

VISION 2010 Committee

Volume 1

MAIN REPORT

September 1997

VISION 2010

MAIN REPORT

Vision 2010 Secretariat
% Economic Affairs Office
Presidency
Federal Secretariat
Abuja.

30th September, 1997

General Sani Abacha GOCON, mni
The Head of State,
Commander-in-Chief,
Residential Villa,
Aso Rock,
Abuja.

Your Excellency,

RE:SUBMISSION OF REPORT OF THE VISION 2010 COMMITTEE

On 27th September, 1996, Your Excellency inaugurated the Vision 2010 Committee and gave it a 14-item Terms of Reference which required that the Committee, among other things, defined for our Country its correct bearing and sense of political, socio-cultural and economic direction. The Committee was given to this month of September, 1997 to complete the assignment and submit a Report.

2. The Committee has now completed its work and herewith, submits its Report. The Report is the outcome of 12 plenary meetings; 57 around-the-country meetings and workshop; 53 sub-committee meetings; field studies and thousands of memoranda from the public. There were also inputs from Federal Ministries, Multilateral institutions, Nigerians domiciled out of the country and some foreigners who have interest in the welfare and livelihood of Nigeria.

3. The Report proposes both Immediate, Short Term, Medium Term and Long Term measures to stimulate economic growth and transform Nigerians into patriotic citizens. It also seeks to place the country en route to becoming a developed country by the year 2010. While the Immediate and Short-Term measures are pressing, the Long Term ones too must be implemented with some urgency. Whether the Report is successful in bringing about the desired objectives will ultimately depend on how effectively its recommendations are implemented. It is necessary that the measures should be carried out not only with the full weight of the government machinery, but also with the complete support of the private sector, and the willing cooperation of the general public.

4. While the Report has tried to distill all the oral and written submissions which the Committee has received, it has naturally been unable to deal with individual issues as thoroughly and in as much detail as did the 53 sub-committees reports on the various critical success factors, economic sectors and issues, other issues, and some special issues. Accordingly, the detailed and unedited reports of these sub-committees is herewith submitted as Volume II of the Report. The input from the Federal Ministries, State Governments, Public and Private Sector Institutions and the Public Memoranda are given as Volume III of the Report. Taken together, the three volumes will give all the details required to address every conceivable issue regarding our policy.

5. The Members of the Vision 2010 Committee wish to thank Your Excellency for having given them the privilege of participating in this collective effort to chart new directions for our beloved nation, Nigeria.

6. Long Live Your Excellency and Long Live the Federal Republic of Nigeria.

Yours respectfully,

CHIEF (DR) E.A.O. SHONEKAN, CBE
(Chairman of the Committee)

IBRAHIM M. IDA
(Secretary to the Committee)

FOREWORD

“ CALL TO ACTION”

OVERVIEW

It is generally agreed that we live today in a period of great changes across the world. As the pace of change accelerates, the future inevitably becomes less and less predictable. To succeed in this particularly dynamic times, there is a greater need to proactively harness national efforts to shape the future. For us in Nigeria, the need to do this has never been more compelling given our relatively weak position in the world in many areas of human endeavour

2. It is in realization of this that the Head of State, Commander-in-Chief of the Armed Forces of Nigeria, General Sani Abacha, GCON mni, decided to inaugurate the Vision 2010 Committee on 27th November, 1996 with a mandate to develop a blueprint of measures and action plans which when implemented can ensure the realization of Nigeria’s widely acknowledged potential by the time the nation is 50 years old as an independent country in the year 2010. Such a blueprint must also be capable of helping to realize the aspirations of our people.

3. The charge of the Head of State to the Vision 2010 Committee as set out in the Terms of Reference given to the Committee could be said to be three fold viz:

- (a) To constructively analyse why after more than 36 years of political independence, our development as a nation in many spheres has been relatively unimpressive, especially, in relation to our potential;
- (b) to envision or visualize where we would like to be at the time the nation will be a fifty-year old independent nation in 2010 and;
- (c) to develop the blueprint and action plans for translating this share vision into reality.

4. The composition of the Vision 2010 Committee was deliberately broad to represent the widest spectrum of stakeholder groups. This was partly intended to ensure that view points and ideas are obtained from all segments of the society. The Committee in its work adopted an approach which emphasized consensus building on all major issues. This final report distills the Committee’s collective decisions taking due cognizance of the imperative of building consensus and achieving unanimity of views on virtually every proposal, overall direction and the suggested way forward.

