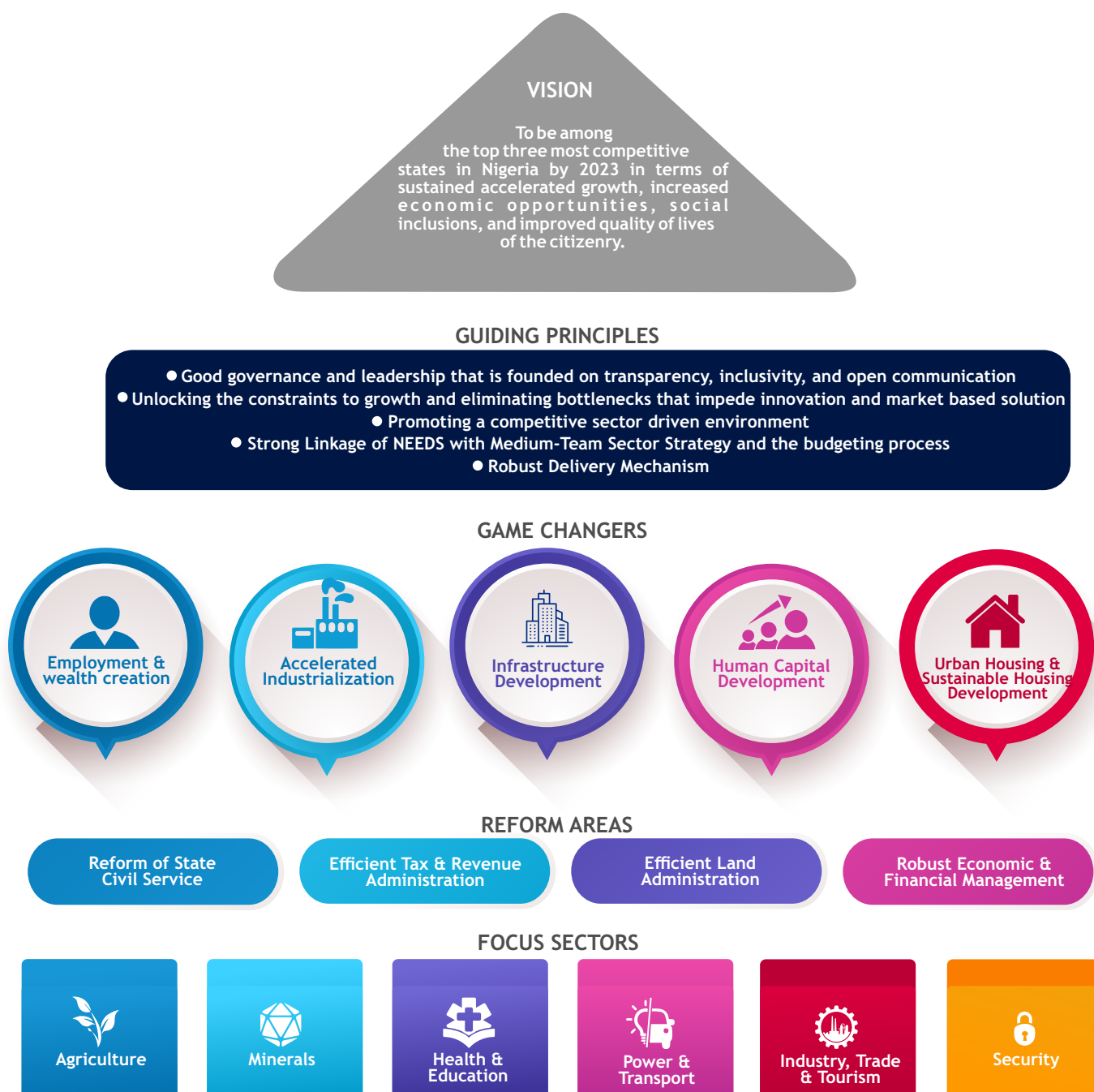


Fig 1. Strategic framework for the Nasarawa Economic Development Strategy

## 1.4 GUIDING PRINCIPLES FOR REALISING NEDS

The NEDS departs from previous traditional planning experience of States in Nigeria in that it is driven by strong political will, recognizes fiscal constraints up front, includes a pragmatic implementation mechanism and engages citizens on the change that Nasarawa truly needs to achieve collective aspirations.

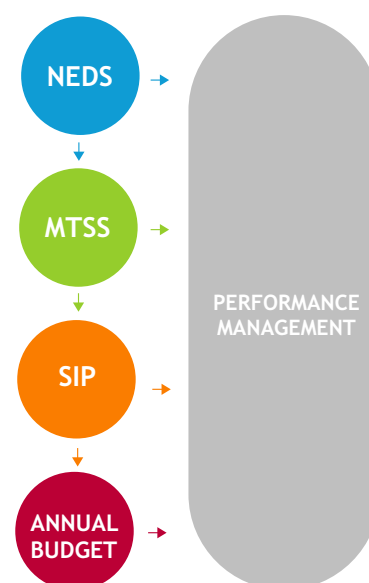
Medium Term Sector Strategies will be developed by Ministries, Departments, and Agencies (MDAs) to provide a basis for linking the State Development Plan with the annual budget. Each MTSS will feature the respective sector's programs and projects earmarked for implementation during the Plan period.

In addition, all 13 Local Governments in Nasarawa State will be expected to key into the SDP to enhance plan synergy and expenditure coordination between the two tiers of government. Budgets for MDA and the LGs are expected to derive from the MTSS. This logical linkage ensures that State Government expenditures as contained in the annual budget are in line with State Government priorities as articulated in NEDS, thus enhancing the effectiveness of public expenditures. Once a policy indication appears in the NEDS, it should be possible to follow it through up to the budget and MDA operational plan. Such a seamless transition from the NEDS through SIPs to the budget will ensure efficiency and effectiveness in government operations. In specific terms, to achieve the aspirations of NEDS, the Nasarawa State Government will be guided by the following five principles;

- i. **Good governance and leadership that is founded on transparency, inclusivity, and open communication.** Transparent, effective and fair governance must be deepened through institutionalising robust anti-corruption initiatives, improved security provision, revitalisation of the civil service, and ensuring co-ordination across all local government areas.
- ii. **Unlocking the constraints to growth and eliminating bottlenecks that impede innovation and market-based solutions.** Innovation and growth are constrained by poor infrastructure, business unfriendly regulations, access to finance, and lack of necessary support facilities. This plan focuses on resolving these challenges sustainably, with the expectation that it will result in modest changes in GDP, which will be a direct result of these initiatives, to ensure that Nasarawa remains a competitive proposition for visitors, businesses, and investments against other states nationally, and at the continental level.
- iii. **Promoting a competitive private sector driven environment.** this will involve de-risking the business environment and setting up appropriate legal, regulation, and institutional framework for Public Private Partnerships to thrive and incubate to the desired level.
- iv. **Strong linkage of the NEDS with the Medium-Term Sector Strategy and the budgeting process.** NEDS will be linked to the annual budget through the MTSS, supported by strengthened management system and process, as well as budget development support. This is critical, as NEDS envisages a total shift to the Zero-Based Budgeting technique by 2021.
- v. **Robust delivery mechanism.** The delivery mechanism is critical to the achievement of the objectives of this plan. Focused delivery facilitated by an institutionalised set up (a Delivery Unit) in the governor's office will be critical in facilitating the delivery of the strategies and overall achievement of this plan. The central role of this Delivery Unit will be the unblocking of constraints that are hindering the implementation of projects. Responsible institutions will be expected to focus on identified strategies, establish clear targets, and develop detailed action plans, which will allow the allocation of resources to

## 2. COST AND FINANCING OF NEDS

NEDS provides high-level strategies that will be further translated into action plans. It does not describe the details of every project or program that the State intends to implement - which ultimately implies that this plan does not include costing. This detail is to be developed and contained in the individual MDA Medium Term Sector Strategies (MTSS) and Sector Implementation Plans (SIP) which will feed into the annual budgeting process. However, it is necessary to provide a broad assessment of the level of investment and scale of capital expenditure that would be required to implement the strategies. This will facilitate an evaluation of the extent to which the financial resources of the State Government through the budget will address the funding needs of the NEDS. Also, it would help determine the level of funding that needs to be sourced by partnering and engaging with the private sector and other international development partners in the delivery of the NEDS.



The capital investment outlay for the delivery of the strategies in NEDS will cover the required investment to be made in the game changers that serve as the pillars for driving the State towards growth and prosperity. The investment outlays in the strategic priority areas will crystallise through the focus sectors of Agriculture, Solid Mineral, Health, Education, Power, Transport, Industry and Trade, Tourism, and Security. This investment outlay, which will cover the period of 2019 to 2023, will require significant investments by both the private and public sectors to stimulate economic growth and create wealth. Creative investment strategies will also be required for the fundamental reform areas to ensure the overall development of the State's economy. The bulk of contribution to the economic reforms and enablers will be non-State Government expenditure led. In addition, substantial development partners-based investments will be needed to fund governance and governance reform initiatives in the NEDS.

It is envisaged, that the burden of providing the total required capital investments to achieve the strategic goals of NEDS will not rest solely on the State Government, as there is the expectation that NEDS will create a robust environment for a well-functioning mixed economy that attracts, retains, and sustains the private sector, while allowing for a solid framework that harnesses, unlocks, and maximises the inherent opportunities and potentials that the private sector brings to bear for the development of the state. Public and private investments will, therefore, be harnessed to stimulate economic activities and engender job creation, inclusive wealth creation, and sustained improvements in the living conditions of the populace.

It is the hope and expectation of the State Government, that private sector players, international development partners, and members of the third sector; all play a role in financing capital investments. Such investments will be required mostly in all the strategic priority and reform areas, as well as for the enablers. It is assumed that in addition to public sector investments, the investment of the private sector and international development partners is expected to average 35% in the first year of the strategy implementation, with 10.5% increase for the second year, and 12% increase for the third and fourth year.

prioritised interventions. As part of the delivery mechanism, the legal, policy, and regulatory environment must be improved upon, and in this stead, the legislative arm will have a critical role to play. Effective communication with the people will ensure buy-in and support enhance delivery; sturdy monitoring, evaluation, and assessment system that is supported by information technology will also be critical in tracking progress and fast track issue resolution and project delivery.

## 1.6 SCOPE OF NEDS

NEDS embraces all the main drivers of development in the state: economic in terms of employment and wealth creation; infrastructural; human capital, and environmental. Issues of governance and civil service reforms, tax reforms, and financial management are also fundamental to the future direction of the Nasarawa and these are considered as reform areas that cut across all aspects of development. This plan is itself an aspect of transparent and motivational governance, designed to set out the goals and vision for a State in the medium term, and the strategic route to achieving these aims that can be monitored and for which all actors in the process can be held to account.

The plan is about vision, policy, and strategy. That is, where the State wants to be by 2023, and how it will get there (what it will do and how it will do it). The plan will not describe the details of every project or program that the State intends to implement - which ultimately implies that this plan does not include costing. This detail is to be developed and contained in the individual MDA Medium Term Sector Strategies (MTSS) and annual budgets and programs.

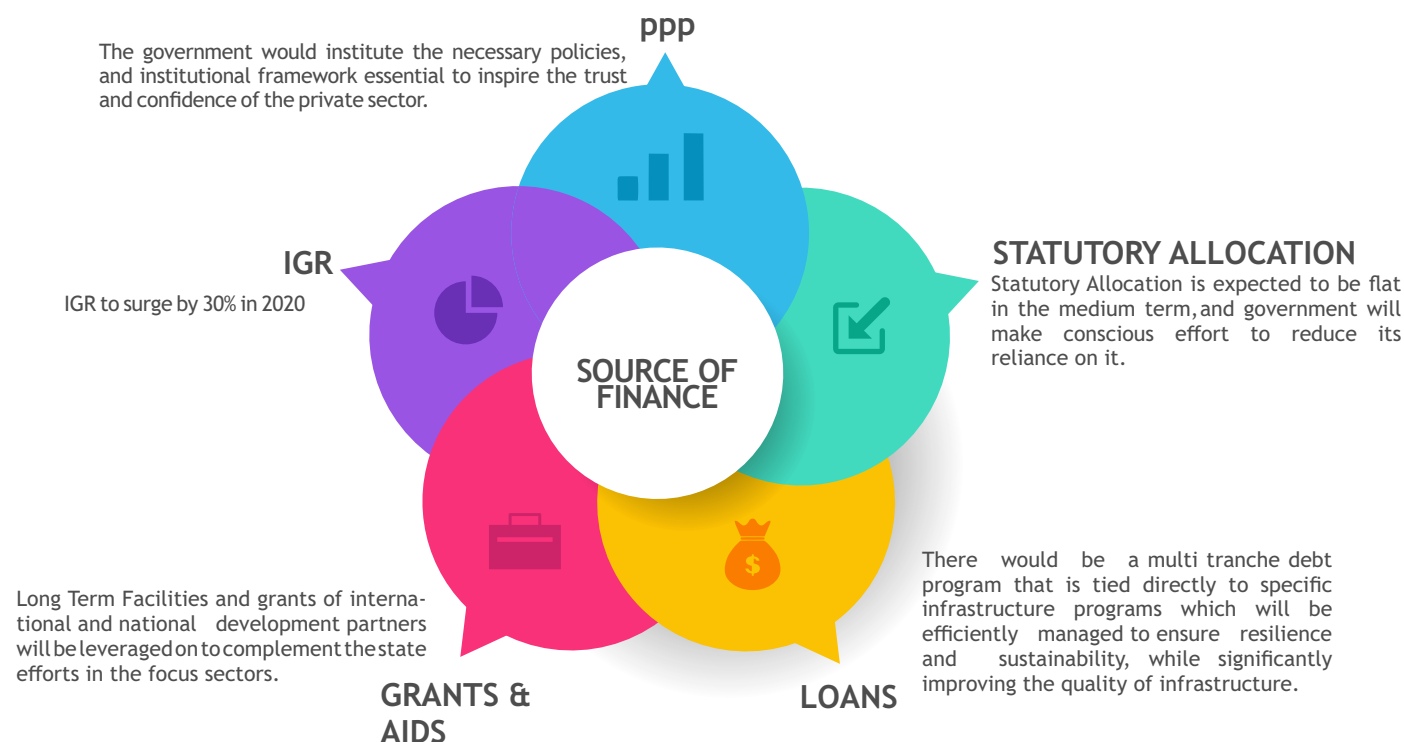
## 1.7 STRUCTURE OF NEDS

The Nasarawa Economic Development Strategy 2019-2023 is structured into three parts. Part One comprises four chapters, which focus on the Background, Financing, Strategic Framework, and Implementation, and monitoring and evaluation respectively. Chapters Two and Three are of particular significance as the former provides insights into the likely financial resources that will be available for the plan while the latter provides the strategic direction. Chapter Four presents the institutional framework for plan implementation, monitoring, and evaluation.

Part Two provides an analysis of the reform areas, and structured into five chapters. Part Three provides a review of the focus sectors expected to contribute to the achievement of NEDS. It includes strategies that will power the economy and help achieve the objectives of this plan. These are to be subsequently elaborated into detailed action plans under the MTSS.



## 2.1 FINANCING PLAN FOR NEDS

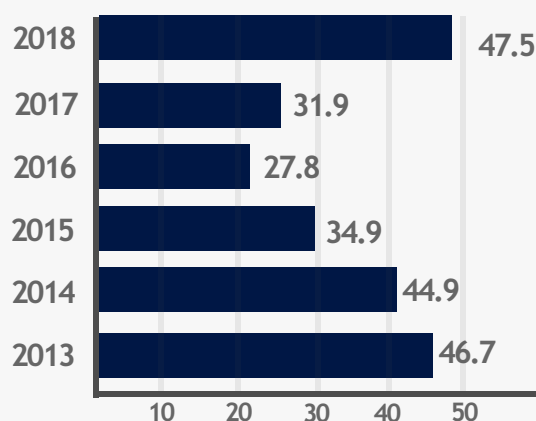


Nasarawa State is far from her development goals and will need a large pool of funds to attain its goals. To position the State as one of the top three in Nigeria by 2023 in terms of competitiveness and economic growth, the NEDS target an annual average GDP growth of 7.5% in the next four years. This could appear ambitious when compared to the 3.01% GDP growth rate targeted by the federal government in the 2019 budget. However, given the current impressive growth rate, the state's rich resource endowment, and the commitment of this administration to good governance and political will to implement the NEDS strategy, the targets are realistic and achievable.

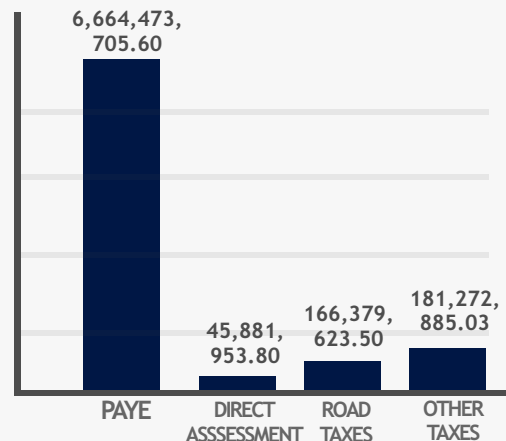
The following hybrid of traditional and innovative financing sources will be utilised in the funding requirements in the NEDS.

### i. Internally Generated Revenue

Currently, internally generated revenue averages 4.3 billion annually, and this is far from covering its average monthly recurrent expenditure of expected, talk less of capital investments. Given the investment drive of the State Government, expected tax and revenue administration reforms, and other initiatives aimed to ease the business environment, we expect the IGR to surge by 30% in 2020, and continue to improve annually by 10%. The NEDS has, therefore set out strategies to increase IGR. The strategy includes steps to block all loopholes through which revenue accrued to the state had hitherto leaked. This is expected to be driven by full automation of the state revenue collection process.

**IGR (bn)**

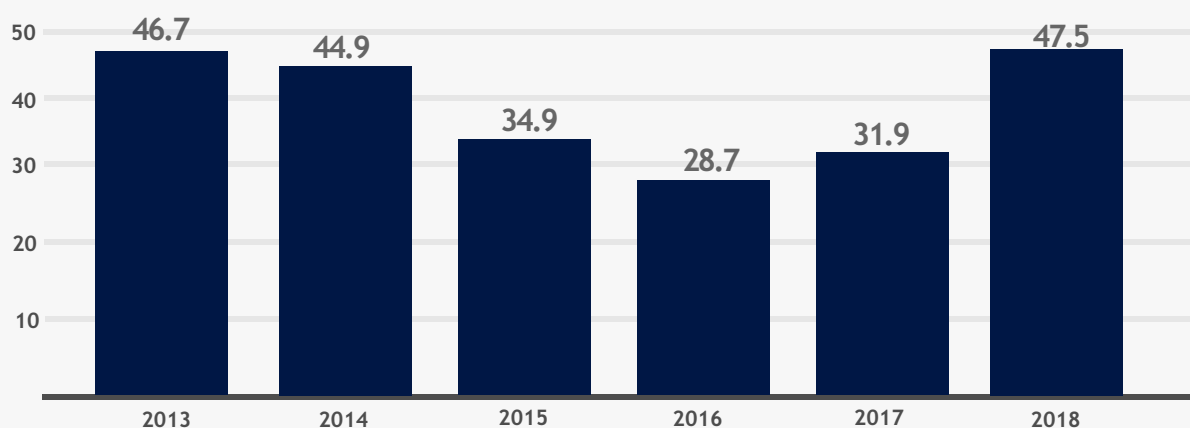
Source: NBS, CBN

**Breakdown Of IGR (bn)**

Source: NBS, CBN

**II. Statutory Allocations**

It is also expected that statutory allocations will improve over time. The government will limit borrowing to only productive projects. The fiscal strategy will support the creation of “buffer” to mop up funds if there are future surges in revenue to enable sustained program implementation. The private sector and development partners are expected to bridge the financing gap

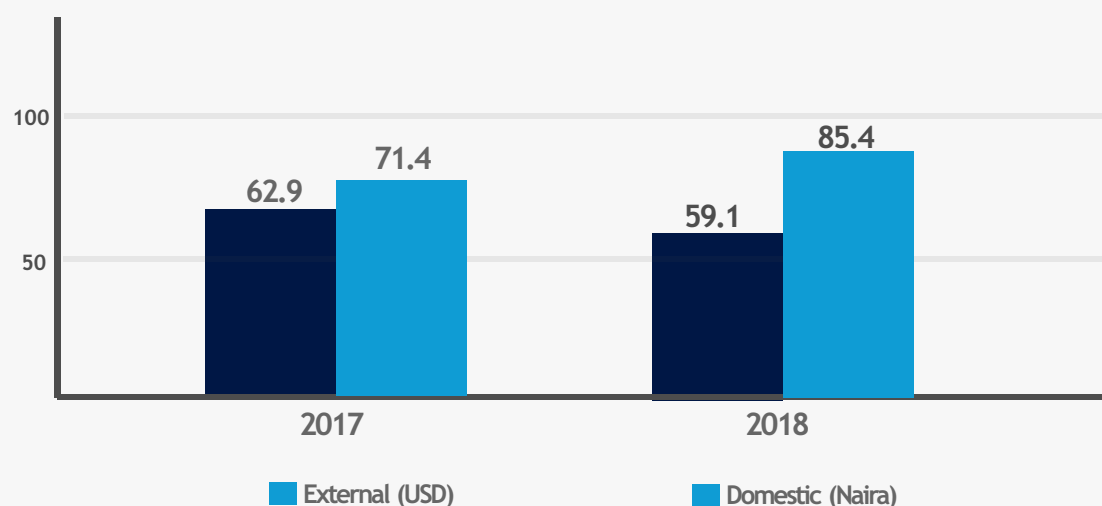
**Annual Statutory Allocation (bn)**

Source: NBS, CBN

**III. Loans**

There will be a multi-tranche debt program that is tied directly to specific infrastructure projects, which will be efficiently managed to ensure resilience and sustainability, while significantly improving the quality of infrastructure. Necessary frameworks will be put in place that will allow the state to tap into the capital market and other alternative finance such as Sukuk for funding infrastructure projects and refinancing other short-term loans.

### Debt Profile (USD Million, Naira Billion)



#### iv. Public Private Partnerships

Public private partnerships remain an effective and efficient way of bridging the infrastructure needs of states, and Nasarawa State has begun to initiate partnerships for win-win initiatives to drive investment, raise revenue, create jobs, and stimulate economic growth. The achievement of the strategic priorities of the state government requires significant infrastructure development which can be developed by innovative mechanisms such as PPPs.

Blended financial packages will be utilised, where mega PPP projects will include both Western and Non-Interest finance elements. Nasarawa State will also engage and tap into direct institutional investment funds such as those the NSIA offers through InfraCredit and Guarantco, Nigeria Housing Development Fund, etc. There is however, the need for the State to fully roll out a robust PPP framework that will inspire the trust and confidence of the private sector in the State.

#### v. Grants and Intervention Funds from Multilateral Agencies

Long term facilities and grants of international and national development partners will be leveraged on to complement the state efforts in the focus sectors. Favourable long-term loans and grants will be obtained from multi-lateral financial institutions, to activate the critical enablers of the priority projects.

To ensure transparency and accountability, performance-monitoring mechanism of these monies will be instituted.

### 3. IMPLEMENTATION OF NEDS

The implementation of NEDS requires high level political will, a strong and focused leadership team, and a well-capacitated and motivated civil service. There is also the need for a clear implementation and phasing procedure. Plans that fall short in this area mostly fail in delivering on its promises. In line with this, CO-ORDINATION, INTEGRATION, AND DELIVERY (CID) will underpin the delivery of all the proposed interventions required to achieve the objectives of the NEDS:



Together, they reflect the Nasarawa State Government understanding of the political economy of the delivery of NEDS, as well as an appreciation of the critical issues militating against the delivery of most development plans.

#### 3.1 INSTITUTION ARRANGEMENT AND ALIGNMENT

##### i. The State Executive Council

The Executive Council, led by the Governor, will be ultimately responsible for the achievement of the overall goals as set out in NEDS. The Council will ensure that all stakeholders' works are aligned and coordinated towards the common set of priorities. The Council will ensure that key initiatives are well funded. It will also review implementation status reports and conduct field visits as part of its monitoring and evaluation exercise. In terms of feedback and adequate communication of the implementation of NEDS, quarterly town hall meetings between the executive and the citizens will be held across the different geo-political zones on a rotational basis. The Executive Council will also be expected to promote and build the image of the state and promote the investment potentials in the state in all of its engagement.

##### ii. Nasarawa State House of Assembly

The Nasarawa State House of Assembly will play a role within the context of their oversight function and passing necessary bills that are critical to the achievement of certain initiatives in the NEDS. They will facilitate the speedy passage of yearly appropriations and ensure that they indeed work in a collaborative manner with the executive in ensuring the achievement of the objectives of NEDS.

##### III. Local Government

Local governments are considered a critical stakeholder in the implementation of this plan because they are closer to their communities and the grassroots, and as a tier of government in Nigeria, they have constitutional responsibilities, and defined sources of resources; all of which give them some strategic advantages in the implementation of the NEDS



In this stead, productive partnership and collaboration between the NASARAWA STATE GOVERNMENT and the 13 LGs will be a critical enabler for the successful implementation of the NEDS. It is expected that the LGs will own NEDS and mobilize its communities to participate fully in the process of development, implementation, and monitoring of the projects, programs, and policies as encapsulated in NEDS. LGs will also be expected to capacitate its core planning officers, to engage effectively with the institutional set up at the State level for monitoring and evaluation of the implementation of the NEDS.

It is expected, that the LGs will rally the civil society within their environs to create advocacy and ensure that the objectives of the NEDS for their areas are achieved and that the quality of life of their people is substantially improved. To ensure there is seamless relationship between the State Government and the LGs, the State Government will revitalise and strengthen the platforms for inter-governmental regular meetings and updates on development issues concerning the implementation of the NEDS in the various Lgs.