5. It is particularly note worthy that there was overwhelming consensus even on issues which otherwise should have been contentious. This underscores the oneness of purpose of the Committee in its deliberations.
6. There are of course, a number of positive legacies which the Vision 2010 Committee could leave behind. First is the resolute determination to keep to set targets by turning out this report in accordance with the schedule.
7. Second, the deliberations were conducted in a most friendly atmosphere. Consequently, barriers – ethnic and religious among others – were broken and interaction fostered among members in the course of our deliberations. Based on this, we can see a vision of a “New Nigeria” emerging under which all of us can harmoniously work together in pursuit of the national interest.
8. Finally, there is the legacy of selfless service and sacrifices both in terms of time and other resources which members amply demonstrated. Many members provided funding for the various external workshops that were held in the course of the assignment.
9. The Committee sought for and received input from all stakeholders both at home and abroad. Opinion leaders and the grassroots in particular, were not left out. Apart from soliciting for public memoranda and submissions on all aspects of the Committee’s terms of reference, a broad range of speakers from within and outside the country, including virtually all ministers and heads of key public agencies were invited to address the Committee. A wide array of workshops were also held to afford the generality of our people the opportunity to have input in our work. These coupled with the continuous efforts of Committee members to reach out and receive input from all possible constituencies have ensured that the outcome of our work is one that will be widely shared.
10. We have also included issues such as the Role of the Military, Police and our Traditional Rulers in the next millennium. These issues were not originally stated in the terms of reference given to the Committee and they were not discussed by the members. With the benefit of hindsight now, it is clear that revisiting these issues within the context of Vision 2010 has thrown up a lot of insights which could make one come away with a strong positive feeling about the future of our country.
11. Unlike the traditional approach to development planning under which Plans were often imposed on the people, we adopted the “bottom up” Approach which emphasized wide spread consultation amongst Nigerians. We actively sought to listen to the concerns and interests as well as aspirations of Nigerians in crafting the Vision. We also examined the realities on the ground in every facet of the country’s life including the economy, education, health care, law and order and external image. Finally, a linkage group related Vision 2010 targets to both public and private sector plans.

12. The major conclusion arising from the visioning exercise is that the Time is ripe to change the way we have been doing things in our country, and that we cannot meaningfully apportion blame to any one group for our lack of significant progress as a nation over the years. We conclude that we must all accept responsibility for this rather than indulge our passion in apportioning blame for past failures on others. Our institutions, values and collective performance have witnessed a progressive decline over the years. It follows therefore, that each and everyone of us must play a part in the effort to realize our shared dreams and aspirations.

THE VISIONING PROCESS

13. In developing the visioning process, we decided to take an introspective view of ourselves recognizing that **all** of us and not one single segment of the society or a single administration could be strictly said to be responsible for our problems. In the process, we were able to **realistically** gain a good understanding of why we are where we are, before defining our ultimate destination as well as establishing the plan to attain that desired destination.

We asked ourselves three questions viz:

- (1) Where we are (and why)?
- (2) Where do we want to be? and
- (3) How do we get there?

14. Using the concept of visioning which has been successfully used for nation building in other developing countries across the world, we have crafted a VISION for Nigeria based on the input received from a broad segment of our people. We started out by thoroughly analyzing the factors identified as being essential to a nation's success in today's world. We next defined the objectives together with the strategies to be used in achieving our shared aspirations. We also focused particular attention on implementation through the establishment of realistic blueprints, targets and action plans for realizing our desired future. Our approach is detailed in part one of this final report.

VISION STATEMENT

15. Our Vision Statement for Nigeria by the year 2010 is:-

“To be a united, industrious, caring and God fearing democratic society committed to making the basic needs of life affordable for everyone and creating Africa's leading economy”

From this Vision Statement, it can be seen that our shared values centre on unity, industry, care for our neighbours, religious and moral principles as well as governing system rooted in the democratic process. In our view, these shared values provide the foundation upon which national success can be built.

16. Consequently, the twin challenges confronting us as a nation are to build on the foundation of our shared values in such a way that, by the year 2010, we will have, firstly, provided the minimum basic needs of life for all Nigerians and, secondly, become Africa's leading economy in all ramifications.

17. In order to realize Vision 2010, we have set ambitious, but nevertheless achievable targets for Nigeria in all areas including – political, socio-cultural, and economic. We have also set interim milestones for the Years 2000 and 2005. This is to enable us focus on shorter term goals and thus, monitor our progress towards achieving our target, and if necessary, make any mid-course corrections.

18. The political, socio-cultural and economic directions have been set out in part three, which summaries the major recommendations and targets defined by all the relevant Vision 2010 Sub-Committees (whose reports, unedited, are contained in Volume II of our final report). The Action Plans are detailed in part seven where the focus is essentially on **implementation** of Vision 2010 proposals.

BUILDING FOR GENERATIONS TO COME

19. Broadly speaking, there is no doubt that Nigeria and Nigerians need to imbibe a mind-set change to prepare us to successfully cope with ever changing global realities. This will require two major fundamental changes. The first is a need to re-examine those shared values which have been so essential to whatever successes we may have recorded in the past. These should be the lasting foundation upon which enduring future success can be built. The values – our rich heritage and strong sense of community - are both essential for holding us together as a people and for providing the common principles which will guide us in a rapidly changing world. The second major change is to open our minds to select the best options the world has to offer and then devise together a truly Nigerian success formula which will enable us forge rapid success.

20. It must be stated here that our recommendations contain virtually no “quick fixes” as such actions can only have temporary and transitory impact. Instead, we have focused principally on the root causes of our problems and on what can be referred to as durable and sustainable solutions. We have concentrated on fundamentally changing the Nigerian **system** in such a way that all stakeholders are motivated and an enabling environment provided for them to create **their** own future while at the same time creating our overall success story, through their collective endeavours.

21. We have no illusions whatsoever that there is an easy way out. We are preparing ourselves to run a marathon and to make sure that all stakeholders know that there is no quick fix in realizing Vision 2010. We have focused on fundamental issues, permanent reforms and major innovations, all of which need to be implemented continuously over the years to come. In our considered view, only in this way can we realize Nigeria's immense potential.

22. The Vision as crafted by the Committee is intended to serve as a compass to guide our collective actions to reach our targets by the year 2010. We can then plan for the period, 2020-2050 – during which we should aim at joining the developed nations and in particular, the major powers which are responsible for shaping the future of the entire world. Our Vision 2010 targets may be said to be ambitious, but they are practical and achievable; they constitute a platform on which further sustainable development can be built throughout the entire 21st century.

23. Implementation is crucial to our success and must start now. Our first steps must be ambitious if Vision 2010 is to succeed. Nothing succeeds like success! Nothing builds confidence better than visible results! Nothing can create more short term success than economic recovery followed by accelerated economic growth! Nothing will bring more Nigerians on board than baking a bigger cake in which they can have a greater share and the promise of an even bigger share for their children in the years ahead.

24. We have therefore, focused heavily on the 1998 Budget and on immediate economic and legal reforms which will create an enabling environment for strong economic recovery in 1998 and accelerated growth thereafter.

25. The 1998 Budget needs to be linked with the targets set out in Vision 2010 and must emphasise pursuit of those fundamental economic reforms which can create sustainable economic growth rate of 6-10% per annum in real terms between 1998 and 2010. In our considered view, Nigeria can even achieve growth rates in excess of 10% annually and emerge as a leading dynamic economy in the developing world, if the recommended reforms and measures are faithfully implemented.

THE ECONOMIC IMPERATIVE

26. From our deliberations in the Vision 2010 Committee, it is clear that Nigeria's economic success must be built on the following principles.

- (a) government needs to focus on creating an enabling environment which stimulates private sector savings and investments. The government should provide conducive infrastructure, build human capital (education, health care and technological know-how); govern effectively in the public interest; and orient the economy towards diversified, export-oriented development based on national comparative advantage;
- (b) private sector is to support government in a truly progressive partnership. The private sector must become the engine of growth of the economy and this can be achieved through undertaking significantly higher level of investment, concentration on best global practices and quality standards, penetration of West African and global markets, and utilization of domestic natural resources, skills and inherent competitive advantage; and
- (c) macro-economic framework and economic institutions which are similarly outward-oriented, based on free markets and global competition, and fostering high domestic savings and investment. This will be supported by stable and consistent economic policies with emphasis on achieving low inflation rates, and strong fiscal/monetary discipline.

27. It is widely agreed that strong economic recovery and accelerated growth are prerequisites for achieving progress on both the political and socio-cultural fronts. The economy therefore, ranks highly in our list of priorities. Tough choices are required (as set out in parts three and seven). Budget '98 is critical to this effort. The 1998 budget must provide the signal to the world that we are determined to implement a credible economic success formula and to create an attractive investment climate for both local and foreign investors.