#### **IV. Nasarawa Economic and Investment Advisory Council**

The Council - which is composed of key influencers/experts from the Local and International Business community, State Government, and the State traditional council- will play a central role in the implementation of the NEDS by attracting the investment and funding into the priority sectors. The members of the Council are expected to leverage their experience and network to unlock constraints that hinder the achievement of the objectives of NEDS and facilitate the inflow of domestic and foreign investments. The Council will provide an effective mechanism for engaging the private sector on matters relating to investment and economic development of the State.

Its members will also act as investment ambassadors for the State, to promote the state as a credible investment destination, while also facilitating and attracting both national and multilateral technical and financial support for the development of key sectors of the State's economy.

The state government would ensure all necessary support is provided to the Council to fulfil its mandate effectively and it also will ensure that the Council's work is well integrated with the policy and program direction of the Government.

#### **V. State Ministries, Department, and Agencies (MDAs)**

MDAs are the core of the implementation process in the State. The NEDS set the medium-term strategic perspective for the more detailed MTSS planning undertaken by the MDAs which make up the main implementation agencies of the state. Individual MDA will need to harmonize their action plans with the broad parameters of NEDS and then reflect the aims and direction of the game changers and reform in their annual budgets.

#### **VI. The Private Sector**

It is expected that the private sector will play a critical role in the overall development of Nasarawa State. Across the strategic priority areas of the Government, the Government expects the private sector to invest, in other to create a win-win situation actively; i.e. achieve its organisation objectives, and also stimulate job and wealth creation for the State. As espoused earlier, the private sector is expected to bridge the NEDS funding gap by over 30%.

The Government is putting in place various incentives, unblocking constraints to doing business in Nasarawa in terms of improving the business environment, and developing industrial parks. It is expecting the private sector to take full advantage of these initiatives to expand their investments across the priority areas.

The Government is open to cooperation and collaboration with the private sector through innovative frameworks such as PPPs. It is envisaged that the PPP will be a financing option for critical infrastructure development, and investment crystallisation during the strategy period. To facilitate this, the Nasarawa State Government will develop a robust PPP framework, which will include the set-up and management of a well-resourced and functional PPP Unit that will inspire the trust and confidence of the private sector to engage with the State, while also ensuring the State gets significant value for money on projects. The PPP Unit will also ensure that the MDA get the needed support in developing a credible pipeline of well-prioritized and bankable PPP projects.

In addition, the Government is creating an enabling environment to facilitate private sector growth. Government has also created a basket of incentives to boost investors' confidence in line with the State's new industrial policy framework. These are designed to deepen the role of the private sector in catalysing economic growth and development, as well as in generating job opportunities for our teeming youths. Corporate social responsibility activities of the Private sector are also expected to come in, in the form of delivery of projects and programs to communities within Nasarawa. The Nasarawa State Government expects the private sector to continue to play this role and increase its effort in service delivery to communities.

Generally, the private sector is expected to be the engine of growth for the Nasarawa economy and to create sustainable wealth and jobs for the citizens under the NEDS framework. The role of the Nasarawa State Government in this stead will be to continue to improve investors' confidence by de-risking the environment and creating an enabling environment that allows private investment in the State to incubate to the desired level. Several investment incentives, including tax holidays, expatriate quota, duty drawback scheme, land acquisition concessions, and community relations interventions have been packaged to stimulate private sector investment in the State.

The Government will continue to encourage and promote industrialisation in the State. This is a critical enabler of sustainable growth and wealth creation in the State.

## **VII. The Civil Society**

Civil society refers to non-governmental organizations (NGOs), community-based organizations (CBOs) and faith-based organizations (FBOs). The Nasarawa State Government recognizes that a strong and strategic partnership with this community is fundamental to the successful implementation of NEDS.

This is founded on the fact that the Civil Society can network, rapidly mobilize resources, and respond to the needs of communities and vulnerable people that Government might not easily reach. Its contribution to economic growth and development, in terms of advocacy, service delivery, and support to the vulnerable groups, conflict resolution and engagement at national discourse remains invaluable.

not easily reach. Its contribution to economic growth and development, in terms of advocacy, service delivery, and support to the vulnerable groups, conflict resolution and engagement at national discourse remains invaluable. No one single MDA of Government has overall responsibility for dealing with this sector. Instead, the relevant Ministries in the specific areas that civic sector bodies operate should deal with the issues, concerns, and interactions of the civic sector with development in the state.

The Nasarawa State Government expects that the Civil Society will play a critical role in communication, as well as the monitoring and evaluation of the implementation of NEDS. In this regard, the Government will rely on civil society to participate fully in the dissemination of information on the NEDS and promote human capital development and youth empowerment schemes, as well as fostering attitudinal change and value re-orientation among citizens and promotion of peace and security in Nasarawa State. In addition, the civil society will also be expected to contribute and influence policy decisions, as well as tracking of progress in the implementation of government programs to ensure desired results are achieved. The Government will create the necessary platform to ensure that the activities of civil society are well coordinated for maximum impact.

## **VII. Development Partners**

Development partners play a critical role in entrenching sustainable growth and wealth creation through the provision of technical and financial support. While several projects have been implemented in Nasarawa over the years by development partners, when compared to other states with similar characteristics as Nasarawa, what stands out is the fact that Nasarawa has not effectively tapped into the full potentials of what development partners offer. This stems partly from poor communication of the vision of the Government, lack of technical capacity to effectively engage with development partners, inadequate planning and preparation for required counterpart funding requirement in certain instances, and lack of an effective monitoring and evaluation framework, as well as a truly transparent process that engenders the trust of the development partners. All these issues will be addressed by the Nasarawa State Government, as the contribution of development partners are invaluable in the achievement of the vision of the NEDS.

The Government will set up necessary frameworks and mechanisms - that inspire trust and confidence of the development partners- to engage and attract development partners' support for the successful implementation of the NEDS, especially in critical areas of health and education, as well as public sector capacity building. This effort will be supported by the active engagement and lobbying of the various Federal Government MDAs that are recipients of development partner support. The Government will also be committed to meeting its obligations in terms of counterpart funds to ensure aid and credit effectiveness

## **IX. The Delivery Unit**

The use of delivery units in the achievement of specific government priorities is now a best practice approach, which has proved veritable in Nigeria and across the globe. In line with this, and given the prevailing implementation challenge that usually limits the civil service, the Nasarawa State Government will set up a Delivery Unit within the Governor's office that will drive and support the implementing agencies in the delivery of the government's priorities as set out in NEDS.

The Delivery Unit leader is expected to be a core professional, who commands the trust and the respect of others in the field, and he will report directly to the Governor. To preserve flexibility, it will be small in size and composed of top talents recruited from within and outside the government.

The independence of the Unit from the implementing MDAs it will be influencing will allow the Unit to be a “critical friend” that delivers difficult messages, but also sustains trust and credibility with actors in the system. On behalf of the Governor, the Delivery Unit shall interface with the leadership and staffing of all state MDAs in ensuring their programs and projects are being implemented at the fastest possible pace with the best quality while building synergies across various MDAs. The focal point for the Delivery Unit will be the Monitoring and Evaluation desk officers in each MDA.

The Delivery Unit will focus on breaking the silos of government to ensure seamless and effective delivery, debottlenecking; doing the analysis, coordination, and facilitation to unravel the problems that occur in the implementation across MDAs. It will lead the rapid assessment of matters considered strategic and potentially inhibit or even speed up the process of governance, and then propose to the Governor to react.

It will liaise closely with the Monitoring and Evaluation Department in the Ministry of Budget and Planning to receive reports on budget implementation and Key Performance Indicators.





## 3.2 COMMUNICATION PLAN

It is expected that in the implementation of the Blueprint, the office of the Governor will make sector and economy-wide performance reports available annually to the public. Such reports would indicate whether the NEDS is being implemented as planned and whether the NEDS implementation is creating the desired effects on the lives of the citizens. The report would also afford members of the public, especially NGOs and CSOs, the opportunity to review performance and evaluate them in their perspectives. In addition, members of the public would also indicate whether the development initiatives have an effect on them.

An annual Economic and Investment Summit will be delivered by the government, which will also serve as a Public-Private Dialogue mechanism for engaging citizens on issues of policy, budget prioritization, good governance, transparency, responsiveness and socio-economic welfare of the people. Given that the NEDS is a living document, periodic review and refinement of NEDS will be initiated by the Governor's Delivery Unit. The proposed quarterly town hall meeting between the executive and citizens will be held across different Geo-political zones will also serve as an excellent platform for communicating the implementation of NEDS with the people.

## 4. MONITORING AND EVALUATION

### 4.1 INTRODUCTION

Monitoring and evaluation (M&E) are crucial as it ensures that implementation of the plan remains on course and that expected deliverables are achieved in a transparent, cost effective and timely manner that meets international standard.

M&E for NEDS will involve regular tracking, collection, analysis and assessment of information on progress in the implementation of the plan, as well as periodic production of M&E reports and policy briefs, over the four-year plan period. It will cover policy, programme and project implementation performance and impact assessment. NEDS set a robust M&E system that will be technologically empowered to track performance of the plan. The proposed M&E implementation strategy will operate at two levels; input-output tracking and output-outcome assessment. Input-output monitoring ensures that resources are being effectively deployed and expected deliverables are achieved timely and efficiently. It also ensures that implementation difficulties are nipped in the bud. Output-outcome assessment, in this context ensures developmental objectives are being achieved.

### 4.2 INSTITUTIONAL SET UP FOR M&E

Monitoring and evaluation will take place on three but integrated levels. The first level will be that of the Ministry of Finance, Budget and Planning (MoFBP), the second level will be at the implementing MDA level, and the third will be at the Delivery Unit level.

The Ministry of Finance, Budget and Planning (MoFBP) will undertake system-wide Monitoring and Evaluation to monitor key indicators of progress across the various sectors. This exercise is expected to produce a usable track of lessons learnt and the required corrective measures for subsequent years. The MoFBP will produce a regular impact evaluation report through its leadership of the State Bureau of Statistics and partnership with key international agencies. This report will assess in detail the impact of the state's capital projects on various socio-economic indices.

The Unit will be responsible for monitoring MDAs implementation and incentivizing performance. The Unit will also set milestones and track implementation programme progress (adherence to plan, budget, and outputs) within MDAs, and highlight and manage areas of delivery risk and interdependencies. The policies and targets presented in this plan need to be reviewed, monitored and evaluated at regular intervals to establish whether progress is being made and to make changes or adjustments where necessary. Sector Implementation Plans will each have a dashboard that feeds into the overall results framework for the Plan that is being developed.

On behalf of the Governor, the Results Delivery Unit (RDU) shall interface with the leadership and staffing of all state MDAs in ensuring their programs and projects are being implemented at the fastest possible pace with the best quality while building synergies across various MDAs. The focal point for the RDU will be the Monitoring and Evaluation desk officers in each MDA. The Delivery Unit will focus on breaking the silos of government to ensure seamless and effective delivery, debottlenecking; doing the analysis, coordination, and facilitation to unravel the problems that occur in the implementation across MDAs.

### 4.3 REPORTING TIMEFRAME

M&E reports from MDAs are to be submitted quarterly, half-yearly or annually depending on the nature of programmes/projects.

### 4.4 MONITORING TOOLS

A 'work-plan' and a 'progress review' will be used for monitoring. The work plan will indicate expected input and output and activities described in a schedule sequence in relation to each immediate related objective including planned commencement and completion dates and MDAs responsible for carrying out the activity.

### 4.5 PROGRESS REVIEW

The progress review will show whether:

- i. Inputs are being made available as planned.
- ii. Activities are being carried out according to work plan.
- iii. Outputs being produced are according to schedule.
- iv. Charges have taken place.
- v. Problems or difficulties have been encountered.
- vi. Remedial actions have been taken or are planned.

### 4.6 REQUIREMENTS FOR EFFECTIVE M&E

For M&E effectiveness the following are required:

- i. Adequate staffing (in terms of number, quality and cognate experience) of the M&E units, especially the M&E unit in the Ministry of Finance, Budget, and Planning.
- ii. Release of funds for projects will be premised on a clean report from the M&E units on the earlier programmes/projects executed or funds released.
- iii. Adequate funding of M&E units with running grants and timely release of such funds as well as appropriate equipment.
- iv. Constant dialogue and exchange of ideas and experiences among the various levels of M&E units.
- v. Insistence on clearly defined KPIs in all programmes/projects. No project will be admitted into the budget or approved without explicit statement of how it will be monitored and evaluated, including where possible, quantifiable indicators and targets.
- vi. All budget proposals will be required to indicate a 'risk benefit analysis', stating the critical assumptions and external factors upon which the achievement of budget objective depends.

## 4.7 M&E REPORTING FORMAT

All MDAs will be required to adopt the same M&E reporting format and other guidelines that would be provided from time to time. All reports will ensure that:

- i. Approved projects include an M&E plan with appropriate indicators.
- ii. There are sections for feedback from the various government supervisory agencies and stakeholders.
- iii. Performance evaluation of budgets and projects are carried out at the end of the budget year or during project implementation. This would be regularised and included in project design for effectiveness.