SYSTEMATIC POLITICAL/SOCIO-CULTURAL EVOLUTION

28. Once we take measures to build a strong economy which is capable of achieving sustainable growth rate of 6 to 10% per annum, we can confidently and simultaneously pursue major political and socio-cultural initiatives for the betterment of our society. As set out in part three, our key politically and socio-cultural priorities include the following:

- (a) To reorient our people based on shared values of unity, industry, caring for our neighbours, high moral ethical and religious norms, and consensus building under a democratic setting;
- (b) to establish and sustain democratic institutions in Nigeria as a means for achieving good governance in the public interest;
- (c) to focus public and private sector attentions on building human capital as our greatest asset through fundamental reforms in education and health care systems, improved management of population and expanded social services; and
- (d) to rebuild our institutions, improve infrastructure and gradually seek to transfer resources from the public sectors to private hands as the means for empowering the Nigerian people to participate more actively in productive activities.

29. Again, success on the political and socio-cultural fronts requires a long term orientation. The problems of today did not come about overnight. It will similarly, take some time to bring us to levels that would enable Nigeria become a world leader. We have, therefore, focused on fundamental changes which could influence the basic character of the Nigerian people, and on institutions and environmental settings which can empower our people to actualize their potential both within the context of the nation's enormous resource base and global trends.

IMPLEMENTATION

30. We live in a highly competitive world driven by the forces of liberalisation, globalisations and technology. We must therefore, take tough decisions and make important choices about the future. Vision 2010 seeks to lay out the framework for facing these decisions and choices squarely, thereby helping us to chart a future direction and course of action consistent with Nigeria's and Nigerians' aspirations. There is no denying that implementation of Vision 2010 is critical in this respect.

31. Visible results are essential if we are to overcome skepticism and build confidence especially, against a back drop of our experience in the country. We must secure broad support and commitment of all stakeholders so that sacrifices and investments will be made to create our desired future. Vision 2010 needs widespread debate and consensus building preparatory to successful implementation. Vision 2010 must be carried to the people and all key institutions in and outside the country so that all stakeholders will be fully mobilized for implementation.

CONCLUSION

32. In conclusion, I want to thank several personalities and bodies who have provided one form of assistance or the other in this visioning exercise. The concept of Vision 2010 is the brainchild of General Sani Abacha, Head of State, Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria. He has striven throughout his career as a public servant, to promote discipline and the attainment and maintenance of Nigeria's position as a great nation and the giant of Africa. Since announcing this initiative a year ago, he has provided it with every possible support. It must be pointed out that, the Committee has been unfettered in its deliberations, and has received needed logistical and material support from the government. I want to acknowledge his initiative and support and to opine that those who do not thank him today for his foresight in establishing the Vision 2010 Committee, will certainly do so in the future.

33. I want to thank our Royal Fathers, and the entire Committee – appointed members, consultants, secretarial and other support staff, including the drivers and messengers. We have all worked hard these past ten months in the hope of laying the foundation for a vibrant and great country, destined to survive us all. We have had great and instructive moments. We all learn from each other, and have forged new friendships and gave each other new perspectives by sharing experiences. The nation owes you a great debt of gratitude for your contributions through Vision 2010.

34. On a personal level, I thank God and I thank the Head of State for giving me the opportunity to serve Nigeria in this capacity at this point in time.

35. I also want to thank our international friends, institutions and stakeholders for their faith in Nigeria's potential greatness. The contributions of institutions and individuals within the country who are too many to mention at this time are also worthy of note. Our acknowledgements and gratitude will be listed after our Auditors – Messrs. Akintota Williams and Co. and KPMG Audit would have completed their audit in line with our avowed philosophy of integrity, transparency and accountability. We have a deep commitment to these ideals and would strive to lay a good example by publishing details of our finances in due course, including donations and their disbursements.

36. I will end this foreword with a prayer. May Nigeria always live in interesting and constructive times. May her people, led by their leaders learn to understand that they have no other country but, this, and that neither do their children born now and even others yet unborn,. May the Almighty God continue to guide us through our pains of nation building, conferring on us the gifts of patience, wisdom, tolerance and the ability to learn from our mistakes until we achieve the very greatness for which we have been pre-destined. Amen.

37. God Bless Nigeria.

38. Long Live the Federal Republic of Nigeria.

CHIEF (DR) E.A.O. SHONEKAN, CBE
CHAIRMAN
VISION 2010 COMMITTEE
ABUJA.

Tuesday, 30th September, 1997.

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

1. Nigeria is the most populous nation in Africa and the 11th in the world. She is endowed with vast human and natural resources, including oil and gas. Yet after 37 years of independence, Nigerians are unanimous in their conviction that the economic and political performance of their nation is far below her potential, and their own expectations and aspirations. The conviction that the country's poor economic and political performance is neither representative of her potential nor in consonance with the aspirations of her citizens, and their determination that their nation should occupy her rightful place in the comity of nations let the **Head of State, Commander-in-Chief, General Sani Abacha, GCON mni**, to set up the Vision 2010 Committee on the **27th November, 1996**.
2. The Committee comprised 248 members, including 25 foreign stakeholders resident in Nigeria. The Committee's mandate, set out in a 14- item Terms of Reference, required it to develop a blueprint that will transform the country and place it firmly on the route to becoming a developed nation by the year 2010.
3. The Committee worked for 10 months using the following methodology:-
 - Plenary sessions, held in the form of 12 Workshops, spread over the period;
 - sub-committees on particular problem areas;
 - 57 external workshops;
 - specifically commissioned studies;
 - consideration of 750 memoranda from the general public;
 - presentations by guest speakers, and
 - intensive brainstorming among Committee members.
4. The Committee organized its work under 53 sub –committees and 8 clusters of sub-committees, covering 13 critical success factors, 17 economic issues, 17 special issues and 6 general issues. Arising from the results of this process, the Committee concluded that by 2010 Nigeria would have transformed into a country which is:

“A united, industrious, caring and “God-fearing democratic society, committed to making the basic needs of life affordable for everyone, and creating Africa’s leading economy.”
5. The achievement of this Vision calls for a paradigm shift in the mindset of all Nigerians to imbibe new core values, norms and standards that would align with the requirements of the global realities, rapid technological change, globalisation and liberalisation. It also requires a change in the things the nation does henceforth and how she does them.
6. The salient findings of the Committee reported under various areas and issues on which Nigeria should focus in order to attain this Vision, are Education, Health, Industry,

Petroleum, Solid Minerals, Agriculture, Infrastructure, Poverty Alleviation, Rural and Urban Development, Unemployment, Small and Medium-scale Enterprises, Women, Youth, Information System, Industrial Relations, Reward System, Public and Private Sector Partnership, Stable Policy Environment, Law and Order, Anti- Corruption, Good Governance, External Image and Capital Mobilisation, among others.

7. Over the Vision period, the successful management of the above areas and issues depends on a proper appreciation of “Where We Are”, “Where We Want To Be” and “How To Get There” in respect of each, as follows:

Value System

8. Nigeria is a multi-ethnic society, with a value system that derives from the diversity of its people and their different behaviour, religions and cultures. The elements of this value system include respect for elders, honesty and accountability, cooperation, industry, discipline, self confidence and moral courage. Over the years, however, such value system has weakened.

9. By the year 2010, it is envisaged that the Nigerian people will re-discover themselves and revert to being God-conscious and God-fearing, caring, sincere, honest, accountable in their dealings with public trust, and proud of their country and heritage.

The Political Situation

10. The military has ruled Nigeria almost continuously for 27 out of 37 years since the country’s independence in 1960. A political transition programme is in place and the Nigerian people eagerly await a return to democratic rule.

11. By the year 2010, it is envisaged that Nigeria would have become a stable democracy within a full-fledged federal system, characterised by comprehensive freedom for the citizens, rule of law, openness, accountability, and orderly and predictable changes of government.

12. To achieve this Vision objective, the on-going political transition programme should be faithfully implemented, resulting in a democratically elected government in 1998, with the military reverting fully to its professional and constitutional roles and functions.

The Economy

13. After about a decade of depression, the economy had begun to show signs of recovery at the time the Committee was inaugurated late in 1996. After an average annual growth rate of less than 2 per cent since the visioning exercise commenced. After falling to less than 2 per cent per annum in 1994, the growth rate of Gross Domestic Product (GDP) rose to 3.3 per cent in 1996. Inflation had also declined to about 30 per cent. The balance of payments deficit had declined significantly to less than \$800 million, whilst external reserves had risen to about \$4 billion.

14. However, the structure of the economy remains unchanged. The economy is still monocultural, the primary product now being crude oil (instead of agricultural produce as it was

in the 60s and 70s). Production activities are still highly dependent on imports, as imported consumer goods as a proportion of total imports remain high at over 30 per cent. Oil accounts for about 95 per cent of the nation's total export earnings. Inter-sectoral linkages remain weak and unemployment remains high, rising and problematic.

15. During the Vision period, it is envisaged that the GDP growth rate will average about 10 per cent per annum and that a less than 5 per cent rate of inflation will prevail as from the later years of the Vision period. By 2010, the exchange rate of the Naira would have improved tremendously, whilst the Naira would have become a convertible currency. Manufacturing would be accounting for about 24 per cent of the GDP, whilst the relative contribution of oil to the GDP would have declined to less than 20 per cent. Finally, the per capita income would have risen to about \$1,600. In summary, by 2010, Nigeria would have returned to the rank of middle income countries.