The report format addresses the following among others:

- i. MDAs initiatives/activities/projects - each MDA would provide full details on every project stating clearly targets to be achieved.
- ii. Implementing agency - MDA directly implementing the project.
- iii. Monitoring agency - supervisory agencies and/ or other stakeholders.
- iv. Monitoring frequency - project monitoring frequency, depending on the project nature could be quarterly, half yearly or annually.
- v. Key performance indicator (KPI) - observable improvement expressed in quantitative and qualitative terms
- vi. Percentage completion - extent of programme/project completion.
- Issues - all identified risks associated with programme/project execution.
- vii. Mitigation - necessary remedial action taken to prevent or minimise the impact of the risks identified.





# PART 2

## REFORM AREAS

## 5. CIVIL SERVICE REFORM

### 5.1 STRATEGIC ISSUES

As to all other Civil Services, the Nasarawa Civil Service are the bedrock of the state's public administration, and by virtue of the quality of its knowledge, experience, and understanding of the state public affairs, its support to the chosen representatives (executive and legislative) in promoting the welfare and enhancement of lives of the people of the state is critical.

Despite this critical role of the civil service, the Nasarawa State Civil Service still struggles with delivery or implementation of essential policies, directives, or programs that are initiated by the executive, legislature, or judiciary. The state civil service is plagued by a myriad of challenges; chief among them is the lack of adequate personnel training and development. Low availability of resources has made the State fail in delivering a robust and sustainable capacity building program for its staff. To facilitate efficiency within the civil service, the State must invest in training programs for its staff as its key resource for building a better system.

Again, the promotion of staff and privileges has been halted, and this has stunted the ambition of the state personnel, thereby stunting the zeal for innovation and excellence. Also, the absence of a legal mandate for the existence of some MDAs, the lack of training and performance management system, and inadequate application of civil service rules and regulations, has led to the inefficiency of the civil service. All these challenges remain, despite attempts by various administrations to reform the Civil Service - such as the setting up of a Bureau of ICT amongst others. These were aimed at strengthening the operations of the Civil Service and improving service delivery.

Specifically, some of the strategic issues that need to be tackled includes;

- Overlapping roles and responsibilities of certain MDAs, as well as absence of legal mandates for certain MDAs
- Erosion of public service values, ethics and integrity;
- Weak incentive system, poor remuneration & working conditions;
- Huge capacity gaps in critical areas of (ICT), strategic thinking and policy analysis, among others;
- Flawed performance management system;
- Lack of vertical and horizontal inter-linkages and coordination among MDAs

### 5.2 REFORM OBJECTIVES

The reform of the civil service under NEDS involves a deliberate action to improve the efficiency, effectiveness, professionalism, and democratic character of the Nasarawa civil service, to promote better delivery of public goods and services, with increased accountability. Actions include data gathering and analysis, organizational restructuring, improving human resource management and training, enhancing pay and benefits while assuring sustainability under overall fiscal constraints and strengthening measures for performance management, public participation, transparency, and combating corruption.

The above is based on the understanding that an active, efficient, highly skilled, merit-driven, and integrity-based public service is indispensable for realizing Nasarawa state's long-term goals. Hence, the successful implementation of our NEDS agenda will be hinged on effective and efficient service delivery by the public service.

## 5.3 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
1.	Revitalise the State Civil Service for improved service	Establish proper entry point and a standard recruitment process for new entrants	HOS
		Conduct a screening and verification exercise that is targeted at identifying leakages and training needs	
		Training and retraining of civil servants would be accorded high priority for efficient and effective service delivery	
		Support key MDAs with implementation from short term key experts	
		Address the over bloated workforce through personnel audit and head count.	
		Review and align ministerial mandates to strategically position MDAs and eliminate overlaps.	
		Develop professionalism in public service programme, for example in the deployment/posting of staff according to areas of specialization and to encourage duty tour of MDAs.	
		Institute a performance management framework that entrenches merit in Public Service operations	
		Strengthen statistical capacity to improve data collection.	
		Enforce an annual performance-monitoring agency and align their role with the NEDS agenda to ensure efficiency.	
		Institutionalize succession planning and career management.	
		Professionalize Pension administration in the state by engaging professional pension administrators and fund managers in line with the contributory pension scheme. This will naturally dovetail into regular payment of gratuities and pensions when they fall due.	
2.	Rationalise and refocus MDAs	Set up a committee to review the mandate and activities of the various MDAs	HOS
		Set up committee to review public service rules and regulations - Update extant rules and regulations and get legal backing for them	
		A complete audit and verification of the staff at the state's MDAs	

3.	Strengthen regulatory institutions	Set up a procurement agency that is backed by the necessary law	SSG
4.	Automate government business	Procurement and deployment of ICT facilities	BICT
		Train Civil Servants across MDAs on the ICT	

## 6. TAX AND REVENUE ADMINISTRATION

### 6.1 OVERVIEW

To improve social and economic infrastructure services, the Nasarawa State Government must boost the State's Internally Generated Revenue (IGR) performance to finance its obligations adequately. Given the State's poor IGR performance in recent years, the Nasarawa State Government has analysed the components of internally generated revenue to determine their potentials in achieving her goal to increase the State's IGR. The tax and revenue administration agencies offer great potentials in achieving this goal.

The Nasarawa State Internal Revenue Service (NIRS) and other Ministries, Departments and Agencies (MDAs) are responsible for revenue administration in the State. While the NSIRS is responsible for revenue management services for taxpayers in the State, ensuring uniformity, harmony, and efficiency in tax administration, the MDAs are responsible for collecting revenues relating to their mandate. The NSIRS administers personal income tax, capital gains tax, withholding tax, etc. Examples of revenue collecting MDAs include Motor Vehicle Administration Agency which collects revenue generated from vehicle licensing and registration in the State; land use charge is collected by the Land Use Charge Office; the Lands Bureau collects revenues from land title registration, land searches and processing of Certificate of Occupancy. According to the Taxes and Levies (Approved List for Collection) Act Amendment Order 2015, the following taxes and levies are to be collected by the State Government:

- i. Personal Income Tax in respect of Pay-As-You-Earn and Direct taxation
- ii. Withholding Tax
- iii. Capital Gains Tax
- iv. Stamp Duties on instruments executed by individuals
- v. Pool betting and lotteries, gaming and casino taxes
- vi. Road taxes
- vii. Business premises registration fee
- viii. Development levy
- ix. Naming of street registration fees in the state capital
- x. Market taxes and levies where State finance is involved
- xi. Environmental Fee
- xii. Mining, Milling and Quarry Fees
- xiii. Animal Trade Tax
- xiv. Produce Sales Tax
- xv. Property Tax
- xvi. Land Use charge, etc.

The revenue administration agencies are responsible for the collection of all taxes and levies meant for the State according to law.

### 6.2 STRATEGIC ISSUES

The State's IGR witnessed steady growth from 2013 to 2016 when it experienced a significant drop from N4.28bn (2015) to N3.40bn (2016). However, there was a huge turn around in 2017 when it increased to N6.17bn. Nonetheless, the State's recurrent expenditure for that year was approximately N38.6bn compared to the State's actual revenue (N38.16bn) in the same year, with the State's IGR contributing only 16.18% of that amount



In 2018, the State generated an estimated average monthly revenue (Jan-Jun 2018) of about N4.29bn while having an average monthly recurrent expenditure of about N4.44bn within the same period, with the State's IGR accounting for only N514.5m out of the N4.29bn. This shows heavy reliance on Federal Accounts Allocation Committee (FAAC) disbursements, which account for over 60% of the State's yearly total revenue and an increasing debt profile. To pull out from the existing fiscal hardship, reforming the State's tax and revenue administration is pivotal.

## 6.3 REFORM OBJECTIVES

The government will work towards resolving the present challenges that plague the performance of revenue administration agencies i.e. NSIRS and other revenue collecting MDAs to boost the State's IGR performance. These challenges are captured under the following headings:

### i. Automated and Functional Processes

The NSIRS is empowered by law according to Personal Income Tax Act (Amendment) to collect internally generated revenue in Nasarawa State. As the State's principal revenue agency, the NSIRS has failed to deliver efficiently by leveraging on the opportunities of IT solutions. This has contributed immensely to the State's poor IGR performance.

### ii. Informal Sector

The State loses huge sums of potential revenue from the informal sector annually due to lack of a tax mechanism that can adequately cater to the sector. The informal sector consists of the major markets financed by the state, transportation sector (taxis, buses, motorcyclists, etc.), craftsmen, and roadside sellers, among others. There are also people engaged in formal employment but also engage in informal activities outside their formal workplace. A vast majority of Nasarawa State population fall under this category and the sector offers great potential to boost the State's IGR.

### iii. Tax Policy

Failure to attract the middle class and business owners who commute to and from neighbouring Abuja into its Pay As You Earn (PAYE) tax net has been detrimental to the State.

The focus on the government will be to set out a robust mechanism to drive revenue northwards by addressing the issues as espoused.

## 6.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
5.	Improve revenue generation and remittance approach of key MDAs	Full implementation of the Single Treasury system	NSIRS
		Develop and deploy an IT platform for revenue generation for the NSIRS	
		Recruit suitable IT staff to take on new automation and train existing staff on the Implementation of software tools for tax administration	

		Ensure integration of activities of NAGIS with the NSIRS	
		Develop strategy to improve integrated taxpayer data base, for instance engaging with the MLPP and NAGIS to acquire information on property owners	
		Formalize the Tax Clearance Certificate (TCC) system and make it obligatory to provide a TCC or tax payment receipt in any dealings with state government, and NSIRS to issue circular to all MDAs to comply or face sanction.	
		Collaborate with the revenue-collecting MDAs to register taxpayers including issuing forms and biometric capture.	
		Implementation of the Administrative structures prescribed by the PITA 2011	
		Institutional and functional review of the NSIRS, including implementation of the Administrative structures prescribed by the PITA 2011. This will include granting of administrative autonomy to the NSIRS in line with Section 88 of the Personal Income Tax (Amendment) Act 2011; and set clear targets with a clear reward system. Some considerations need to include a new management structure; development and implementation of a standard operating manual (SOM);	
		Deployment of a functional website and mobile application for the NSIRS to facilitate payments online and allows the public to access its services remotely.	
		Deployment of a functional website and mobile application for the NSIRS to facilitate payments online and allows the public to access its services remotely.	
		Aggressive debt recovery across all revenue generating MDAs and an adoption of harmonised demand notices	
6.	Capacity Building Programme for selected Revenue Generating Agencies	Review of the entire organization of the NSIRS, review of recruitment policy and remuneration package to attract professional staff.	NSIRS
		Sensitization and training workshops on the development of IGR for the State for staff and other related stakeholders.	
7.	Review State Tax Policies	Encourage and develop mandatory TIN for all taxpayers who use public services rendered by MDAs and continue with current strategies to publicize the need for all taxpayers to register.	NSIRS
		Design tax incentives to encourage payments and to attract investors	
		Review Tax audit approach to ensure that taxpayers make accurate payments.	
		The NSIRS conduct a sensitisation campaign and educate the general public on the importance of paying tax, and the tax incentives for prospective investors	
		Promote inclusion of the informal sector in the tax payers net by engaging with market associations and transport unions in the State with a view to bringing more potential taxpayers in the informal sector into the tax net.	
		The NSIRS in collaboration with MDAs will develop means by which evidence of tax payment shall be a condition to access public services.	

## 7. LAND ADMINISTRATION

### 7.1 OVERVIEW

Land availability and access to it are critical factors in achieving economic growth and sustainable development, and it is a vital input for establishing the building blocks of Nasarawa economic and social system, such as industrial, touristic, and commercial developments and other infrastructure projects which aim at providing social services such as housing, health care, and education. In light of this, NEDS consider a transparent and competitive land market as a critical factor in attracting investments into the State.

In earlier years, Nasarawa State faced difficulties in land administration caused by unregulated settlements in the State. This led to a suspension on the issuance of title documents to landowners and a shutdown of the activities of the land department. To address this, the State Government initiated the Nasarawa Development Platform (NDP) Project to develop spatial data infrastructure for the State Government and its people. Digital Aerial Mapping, Nasarawa Geographic Information Services, and District Planning/Urban Renewal are the three main components of this Project. In 2012, the Nasarawa Geographic Information Services (NAGIS) was created, with a mandate to support the Ministry of Lands and Physical Planning (MLPP) in the administration of all land matters in the State. The NAGIS provides the technical platforms that enable the digitization of all land records, and the automation and optimization of the Ministry of Lands and Physical Planning (MLPP) land administration processes, procedures, services, and products.

The dearth of adequate housing infrastructure remains one of the major challenges in Nasarawa State. Also, there are still existing unregulated and unplanned settlements across the State especially squatter settlements in Karu and other areas. Large expanses of lands in urban areas are being purchased and left to appreciate by the rich class without any development on such lands. This affects progressive development and creates vacant and underdeveloped lands at the urban areas. There is a master plan for the strategic development of Lafia, Doma, Karu and Keffi that needs to be adhered to.