16. In order to attain the Vision targets, the private sector should become a lot more active, within a market-oriented, highly competitive, broad-based, private sector-driven development process. Consequently, privatisation, liberalisation and rapid technological advancement should be among the critical elements of Nigeria's economic development strategy during the Vision period.

Education

17. In 1996, only about 50 per cent of children between the ages of 5 and 24 years were enrolled in primary, secondary and tertiary educational institutions, with the enrolment ratio being highest at 88 per cent for prime school children. By the year 2010, primary school enrolment should be almost 100 per cent and at least 26 per cent of government budget (at federal, state and local levels) should be devoted to education.

Population

18. Nigeria's annual population growth rate of about 2.8 per cent over the past decade outstrips the average annual GDP growth rate of about 1.6 per cent. Also, about 45 per cent of the population are youths below the age of 15 years. All these contribute to a significant decline in the standard of living of the majority of the population. By the year 2010, the country's population growth rate should have declined to not more than 2 per cent per annum. Faster economic growth and development, the education of girls up to the age of 18 years and effective family planning schemes are some of the major strategies for achieving a significant reduction in the population growth rate over the Vision period.

Manufacturing

19. The contribution of manufacturing to the GDP, which has been declining over the years, reached a level of only about 6 per cent in 1996. The sector's utilization of local raw materials is only about 55 per cent of total industrial input. Linkages between manufacturing and other sectors remain weak and manufacturing contributes only about 0.5 per cent of Nigeria's export earnings.

20. By the year 2010, manufacturing should contribute about 24 per cent to the GDP and should be a major employer of labour. To achieve this goal, a competitive, market-oriented and private sector-driven strategy, backed by very generous incentives and adequate infrastructure is required.

Health

21. Less than 5 per cent of the federal budget was allocated to health services annually for the past decade. Health facilities are inadequate and also poorly maintained. Nigeria has a life expectancy of 52 years (1993), compared with 62 years for developing countries. Infant and maternal mortality rates of 84 per 1,000 and 800 per 100,000 live births respectively are high, compared with average rates of 70 per 1,000 and 384 per 100,000 respectively, for developing countries. During the Vision period, preventive health-care services should receive more emphasis. Adequate funding should be provided to restructure and upgrade primary, secondary and tertiary health care facilities in line with international standards.

Agriculture

22. Agriculture now offers employment to over 65% of the working population; accounts for over 70% of non-oil exports and contributes about 30 per cent of the GDP.

23. In spite of massive government investment in the sector and related programmes over the years in the form of input subsidies to the River Basin Development Authorities, Agricultural Development Projects (ADPs), Green Revolution, Operation Feed the Nation, DFFRI, among others, the sector remains dominated by small-holder peasant farmers, who are dependent on nature, are barely exposed to modern technology and lack storage and preservation facilities. It is clear that government interventions have been ineffective, due largely to Corruption and diversion of resources meant for the sector.

24. It is the Vision's objective to achieve a substantial turnaround in agriculture in order to achieve food security, produce raw materials for industry and raise the level of foreign exchange earnings. Government interventions has to be more selective, better-focused and closely monitored, while an appropriate enabling environment is crucial to attracting private capital to medium and large-scale farming. Support in the form of provision of appropriate infrastructure and agricultural extension services is also essential to the realization of this objective.

Petroleum

25. Upstream: Nigeria currently produces about 2.2 million barrels of oil per day, including condensates. This sub-sector still accounts for about 95 per cent of the total export earnings and about 80 per cent of Federal Government revenues. The country's vast gas resources remain virtually unexploited and more than 90 per cent of associated gas is being flared. Progress in the sub-sector is being stalled by inadequate funding, mistrust and loss of confidence between the Government and the joint venture operators. Other problems are incessant clashes with inhabitants of oil producing areas on account of environmental degradation and loss of means of livelihood caused by oil exploration activities. Furthermore, the sub-sector remains an enclave activity with little linkage with the rest of the economy.

26. By 2010, Nigeria's proven oil reserves should be about 40 billion barrels from the present level of about 22 billion barrels and daily crude output should have risen to about 4 million barrels per day.

27. During the Vision period, oil and gas will be developed fully to provide the launching pad for the development of the rest of the economy. Joint venture obligations should be fully and promptly met under a more transparent environment in which investor confidence is restored.

28. Community-related disruption of operations will be curtailed by making each community a stakeholder in the operation of the sub-sector. Greater indigenous participation in the oil sub-sector as well as exploration should be encouraged.

29. Downstream: Nigeria has invested substantially in four refineries (with a total of 445,000 barrels per day capacity), pipelines, petrochemicals and fertilizer plants. The sub-sector is in a state of decay due to poor operating conditions, inadequate funding, vandalisation and bureaucratic interventions. The sub-sector is dominated by the government. For example, crude allocation is done by the government which also fixes processing fees and product prices. Operators have little room to manoeuvre as commercial undertakings. There is also a significant level of smuggling. The current importation of petroleum products by Nigeria is clear evidence of the poor state of the sub-sector.

30. By 2010, Nigeria's downstream oil activities should have become a significant earner of foreign exchange and a supplier of a wide range of raw materials to local industries.

31. During the Vision period, the sub-sector should be liberalized and deregulated, and incentives provided to attract private sector investment to refineries, gas and product distribution.

Solid Minerals

32. Despite the country's considerable endowment with varied solid minerals resources, the contribution of this sector to the nation's GDP remains very low. The country imports such minerals as salt and iron ore which can be exploited commercially in Nigeria. The sector faces problems such as absence of policy framework and lack of infrastructure.

33. By the year 2010, these problems would have been substantially addressed to make the sector an important source of non-oil foreign exchange earnings for the country.

Poverty Alleviation

34. Currently, more than 50 per cent of Nigerians are poor. The legal minimum wage of ₦250 per month and the minimum pay of ₦1,250 per month in the public service, are far below the ₦3,920 per month required by an individual Nigerian for minimum sustenance. A family of five would also require ₦13,462 per month, just to live above the poverty line.

35. By the year 2010, not more than 20 per cent of the population should be categorized as poor. To achieve this, Nigeria's annual GDP growth rate over the Vision period should be at least 7 per cent, whilst the population growth rate should not exceed 2 per cent per annum. In addition, there should be effective and massive investments in education, health, housing, water supply, transportation, electricity and micro-credit.

Rural Development

36. Nigeria is largely a rural country, with 62 per cent of her population living in the rural areas. But the quality of life is very poor amongst this large population, due mainly to extremely inadequate infrastructure, lack of employment opportunities and social amenities. Health care is poor, and this is compounded by the lack of access to potable water. Educational facilities are insufficient and dilapidated, access to land for agriculture is limited and, where available, productivity is low due to poor technology and lack of input. Road network, communication facilities and markets are poorly developed. These account for the continuing poor quality of life in the rural areas in spite of an array of government programmes aimed at rural development.

37. By the year 2010, the rural people in Nigeria should enjoy a higher standard of living. Health facilities and potable water shall be available at the prescribed minimum standard. Every child of school age in the rural areas shall be in school; agricultural production is improved and the rural family shall earn enough to afford the basic necessities of life, thereby reducing rural-urban migration. The land tenure system shall be reformed to give every family access to land for habitation and economic production. Government shall invest a substantial proportion of its budget in rural development so that the rural areas can produce enough not only for local consumption and export but also to supply raw materials to local industries.

Urban Development

38. Thirty eight per cent of Nigeria's population is urban. Although urbanization is a global phenomenon, Nigeria's urban growth rate of 5-7 per cent makes it one of the most rapidly urbanizing countries in the world. By present trends, the proportion of urban population is estimated to reach over 50 per cent by the year 2010. This very rapid rate of growth has overwhelmed the capacity of urban management agencies, and compounded by cumbersome land allocation system, inappropriate planning techniques, and low resource allocation for provision and maintenance of infrastructure, urban centres in Nigeria have become chaotic. Government's effort at managing urban centres so far appear inadequate.

39. During the Vision period, Nigeria should attain a controlled and manageable urban growth; and an improved urban economy to support poverty alleviation and create employment. To achieve this, the Nigerian Urban & Regional Planning Commission should be established in line with the provisions of Decree 88 of 1990.

Unemployment

40. Unemployment has reached a very alarming proportion in Nigeria, with a greater number of the unemployed being primary and secondary school leavers and university graduates. This situation has recently been compounded by the increasing unemployment of professionals such as bankers, engineers and doctors. Thus, the unemployment toll is within the productive segment of the Nigerian population.

41. Nigeria should have attained virtual full employment of all able-bodied persons by the year 2010.

Small and Medium-Scale Enterprises (SMEs)

42. SMEs are spread all over the formal and informal sectors in urban and rural areas of the economy. They provide employment to about 80 per cent of the Nigerian labour force and constitute a veritable avenue for ensuring balanced and reasonable economic development. In spite of numerous incentives and support from government and other agencies, their level of capacity utilization currently stands at less than 50 per cent.