### 7.2 STRATEGIC ISSUES

Nasarawa State Covers a total land area of 27,290 km<sup>2</sup> in the North Central part of Nigeria and shares border with the Federal Capital Territory (FCT). NAGIS processes all applications for new allocations as well as applications for Statutory Right of Occupancy (R-of-O) and the preparation of Certificates of Occupancy (C-of-O) for signature by the Governor. One of their goals is to make certain that every landowner/user has the appropriate government approval. The agency generates revenue from rendering services to the public and offers great potential in improving the state's IGR Performance. In addition to this, constructive allocation of Lands to different sectors such as Agriculture, Housing and Urban Development. Transparency also fosters an investment friendly environment for prospective investors.

#### i. Reform Objectives

- i. Rational use of Resources
- ii. Raising Production Level
- iii. Removal of Exploitation
- iv. Social Welfare

- iv. Planned Development
- v. Raising the Standard of Living.

## 7.3 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
8.	Improved Service Delivery and revenue generation	Facilitate engagement between NAGIS, the Ministry of Lands and Physical Planning (MLPP), and the Nasarawa State Inland Revenue Board (NSIRS) to harmonise and develop a holistic framework for land revenue collection, with the following objectives: <ul style="list-style-type: none"> <li>i. Collection of outstanding revenues;</li> <li>ii. Set out mechanisms for ease of processing certificates and making payments;</li> <li>iii. identify the needed enabling legal frameworks for proposed reforms;</li> <li>iv. promote ease of doing business in the state, as regards land acquisition</li> </ul> set out a realistic rate or fee regime that benefits from a comparative analysis of other high performing States in the country.	ML&UD
		Support enforcement of compliance with tax laws from land users by demanding provision of TIN before delivering services to them	
9.	Constructive and well-designed Allocation that aligns with master plan	NAGIS must ensure that allocation of land is in line with the master plan of Nasarawa state to promote good governance and social welfare. Land must be proportionally allocated for constructions of houses, schools, hospitals, factories to farming purposes amongst others, to ensure continuous and even socio-economic development across the State.	NAGIS
		Set up a task force to check and combat unplanned and unregulated settlements across the state.	
		Ensure orderly, transparent, and strategic allocation of land to prospective investors to ensure progressive and balanced infrastructure development across all areas in the State.	
		Design an allocation system of lands to different sectors such as Agriculture, Housing and Urban Development among others.	
10.	Utilisation of NDP Project	MDAs will take steps to enable planned and systematic development of urban and rural areas making use of components of the NDP project.	ML&UD
		Use of digital aerial mapping exercise conducted under the NDP to develop urban and rural settlement plans.	
		Use topographic information to earmark suitable waste disposal sites.	
		Utilise spatial data in determining strategic positioning for infrastructure developments in the State.	

## 8. ECONOMIC AND FINANCIAL MANAGEMENT

### 8.2 STRATEGIC ISSUE

The financing requirements of NEDS plus the need to gain confidence of multilateral and bilateral agencies as well as manage the risks of public borrowing demands strengthened public finance management systems.

The State is currently facing a dwindling inflow from statutory allocation with a low internally generated revenue; however, there exists a high recurrent expenditure, which has a negative effect on the infrastructural development of the state. Due to the existence of certain gaps in the State economic planning and spending approach, as well as the dearth of skilled manpower in public financial management, there has been leakages in the system. Apart from the NEDS, there has been a clear absence of a medium or long-term plan that carefully articulates the economic vision and objectives of the State. This has made economic planning in the State cumbersome, causing misalignment, duplication, and wastage of scarce resources. Annual budgets have been a missed opportunity in tackling fundamental challenges that the State faces. Again, the absence of procurement laws and sturdy monitoring and evaluation frameworks across MDAs has created loopholes for exploitation in the system.

The Nasarawa State government is aware that some of the financial strategies it has adopted in the past to finance certain projects and programmes have resulted in financial obligations and contingent liabilities for the State. The State is clear that it must effectively manage the resultant financial risk to ensure that all financial obligations are met as and when due while the State maintains fiscal sustainability. The State is also aware that the issue of budget realism has continued to be a source of concern to development partners. Budget performance has continued to hover around 70% due to a number of factors which includes short fall in revenues and lack of an effective cash management system and procedures. Inability to fully implement the budget as approved by the Nasarawa State House of Assembly has serious implication for service delivery in the State. Some of these implications are already being felt.

### 8.3 REFORM OBJECTIVES

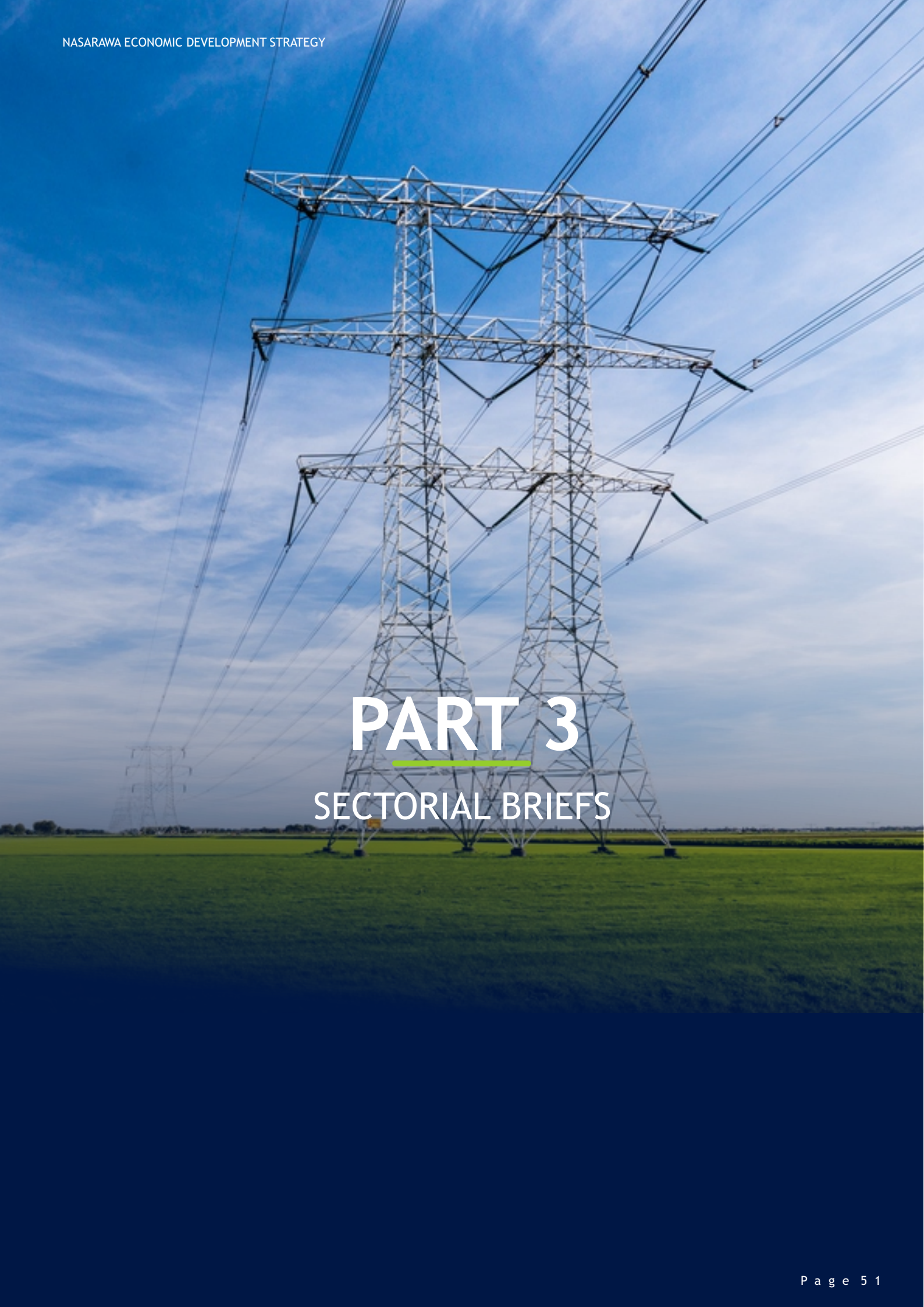
The focus of government will be to make the most effective and efficient use of its resources, while providing MDAs with the finance required to deliver services, along with the necessary level of accountability to make sure that MDAs use the money as it is supposed to be used.

Efforts shall be made to bring the cost of governance to an affordable and sustainable level. In this capacity, appropriate strategies will be put in place to reduce waste, eliminate duplication, and strengthen public procurement to ensure value for money. The state's public procurement procedure will be reassessed to ensure transparency, accountability, and overall efficiency. Steps will be taken to strengthen fiscal discipline, transparency, and accountability in the state's financial management.



## 8.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
11.	Improvement of the State Public Financial Management System	Develop Medium Term Sector Strategies (MTSS) as means to provide links between policy and budget	MF&EP
		Ensure budgets are prepared in adherence to an agreed budget call circular	
		Initiate procedure for the utilising Zero-Based Budgeting as a preferable way of managing the public finances of the state. This is to enable MDAs to rationalize their budgets to realistic levels and to ensure that line items are realistic, implementable and funded.	
		Develop Performance Management Review across all sectors of the State's economy	
		Set up Monitoring and Evaluation units in each MDA to monitor implementation of the sector programmes.	
12.	Institutionalise fiscal responsibility and the Public Procurement structure and processes	Institute a Fiscal Responsibility law and a Public Procurement law to improve accountability, transparency and service delivery.	SSG
		Conduct Training and Re-training of Procurement Officers	



# PART 3

## SECTORIAL BRIEFS

## 9. AGRICULTURE

### 9.1 SITUATION ANALYSIS.

Nasarawa State is considered as one of the major agrarian states in the nation with an average of 80% of its populace engaged in agriculture and agriculture-related activities such as farming, animal rearing, and agro-processing. The transformation of the sector is critical in achieving the economic development and social welfare priorities of this plan, as it constitutes a major mechanism for food security, wealth creation, jobs, and growth.

#### Quick Facts

- Nasarawa rich fertile soil is suitable for farming rice, soya, yam, sesame seed, maize, etc
- Proximity to river Benue creates excellent irrigation farming opportunities
- In 2014, Nasarawa produced 16% of total sesame production in Nigeria
- In 2012, it accounted for 13% of total yam production in Nigeria - reduced to 10% in 2014
- Olam has a 10,000 hectares of rice farm and mill in Nasarawa
- The Dangote Group is in the process of establishing a multi-billion naira rice and sugar company in the State
- NSIA and UFF Agri Investment acquired 3,500 ha for maize and soya farming and processing

Despite the present focus on agricultural development by the Federal Government of Nigeria as a way of expanding the economy, fundamental parts of this process have not been reflected in Nasarawa. This remains, even though the sector is a major source of employment for the people of Nasarawa State, accounting for a significant proportion of total employment. It is also a major source of raw material for industries and thereby holds the potential of boosting the industrialisation drive of this administration. Essentially, it is expected to be amongst the two key feeders of the industrial revolution that the government will be embarking on, and it is therefore critical in achieving the aspirations of the state government.

The competitiveness of Nasarawa is also tied to the agricultural sector, given its huge arable land mass, availability of cheap labour, high proportion of small farm holder farmers that can easily be easily be activated to scale up, and connectivity to the key states within the North Central region, especially the Federal Capital Territory inclusive. In addition, low cost, high-quality inputs are available - as demonstrated by the availability of four fertiliser blending plants across the State -, and some of the infrastructure needed to transport and store crops already exist. The State is well positioned, therefore, to take advantage of its cheap labour and central location, which reduce input and transport costs.

### 9.2 STRATEGIC ISSUES

While the overarching challenges in the Agricultural Sector in Nasarawa State are low agricultural productivity and low agro-industrial processing. The specific limiting issues and constraints are;

- I. Preponderance of subsistence farmers, most of whom have no or low level of education, which leads to low level of adoption of improved farm management practices, including but not limited to the use of improved seedlings and farming technology.

- ii. Weak access to adequate funding and high poverty incidence among farmers prevents meaningful investment in farm expansion and productivity
  - iii. Absence of irrigation farming, with high-dependence on rain-fed agriculture, as only an abysmally low number of cultivated lands is under irrigation.
  - iv. Extension work has been limited due to inadequate funding of extension services that that delivers farm inputs, especially improved seed delivery services.
  - v. Poor land tenure management system
  - vi. The role of youth in agricultural development has also been undermined significantly as they remain an untapped and undervalued resource
  - vii. Instability of agricultural produce prices and low prices during the harvest season.
  - viii. Shortage of credit facilities and high cost of credit.
  - ix. Poorly organised farmer and producer cooperative associations.
  - x. Lack of development of the post-harvest value chain, reflected in the inadequate
  - xi. Provision for preservation, processing and storage, access to market and marketing
  - xii. infrastructure
- Lack of monitoring and evaluation of government's agricultural programmes

Over the years, there have also been policies designed to shape the agricultural sector and move investment in a positive direction. These include the agricultural finance policy, land tenure policy, agricultural insurance, tax policy among others. Whether these policies have been effectively implemented or have every state resident in mind can be called to question. The Nasarawa Agricultural Development Programme (NADP) has provided extension packages meant to increase agricultural productivity, however, these are not fully accessible thus affecting the level of participation in agriculture

### 9.3 STRATEGIC OBJECTIVE AND POLICY THRUST

The thrust of policy on agriculture is to commercialise agriculture farming by transiting away from subsistence farming to high-valued commercial agriculture and ensure food security for the people of Nasarawa state while creating employment including youth employment. The focus of the government is to make Nasarawa the agricultural hub of the country through the revitalization of the subsistence agricultural economy and promotion of agricultural investment by providing the enabling environment to generate a higher and increasing proportion of the GDP and revenue of the State from agriculture. In pursuit of this policy objective, Nasarawa State Government will promote private sector participation in the sector, which will be anchored on a robust policy framework and arrangements. The development of the agriculture value chain will cover farming, processing, storage, and helping to re-launch the State's economic base. The government will develop a Value Chain development programme for selected products where Nasarawa has comparative advantage as well as products with high local and international commercial potential.

The specific objective will be to;

- Enhance the business environment for local and foreign investors willing to invest in Nasarawa State agriculture, agribusiness and agro-industry; and use agriculture and agribusiness as springboard for development of entrepreneurship and economic change.
- Create new decent and gainful jobs for youths in agriculture such that will make agriculture and agribusiness attractive for prospective entrepreneurs, managers,



- Create an enabling environment for Agricultural development and seek to Improve market access and trade;
- Expand the capacity of storage and refrigeration facilities for key crops (e.g. grain silos, dairy cold chain equipment)
- Increase the number of privately run agro-processing businesses in Nasarawa, with a focus on value addition in prominent crops and livestock (e.g. yam flour, soybean oil and flour, rice milling, maize flour, etc)
- Promote modernization of farming through provision of extension services, lending tractors scheme, irrigation systems etc.
- Enhance incomes and earning power of existing farmers and agribusiness players;

## 9.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
13.	Enhance accessibility to inputs, agro-chemicals, and land.	Provision of integrated agricultural support services such as improved seedlings, tractor leasing arrangement, fertilizers, demonstration farms, extension services, and technical assistance for farmers to aid them in accessing agricultural loans provided by government and other agencies.	MA&WR
		Approval of the counterpart fund and signing of the MOU with respect to the proposed IFAD/FGN Value Chain Development Programme	
		Activate the State fertiliser blending plants by concession to a private delivery partner	
		Provision of Farm equipment's and agriculture processing machines across all local governments for renting/hire at a very competitive rate (this will be delivered on a PPP basis)	
		Constantly engage with the Federal Government Research Institutes such as the IITA for critical research findings	
		Institute an effective land management system and dispute resolution process will be instituted	
		Establish and enforce project appraisal as prerequisite for project selection and implementation to reduce programme/ project failure rate and build a reference baseline framework for monitoring and evaluating the performance and success of support programmes and projects.	
14.	Improve availability and accessibility to food processing and packaging machines, storage facilities	Set up processing and packaging centers for certain food crop clusters across selected food crop production areas in the state. These centers will be fitted to highly functional and well manned processing and packaging machines, as well as storage centres . PPP options will be explored for the management of the centers	MA&WR
		Tap into the one stop shop agenda of the National Social Investment Office (NSIO) to ensure processors get fast regulatory approvals	



		Increase the number of privately run agro-processing businesses in Nasarawa, with a focus on value addition in prominent crops	
15.	Increase crop yields and ensure the wellbeing of subsistence farmers	<ul style="list-style-type: none"> <li>- Evaluate most cost effective programs to boost farmers yields (e.g. fertilizer, seeds, irrigation systems, radio programs &amp; extension services)</li> <li>- Improve regulation and private sector spot checks to ensure high quality seeds and fertilizer are sold in the country</li> <li>- Investigate insurance schemes for farmers to provide safety net against drought, crop failures and other natural disasters</li> <li>- Promote modernization of farming through provision of extension services, lending tractors scheme, irrigation systems etc.</li> <li>- Mitigate risks of spreading pests and diseases for crops and animals through awareness campaigns / promotion of pesticides</li> <li>- Expand land reserves for livestock grazing</li> <li>- Review cost-effectiveness of public agricultural assets and explore opportunities for improvement or privatization (e.g. livestock farms, veterinary clinics &amp; labs, bull holding centres, state owned abattoirs, grazing areas)</li> <li>- Support continued growth of Women in Agriculture (WIA) cooperatives, security registrations and formalization, and enable access to modern inputs; work with these cooperatives to supply inputs for privately run agro-processing companies</li> </ul>	NADP
16.	Promoting farming, processing, and marketing and trade of agriculture produce	Constantly provide farmers and processors with marketing information, and actively support processors with needed logistics requirement to get their products to the local and international market	MA&WR
		Align agricultural programmes and intervention measures to priority commodities in different parts of the state. Individual agricultural commodities (including specific crops and livestock) will be selected and designated as priority commodities in the different senatorial districts and federal constituencies of the state.	
17.	Promoting farming, processing, and marketing and trade of agriculture produce	Engage with Select International Farm Chains with interest in investing in Nasarawa for agriculture development; provide necessary incentives such as land, and enter into relevant agreements that benefits from an appreciation of all the key considerations in the development of the selected products	MTI&I

## 10. SOLID MINERALS

### 10.1 SITUATION ANALYSIS.

Nasarawa is home to solid mineral, and the sector holds a lot of promise in the state to spur economic growth, job creation, and revenue generation. The state sits on huge deposits of minerals including; coal (estimated at 123.8m tons), bauxite (used in producing aluminium), iron ore, baryte, gypsum, kaolin, limestone, lead, marble and zinc, most of which are yet to be exploited etc.

#### Quick Facts

- There are three hundred and fifty-one (351) mining license holders for locations in Nasarawa State, however 95% of these mining licenses in Nasarawa are not being utilized, as there are currently only 19 that are active.
- The Nasarawa Solid Minerals Development Company, which holds some mining licenses is moribund.

The potential for solid mineral resources in the state has for a long time remained high but largely untapped. At present, mining activities in the state carried out across certain locations is by informal artisanal miners. The underdeveloped nature of the sector is largely due to overdependence on petroleum as the major source of government revenue in the country. Mining and mineral exploration are also high-risk business and therefore difficult to attract both domestic and foreign investors.

In terms of revenue, the federal government oversees all revenues from mining activities, which includes; annual service fees, royalties and annual surface rent. Under the Minerals and Mining Act of 2007, there is no revenue provision for the State Government. The benefit of mining activity comes indirectly through the FAAC Allocation, since a component of the FAAC allocation comes from Royalties paid by mining companies, albeit an insignificant amount. However, State Governments can own mining companies, and invest in the mining business.

The Nasarawa State government is moving quickly to set the pace and create a conducive business environment for a regulated and value-added mining industry that can attract viable public private partnership investments, to grow the sector. This is founded on the fact that the government sees mining of solid mineral, as the other arm - the other being agriculture- for driving industrialisation in the state.

### 10.2 STRATEGIC ISSUES

While the overarching challenges in the Agricultural Sector in Nasarawa State are low agricultural productivity and low agro-industrial processing. The specific limiting issues and constraints are;

- I. The capital-intensive nature of mining activities and the long gestation period.
- II. Prevalence of informal and illegal activities by artisanal miners.
- III. Lack of trained manpower with technical skills.
- IV. Access to Finance for Exploration/Junior Mining Activities
- V. Lack of Adequate Infrastructure such as power that promotes citing of mineral industries in the state
- VI. Absence of value addition equipment for beneficiation of minerals

### 10.3 STRATEGIC OBJECTIVE AND POLICY THRUST

The strategic objective of the Nasarawa State Government in solid mineral mining is to increase the stake of the State Government in the mining sector, which is controlled by the federal government so as to ensure increased private sector participation in the solid mineral development value chain, increased revenue for the government, improved environmental management, full exploration of the mineral potentials, job creation, and driver of industrialisation. Based on this policy thrust, the Nasarawa State Government will institute the necessary framework for a robust mining and Solid minerals sector, branding Nasarawa State as the foremost mining and minerals exploitation destination in the country, while unbuckling challenges to doing business in the state, so as to attract investments. The government is also committed to include indigenous SME's to participate in the activities of the mining sector.

### 10.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
18.	Increase the stake of the State Government in the mining sector	Set up a private sector driven Nasarawa Mining Investment Company to invest directly in extracting, beneficiation, and marketing of solid minerals	MTI&i
19.	Increase new private sector investment in Mining and Solid Minerals in the State.	Improving the quality and breadth of geo-scientific data gathered in a cost-efficient manner that will adequately drive investment growth.	ME&NR
		Establishing a commodity exchange centre for artisanal miners	
		Adequately archive and disseminating the information gathered in modern formats to ensure ready accessibility to investors and other interested parties.	
		Partner with the private sector for financing the purchase of mining machines, and competitively lease these out to clusters of regulated miners	
		Encourage wider participation in beneficiation, downstream processing and refining through incentivizing forward integration by existing participants.	
		Improve the engagement of communities through coordination of corporate social responsibilities, incentivized participation, and education.	
20.	Regulate Mining in the State to ensure orderly development and environmental sustainability	Revamping the State Mineral Resources and Environmental Management Committee in line with section 19 of the Nigeria Mining and Minerals Act	ME&NR
		Aggregate, regulate, and support the registering of artisanal miners by getting them to form co-operatives	

# 11. INDUSTRY, TRADE AND TOURISM

## 11.1 SITUATION ANALYSIS.

Industry and trade are one of the strategic sectors of priority of the current administration, given its commitment to industrialisation of the State. This vital sector, which greases the wheel of development, is expected to drive job and wealth creation in the State. It has hitherto suffered from the burdensome investment climate present in the country, triggered by adverse industrial policy and demanding procedural requirements amongst others. This has prevented investors from taking advantage of the State's bountiful resources ranging from soil based agro-resources, solid minerals, and ecotourism.

Nasarawa State offers investment opportunities in agriculture, mining, energy and tourism, among others, with vast arable land for commercial farming, fishery development, wildlife, and forestry conservation. Although no formal estimates are available from the National Bureau of Statistics (NBS), the Nasarawa economy is largely agrarian; with informal calculations indicating as much as 70% of economic activity is in the agriculture sector. The State has naturally geographical advantages for agriculture (vast lowlands, proximity to River Benue) and crops such as maize and soybeans are produced. Again, while the State possesses some of the largest solid mineral reserves in the country, the solid minerals industry remains relatively underdeveloped, with processing even further behind exploration in the State. With its beautiful geographical landscape, Nasarawa State equally has enormous potential for tourism development. The State has an array of hills and rocks with a pleasant tropical climate due to its central location in the Middle Belt region of Nigeria. An essential feature of this is the spectacular scenery of the State on top of these hills and rocks.

In terms of price changes, the National Bureau of Statistics (NBS) puts consumer price inflation in Nasarawa State as 12.2% and food price inflation is 15.1% in May 2019. This compares unfavourably with national and North-Central averages of 11.4% and 11.2% for consumer price inflation, and 13.8% and 13.9% for food price inflation. This shows a high cost of living and the high cost of doing business relative to income levels in the State. According to the NBS state unemployment report, Nasarawa state has an employment rate of 48.3% (28th highest in the country), the unemployment rate of 27.4% (27th highest in the country) and an underemployment rate of 24.3%.

Nasarawa remains heavily under-industrialised and several agro-allied industries or projects remain comatose, e.g. Sesame seed cleaning plant. Some government-owned industries are currently operating at zero to little capacity, including Nasarawa Sacks and Packaging Company, Akwanga; Fertilizer Blending Plants, Lafia; Nasara Spring Water of Nigeria, Lafia; Farin Ruwa Electrification Plant, Farin Ruwa. Essentially, the obstacles to industrialisation in Nasarawa State are mostly the common challenges faced by manufacturing businesses in Nigeria. These include low connectivity to other markets, low exports, limited access to cheap credit, high infrastructure costs, and opaque and restrictive land practices. ;

The Nasarawa Economic Development Strategy (NEDS) will serve as a compass in restoring industry, trade and tourism in Nasarawa. Removal of current administrative bottlenecks, investments in human capital, power, renewable and non-renewable energy, transport, manufacturing and processing, science and technology and telecommunications are contributing factors

### Ease Of Doing Business In Nasarawa

One key determinant for investment inflows into Nigerian states is the perception and reality of the ease of doing business in the state. The World Bank positioned Nasarawa 24th (2014: 12th) on its subnational ease of doing business rankings in 2018. The state is ranked 10th for starting a business, 34th for dealing with construction permits, 22nd for in registering property, and 14th for enforcing contracts. Nasarawa State was one of only four states that recorded lower scores in the 2018 report (55.40), compared to the 2014 report (55.58), demonstrating the lack of progress the state has made in creating an enabling business environment. According to the World Bank, the state only implemented recommended reforms in one area (starting a business), which helps to explain the deterioration in the business environment

## 11.2 STRATEGIC ISSUES

Current realities suggest that the state is performing well-below potential in terms of manufacturing and industry. This co-exists within the context of wider failings in Nigeria's manufacturing sector (less than 10% of national output) and evolving dynamics in the global economy as the world heads towards the fourth industrial revolution. In preparation for this, the state will focus on addressing the following issues:

- I. **Low industrialisation:** Theoretical evidence and the experience of many regions, most notably 19th century European countries and 20th century East Asian nations, is that a region will struggle to achieve rapid economic development without transformative industrialization. The level of industrial activity in Nasarawa state is far below the threshold for economic transformation, despite the natural and human resources of the state. Moreover, where these natural resources have been exploited, the state has stalled in transitioning from extraction to processing. There are a number of factors contributing to this:
  - a. **Weak connectivity to markets:** Manufacturing involves the processing of many goods in bulk, so requires an accessible goods market to offload the products. The ailing state of transport infrastructure in the state and surrounding regions disincentivises investment in industrial capacity.
  - b. **Low access to cheap credit:** Significant capital is required to drive industrialization; for example, China's manufacturing boom in the last 30 years was partly funded by state-backed debt, accelerated development of Chinese financial markets, and a boom in global credit markets. The Nasarawa economy is dominated by small and medium-sized enterprises (SMEs) and access to cheap credit is a crucial factor in how quickly these companies can scale.
  - c. **Inadequate infrastructure:** Manufacturing is a capital-intensive activity usually accompanied by high costs related to energy, safety & maintenance, etc. Similar to the problem at the federal level, the cost of running factories is prohibitively high in the state as a result of costs imposed by the absence of adequate infrastructure, e.g. the use of diesel generators.



- **Security:** Nasarawa State has been affected by the ongoing conflict between farmers and herdsmen which has plagued the Nigerian Middle Belt. Nearly 500 people have been killed in the state since 2012 (ACLED) as a result of the conflict, and the impact on the perception of doing business has been significant.

**II. Low digitization:** The advent of the digital economy gives Nasarawa State the opportunity to leapfrog its peers by rapid digitization. According to the NBS Report for 2018, Nasarawa State has 3.8 million active voice subscriptions and 2.3 million active internet subscribers, placing the state 17th across both categories. In order to thrive in the digital economy, the state must achieve a much higher level of digital and internet penetration, at both individual and commercial levels. This would require a rethink in the following areas:

- a. Regulation & Policy:** Digital policy and regulation are either non-existent or modelled for older technology frameworks. Forward-thinking regulation and policy is needed to incentivize and mould a thriving digital industry in the state
- b. Education:** Models of education in the state are yet to accommodate deep-rooted changes in the nature of societies and economies, leading to a clear mismatch between skills imparted and the skills needed in a 21st century economy.
- c. Infrastructure:** Enabling infrastructure is required to help moderate the cost of innovation and technology, and provide a platform for digitization.
- d. Innovation:** Without a deliberate effort to promote digital innovation, the state is likely to remain behind the digitization curve.

**III. Low exports/trade:** Globalization has accentuated the benefits of plugging into global supply chains, and Nasarawa State ought to explore opportunities to sell to global markets. This introduces added benefits of learning-by-competing where local companies are forced to innovate in order to compete in the global economy. Once again, the emphasis here should extend beyond exporting raw materials in agriculture and solid minerals, and include processed goods. For the tourism sector, the poor development and dismal promotion of places of interests and other tourist attractions has had an adverse effect on the tourism sector. The State is not being marketed as a business/vacation destination to the rest of the country and the world. The growth of the tourism sector is inhibited by lack of tourism and hospitality establishments in conformity with international standards and security concerns of intending tourists. Similarly, inadequate infrastructure, including roads, power and water is a major problem facing the sector.

### 11.3 STRATEGIC OBJECTIVE AND POLICY THRUST

The underlying objective is to create an environment for private investment (domestic and foreign) to drive economic prosperity in the state. This would likely come through rapid industrialization and digitization, so the aim of government should be to identify and establish the conditions and incentives required to encourage entrepreneurial activity in those areas. The key enablers for this are infrastructural development and institutional progress. The state will also adopt the World Bank ease of doing business indicators as benchmarks for ease of doing business in the state and target quick wins that can be attained within 12-18 months. The ease of doing business ranking has significant marketing potential as the state seeks external investment.

## 11.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
21.	Promote Investment into the State and Improve the ease of doing business in Nasarawa	Set up a one stop investment office in Lafia and Karu- with relevant MDAs represented - to fast track investment drive in the state.	MTI&T
		Implement an investment promotion policy that would include the one stop shop acting as the Nasarawa State investment promotion agency to serve as ambassadors for the state and gateways for international investors.	
		Establish a new state investment vehicle/SPV to drive investment opportunities.	
		Set up the state economic and investment advisory council	
		In partnership with the private sector, develop an Industrial Hub	
		Move to streamline the steps involved in registering a business and reduce the cost of registration	
		Establish a long-term venture capital fund targeted at priority industries in the state (with a focus on technology) to provide access to credit, expertise, and networks to potential high-growth businesses in the state.	
		Design an allocation system of lands to different sectors such as Agriculture, Housing and Urban Development among others.	
		Reduce the cost of obtaining a construction permit. This will include giving businesses the flexibility to pay permit fees at any commercial bank and improve the building quality control index of the state by establishing regulations on insurance/liability for structural flaws in buildings and disseminating providing the steps to obtaining building permits in an accessing form	
		Reduce the time it takes to obtain Governor's consent when acquiring land.	
		Focus on improving the quality of the judicial process (which all Nigerian states score poorly on). Recommendations include establishing limits on court adjournments, publishing performance reports of state courts, establishing a specialised commercial division within the state high court, and moving towards a digital case management system.	
		Ensure periodic updates of state maps, while making some data available to the public and prospective entrepreneurs to aid their decision-making.	

		Complete the move to a full digitisation of land documents. This will support stronger property rights which will unlock credit and investment, availability of spatial data to aid decision-making of policy-makers, development agencies and entrepreneurs/investors.	
22.	Improve ICT Penetration	Develop and implement a digital strategy to increase broadband penetration, attract technology companies to the state by creating ICT Hubs in four locations across the state, and strengthening linkages between ICT industry and public sector (e.g. through ICT-driven public projects) to expand the influence of the sector.	BCIT
23.	Support MSME Development	Initiate the process of construction of Technology Innovation hubs across Lafia, Akwanga, Keffi, and Karu by engaging with a credible private sector delivery partner	MTI&T
		Embark on a trade mission to engage with investors for the development of an industrial park in Nasarawa, and for setting up production lines. MOUs are expected to follow this	
		Engage with the CBN, BOI, and SMEDAN for quarterly vocational and entrepreneurship training for the youths along the line of the seven New Venture themes namely Agriculture, ICT, Mining, Trade and Commerce, Vocational Training and Art and Craft (this alone should conservatively create 1,500 direct jobs for unemployed youths across the state yearly).	
24.	Increase manufacturing output, driven by agriculture and solid mineral development	Boost local content through backward integration processes in the manufacturing value chain.	MTI&T
25.	Develop partnerships for economic growth	Incentivize private-sector partners to invest in industries and deliver infrastructure projects beneficial to business development and growth.	MTI&T
		Review of the entire organization of the NSIRS, review of recruitment policy and remuneration package to attract professional staff.	
		Collaborate with investors through concession or privatisation to revamp government owned industries, including Nasarawa Sacks and Packaging Company, Akanga; Fertilizer Blending Plant, Lafia; Nasarawa Spring Water of Nigeria (NASWAN), Lafia; and Farin Ruwa Electrification Plant, Farin Ruwa.	
26.	Prioritise intra-state competitiveness in industrial strategy.	Adopt the Global Competitive Index framework to perform an internal ranking and engage with international institutions to identify ways of boosting performance in each category.	MTI&T
		Promote competition within industries by establishing a Nasarawa Business Quality Award Scheme that provides significant benefits to companies that showcase high levels of competitiveness within the state and compared to national peers.	
27.	Promote Nasarawa as Tourism rich state	Create awareness and disseminate information on places of interests and other tourist attractions to promote tourism and culture.	MIC&T
		Engage with investors and incentivise them to invest in tourism and hospitality establishments	
		In collaboration with experts in the industry, identify a key tourism potential and design an annual international tourism event.	

## 12. HEALTH & EDUCATION

### 12.1 SITUATION ANALYSIS.

Despite the recognition of the key role human capital development plays in the achievement of sustainable development, overall education and health outcomes remains low in the State. This is reflected in low literacy rate, high number of out of school children, high maternal and infant mortality, low life expectancy, amongst several others continue to be a bane to the development of Nasarawa state.

These problems persist in spite of various attempts by previous administrations to ramp up the outcome of these sectors by initiating programmes such as training of teachers and health workers, introducing policies such as free primary and secondary education and drug revolving schemes, and increased donor support for these social sectors.

For education, there is now a general appreciation that the narrative must change, and that it is critical to ensure that the education system prepares and equips the citizenry of Nasarawa State to effectively contribute to the economy of the state. Activities in this regard will therefore be designed to ensure and facilitate easy access to education, and improved quality of teaching, while also ensuring a general strengthening of the system. This will allow the production of middle-level and high-level manpower with the requisite knowledge, skills and competencies needed to drive the state's quest for sustainable development and increased prosperity of its people. The out of school children will be returned to school, and the youths of the state will be prepared to take advantage of the opportunities the government will be creating. However, there is a recognition that achieving this goal will require making some radical changes in the state's education sector, supported by disciplined execution.

In the Health sector, the key challenges include high prevalence of diseases and poor access to quality primary healthcare. The prevalence of HIV/AIDS is at 7.5% in the State compared to the 4.1% national average. Hepatitis B (HBV) and Hepatitis C (HCV) infections are also very high. Results from a recent rapid assessment conducted by the Nasarawa State Ministry of Health observed HCV sero positivity as high as 13.2% suggesting over 200,000 individuals are chronically infected with HCV. Tuberculosis, on the other, was recorded at 12,000 cases between 2012 and 2017 and out of those, only 800 cases were treated and certified TB free. Meanwhile, Malaria was reported to be responsible for 61% of the under-five mortality in the State in 2016. These challenges in the sector can be attributed to a variety of issues such as high cost of healthcare services, poor medical infrastructure, poor level of education and awareness of certain health issues, inaccessibility of services among other factors. Majority of the State residents also live in rural Nasarawa State where there is poor access to adequate primary healthcare centres, as well as qualified medical personnel.

The government is committing to intensive action to attain the goal of universal health care coverage for all citizens, to help them attain socially and economically productive lives at the highest possible level. We are convinced that the health of the people not only contributes to better quality of lives but is also essential for the sustained economic and social development of the State as a whole. Initial focus will be on Primary healthcare and disease management, which are both key to attaining the goal of health for all people of the State. The State's approach to Primary health care will be based on practical, scientifically sound and socially acceptable methods and technology made accessible to individuals and families in communities across the

State through their full involvement and at a cost that the community and state can afford to maintain at every stage of their development in the spirit of self-reliance.

## 12.2 STRATEGIC ISSUES

Despite being a small population relative to its landmass in comparison to some other states, the access to, and quality of education and health facilities have proved inadequate. It is estimated that the population comprises of 50.5% male and 49.5% female, the majority of which are between the ages of 15 and 64, which is a relatively young population. If this youthful population is not empowered, especially through education, and kept healthy by adequate health care provision, sustained economic growth will be elusive. Issues identified in the sector includes;

### Education

- i. Management costs of tertiary educational institutions are expensive, and the revenue generated from tuition fee payments is not enough to cater to this.
- ii. The TETFund though available, does not cover some capital-intensive projects such as building of hostels for the students, training of supporting staff among others.
- iii. Despite the governments' free primary education policy, some school authorities still make parents pay for some basic needs of the schools and as a result the objectives of these efforts are partially unfulfilled.
- iv. Science, technology, engineering, and mathematics (STEM) education is not attracting sufficient interest from students.
- v. The gender disparities in education show that there has not been enough focus on girl-child education and therefore, accessibility to basic and higher education for women, and youth as well, has been wanting over the years.
- vi. The quality of education has been shallow, due to legacy challenges facing the broader Nigerian society viz; poor staff training, low morale, inadequate teaching aid, absence of robust monitoring and evaluation framework, etc.
- vii. There have been issues of state security which have affected education. In 2018, it was reported that herdsmen from border communities forced 20,000 school children in both primary and secondary school out of school in Nasarawa State due to attacks.

### Health

- i. Women face increasing health risks, as evidenced by the maternal mortality rates.
- ii. There are health programmes that have been initiated, however not much thought has been put into long term sustainability of the programmes. Budgetary allocation issues also contribute to the stagnation of these programmes.
- iii. Inadequate healthcare coverage with insufficient modern healthcare technology and equipment to cater to the population of Nasarawa which currently only has two major hospitals, in Keffi and Lafia LGAs.
- iv. Brain drain of medical professionals to other states or countries due to frustrations stemming from the inefficiencies of the medical sector in the state. This is a national issue that Nasarawa State is also grappling with. Nigerian Medical Association notes that up to 40,000 of its 75,000 registered doctors are practising abroad.



- v. There is also some form of competition between agencies e.g. Nasarawa State Action Committee on AIDS (NASACA) and State Ministry of Health (SMoH).

## 12.3 STRATEGIC OBJECTIVE AND POLICY THRUST

**Education:** To safeguard the economic power of the State by empowering all State residents through quality all-rounded education and sustainable programs on all levels, by well-trained educators in a suitable and conducive environment.

**Health:** The major thrust of health policy is to improve access to quality healthcare and improve the efficiency of the healthcare delivery system, while also delivering a robust disease management system

## 12.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
28.	Improve the performance of tertiary institutions and vocational training centers	Set up a committee to review the operations of the following institutions, and make recommendations on their improvement; I. Nasarawa State University II. College of Agriculture III. College of Education IV. State Polytechnics V. Health Institutions VI. Vocational Training Schools etc.	MoE
		Expand the number of skill acquisition centres and increase funding for them.	
29.	Improve the quality of teaching at the primary and secondary school level as well as health care provision at primary health care centres (PHCs)	Pilot computerization scheme through the provision of a minimum of five (5) desktops, accessories, a generator and photocopying machine for one secondary school per local government	SUBEB/NSPHDA
		General systematic renovation of dilapidated classroom and other educational infrastructure in one strategic primary and secondary school in each LGA	
		Deployment of a robust Monitoring and evaluation framework for the education sector	
		Initiate and implement the Nasarawa School Reform Programme in line with the United Nations standard for quality education.	
		Use of ICT centred learning at the primary and secondary levels, which would also involve training of educators on innovative ways to use ICT to teach students.	
		Proceed on a phased supply of books and other educational resources to state libraries	

		Review and enhance regulation of private schools to ensure only those that are up to standards are registered	
		Initiate a supplementary programme at primary and secondary school levels to encourage and build interest in STEM education	
30.	Establishment and refinement of primary healthcare centres	Explore the development of specialised health care centres (such as centres for cardiology, orthopaedic, renal dialysis, and cancer issues) with the private sector, to attract medical tourism and positioning Nasarawa as a hub of healthcare services for the North Central regions.	MoH
		Systematic renovation of healthcare centres across the state (one per senatorial district, then one per LGA and then wards etc), with possible PPP elements.	
		Ensure constant supply of drugs to PHCs	
31.	Development of framework and policies for healthcare advancement	Development and operationalization of a comprehensive advocacy plan for health and HIV/AIDS	MoH
		Deployment of a robust Monitoring and evaluation framework for the health sector	
		Equitably distribute cost of healthcare amongst different income groups, which would protect families from hardships of huge medical bills.	
		Implement a health insurance scheme through the Nasarawa State Health Insurance Agency (NSHIA)	
		Intentionally create accessibility and opportunities for people with disabilities through special needs programs in order to increase manpower for the state whilst including them in the development agenda.	
		Reduce the incidence of diseases through promoting environmental and preventive healthcare (such as sanitation, good nutrition and Immunization)	
		Improve working relationship between NASACA and SMOH to achieve smooth coordination and improve health financing.	
		Ensure sustainability of the established TWG for AIDS and DRM for HIV.	
32.	Private sector participation	Leveraging on the participation of private sector organisations through investments geared towards development of world-class healthcare facilities.	MTI&I
		Leveraging private sector partnerships and international development partners resources to reduce funding gaps for the health and educational sectors.	

# 13. POWER & TRANSPORT

## 13.1 SITUATION ANALYSIS.

Power and transport are critical infrastructure utilities, but current infrastructure level in Nasarawa is inadequate to meet the demands of the State's vision as a truly prosperous and industrialised state. Power and road infrastructure are vital for economic growth and for quality standard of living.

The chronic shortage and erratic supply of electricity undermines the potential industrialization of the State. The current administration is keen on improving the generation, transmission, distribution and sale of electric power to the general public and industry would foster industrialization in Nasarawa State. The Farin Ruwa Hydro Power Project, a power project executed under a public private partnership between the Federal Government and the defunct Nasarawa Energy Company, has failed to yield the desired results. State owned power projects are also not enough to meet up with the current demand for power in the State.

Mobilisation of passengers and goods in the State is predominantly via road transport. Besides the challenge of insufficient accessible and good roads, the sector is largely unregulated. Since the winding up of the Nasarawa Express Services Limited (NESL) in 2015, there has been no special provision to cater for the transport needs of the Nasarawa populace. There is no overarching transport policy in the State. Consequently, the sector has been plunged into informality and caused huge revenue loss to the Government. Rail infrastructure also remains largely underdeveloped.

## 13.2 STRATEGIC ISSUES

Constant power supply is crucial for the emergence of industries. The Power sector plays a strategic role in enabling and promoting economic activities across the economy and in the delivery of key social services. Although there is no reliable data to power deficit faced by the State, it is evident that the current power supply does not meet up with the current and growing demand.

Poor performance of generating stations caused by lack of regular facility maintenance and limited transmission capacity has also crippled the sector. Due to power shortages faced by individuals and businesses, many have opted for generators as alternative sources of power. This automatically increases the cost of operation and discourages potential investors. Electricity constitutes on the average between 20 to 40% of the cost of production in a typical manufacturing company. This suggests that it costs a Nigerian company more than double what a company in emerging or developed nations pay for the same unit of electricity, judging by current international figures. The Power sector needs rehabilitation to restore system stability and security.

Transport; Presently, the modes of transport consist of buses, mini-buses, taxis, motor-cycles and tricycles. By reviving the efficiency with which people, goods and services can move from one place to another, the overall quality of life and ease of conducting business can be enhanced. The available road infrastructure is insufficient to cater to the needs of the citizenry. Hence, there is need to improve road infrastructure which is predominantly used and harness the potential of rail infrastructure in the State.

The absence of an up to date transport policy in the State has plunged the sector into informality leading to huge potential revenue loss. The State has set out transport infrastructure projects but is limited by finances, suggesting the existence of a substantial potential for private sector participation. The transport system is inadequate for the growing urban population in the State leading to shortages and adding more pressure on the available transport mode and existing transport infrastructure.

### **13.3 STRATEGIC OBJECTIVE AND POLICY THRUST**

Nasarawa is set to achieving an efficient and effective infrastructure that can meet up with current and future demands of the State as it seeks to become an economic hub. By 2024, efficient power and mass transit systems should be in place to achieve sustainable development.

For Power, a comprehensive national power supply strategy will be put in place that meets the need of the State. There will be a lot of private sector collaborations in power development plants. The Government will offer support to prospective investors in the state electricity sector. Furthermore, captive power plants shall be erected for critical areas of its economy. The State will also partner with the Federal Government in restoring the Farin Ruwa Hydro Power Project.

For Transport, the State is determined to increase access to basic social services (housing, health, education, etc.) by improving access to transport infrastructure. There will be increased productivity through provision of standard transport services to reduce commuting time and cost of transportation in the State. Like other sectors, the State will be partnering with private investors and stakeholders in the transport sector for overall economic growth of the State and social well-being of the citizenry. To solve the problems of informality and regulation, the State Government will implement an Integrated Transport System and Traffic management and Road safety.

## 13.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
33.	Improve Power Supply	Partnering with the Federal Government in restoring the Farin Ruwa Hydro Power Project	NaEPA
		Revive dysfunctional power plants Collaborate with the private sector on off-grid power solutions	
		Supervise completion of on-going power projects and ensure that completed power projects are optimally performing.	
		Develop a comprehensive national power supply strategy that meets the need of the State.	
34.	Provision of Transport Infrastructure	Provision of standard transport services to reduce commuting time and cost of transportation in the State	MWH&T
35.	Increase Investment	The Government will offer support to prospective investors in the state electricity sector through incentives and policy making.	MTI&I
		Encourage private sector participation in road infrastructure development for building of roads, developing rail infrastructure, etc.	
		Erection of power plants in critical areas of the economy to promote industrialization	
36.	Improve Service Delivery	the State Government will implement an Integrated Transport System and Traffic management and Road safety	MWH&T



## 14. RULE OF LAW & SECURITY

The rule of law is a constitutional principle, which stipulates that all actions and activities must be conducted in accordance with established laws and procedures. This principle demands; Government acts according to the law, equality before the law, and the independence and autonomy of the judiciary. All of which directly impact the lives and security of citizens.

Fair and efficient enforcement of criminal laws, fair and accessible dispute resolution mechanism, protection of rights, lives and properties of citizens, as well as fair application of government procedures for overall benefit of citizens are major factors that drive sustainable growth and development in a state.

Currently, the poor performance of agencies and actors, both state and non-state, involved in the sector has led to the deterioration of rule of law and security in Nasarawa.

### 14.1 SITUATION ANALYSIS.

Over the years, large sums of money have been spent to improve security in the State with little or no improvement of the State's security system management. With poorly coordinated security system management and constraints such as lack of equipment, inadequate mobilisation, mismanagement of funds for security and so on, Nasarawa has become prone to a lack of safety and security with high and violent criminality. These threats to lives and properties has marred lives of people, hindered mobility of goods and services within the State, and deterred visitors and investors, hampering economic growth.

The Nasarawa State Judiciary is far from its envisioned state of being an independent, reliable and effective justice delivery system that ensures access to justice for all, upholds the principles of rule of law and transparency. The existing courts are inhibited by lack of resources and capacity that has led to delayed dispensation of justice and high congestion in prisons due to large number of inmates awaiting trial. Evidently, this performance indicates the failure of the courts to uphold the rule of law and their inefficiency to ensure access to justice.

Similar challenges are also faced by the Nasarawa Ministry of Justice in fulfilling his mandate to provide a sound legal framework to maintain the rule of law as well as economic and social reform. The Ministry plays an important role in reforming this sector.

### 14.2 STRATEGIC ISSUES

The State must put in place legal order, respect for the rule of law, develop a responsive and fair system of justice for all and combat corruption culture to enable its citizens enjoy their fundamental rights. The rule of law is a universal principle of good governance that requires the collaboration of the Executive, Legislature and Judiciary arms of the State. The Executive is tasked with accountability and transparency in governance according to the law, while the Legislature shall pass implementable law and monitor internal security and the Judiciary will guarantee fair application of the rule of law in resolving disputes. Good planning and coordination, quality leadership in public affairs, provision of accessible vital services to citizenry and responsive and accountable public service are pivotal to good governance.

As such, the structures and institutions in the sector shall be reformed to consolidate good governance, ethics and values, promotion and protection of human rights, implement transparency and accountability in procedures, and develop anti-corruption strategies.

Other issues affecting the provision of good security and safety of lives and properties in Nasarawa are resultant effects of poor manpower. Personnel in the state remain poorly trained and largely unequipped to combat crime and efficiently manage the internal security system of the state. Insufficient statistics on safety and security also allows for improper planning and management of resources to combat crime in the state. Other issues include lack of public enlightenment on how to respond in the event of emergency, poor public perception of security and safety personnel, and lack of logistical resources that frustrates emergency response times.

### 14.3 STRATEGIC OBJECTIVE AND POLICY THRUST

The policy thrust for this sector is to ensure that the rights, lives and properties of all men, women, girls and boys within Nasarawa state are safe and secure. The state government will make progressive effort to imbue the citizens of Nasarawa and security personnel of the State with a sense of personal and civic responsibility.

The key objectives are:

- i. Accessible effective and efficient justice administration system
- ii. Capacity development for sector workforce
- iii. Promote respect for rule of law and fundamental human rights
- iv. Foster community participation in security and safety management
- v. Combat crime and corrupt practices in the State
- vi. Promote public trust in security institutions

### 14.4 STRATEGIES AND KEY ACTIVITIES

	STRATEGY	ACTIVITIES	LEAD
37.	Updating legal frameworks to respect the principles of good governance and human rights	Developing better state justice management policies, strategies and plans.	MoJ
		Promote social inclusion in government activities	
38.	Improve Justice System and Access to Justice	Setting up of special courts in the state e.g commercial disputes settlement, child rights enforcement etc.	JSC
		Setting up of alternative dispute resolution centres across the state e.g mediation and arbitration centres.	
		Promoting principles of equality and accountability before the law in administration of justice.	
39.	Revamping security services and better equip security agencies in the state.	Provide security personnel with crime fighting tools and equipment.	SSG
		Training programmes for security stakeholders in the state	

		Improve management of state's internal security and combating corruption of public security officers.	
		Ensuring efficient justice administration and law enforcement in the state.	
40.	Improving infrastructure facilities across the state that will enhance security and safety such as street lighting, good roads etc.	Eliminate 'black spots' around Nasarawa through installation of street lights.	MWH&T
		Improve emergency response time through traffic decongestion and accessible good road networks in the State.	
		Organise landscaping programmes to beautify the state and clear out criminal hangout locations across the State.	
41.	Strengthen and monitor operations of vigilantism/ community policing and support security awareness programmes.	Organise quarterly meetings with security stakeholders in the state.	SSG
		Advertisement and promotion of government policies and activities on security and safety in the state.	
		Government support of synergy among conventional security agencies and vigilante groups in the state.	

*Unlocking Opportunities  
Creating Wealth*