43. During the Vision period, conscious efforts must be made to enable SMEs to overcome their financial, managerial and technological problems by encouraging substantial private sector investment and the attainment of not less than 90 per cent capacity utilization rate.

Public/Private Sector Co-operation

44. Since independence, most development efforts have been spearheaded by the public sector. There have been about four development plans, all of which were mostly public sector investment plans with limited private sector involvement either in articulation or execution.

45. This limited private sector participation has been partly as a result of lack of co-operation between the two sectors. The private sector is handicapped by the conflicting interests amongst its organized members, while the unorganized private sector is often too weak to take advantage of useful policy initiatives of the government.

46. By the year 2010, Nigeria should reduce the dominance of the public sector in the economy and develop a viable, dynamic, highly motivated, socially and environmentally responsible private sector. A strong public and private sector partnership should be encouraged in order to foster a strong economy that is private sector-driven with the government as an enabler.

47. To attain this goals, Nigeria should liberalise her economy, strengthen existing incentives to the private sector, continue the privatisation initiative, encourage regular dialogue between the public and private sectors, and strengthen the informal sector to respond more positively to policy initiatives. In addition, the public sector needs to be restructured and adequately motivated to make it fully alive to its responsibility of providing the necessary enabling environment, especially in the area of support services.

Infrastructure

48. Infrastructure such as power, telecommunications, transportation and water supply are basically inadequate in terms of geographic spread, quality and efficiency. Most of the facilities are dilapidated, obsolete, unreliable and effective. The state of disrepair of most of these facilities is a reflection of a poor maintenance culture. The overall outcome is high cost of goods and services as industrialists often pass on the high cost of transportation and power supply, among other costs, to the consumers.

49. A major challenge of the Vision is to make the basic needs of life available and affordable to all Nigerians. Government would, therefore, need to restructure her expenditure pattern and move away from direct involvement in the production of goods to the provision of adequate infrastructure. This would also require private sector partnership.

Good and Stable Governance

50. The persistent deterioration in the quality of governance since independence has led to political instability and the weakening of societal institutions. Global trends suggest that the objectives of the Vision may not be realizable unless and until a significant improvement in the quality of governance is attained. A speedy transition to a truly democratic and market- friendly polity is, therefore, of utmost priority if the Vision aspirations are to be realised. So also is the need for leadership by example and for the nation to promote a culture of role modeling.

Capital Mobilisation

51. Nigeria has a growing capital market capitalized at approximately \$3.5 billion as at December 1996. The market is, however, largely illiquid and has not been a major source of capital for the indigenous private sector and municipalities, although there are windows for such funds.

52. By the year 2010, Nigeria should have a modern capital market which is liquid, active and transparent and which serves as an instrument of capital formation not only for the multinationals but also for the country's indigenous businesses, municipalities and for the funding of infrastructure. To achieve this, Nigeria should reform, modernize and internationalise the capital market to enhance its breadth, depth and liquidity and make it an engine of growth for the economy.

53. The banking and finance sector is plagued by a host of institutional, operational and legal difficulties. Key among these problems are asset-liability mismatch, capital inadequacy, fraud and poor management. These problems contributed to the emergence of the lingering distress syndrome, which should be speedily resolved if the sector is to perform its role during the Vision period.

54. The pension system must also be reformed to provide improved retirement benefits to retirees and mobilise long-term funds to finance the envisaged increase in capital formation.

Youth and Sports

55. The youth (between 12 and 30 years) currently constitute 60 per cent of the Nigerian population. Over the years, they have contributed significantly to national development in many areas, such as sports, community development, arts and culture. Unfortunately, a significant proportion of the youth is now involved in many criminal activities as a result of poor education, inadequate facilities in schools and technical colleges, moral decadence, inadequate parental care, lack of appropriate role models, breakdown of family values, high unemployment and poor national orientation.

56. During the Vision period, the positive contribution of Nigerian youths to national development should be significantly enhanced, particularly in the area of sports by the completion and implementation of the sports master plan.

Policy Process

57. The policy process in Nigeria has been characterised by poor conception, unclear direction, inconsistencies and poor implementation. Fiscal operations have been marred by relatively high tax rate, narrow tax base and high rate of tax evasion. However, the overall budget balance has been improving in recent years. During the Vision period, the government should continue to improve and maintain these gains by increasing the efficiency and transparency of its operations and upholding the practice of true fiscal federalism.

58. With regard to monetary policy, the country's performance has been hampered by bloated central banking functions, government interference and unfavourable economic environment. To enhance the efficiency of the financial system and send the right signals to the

financial community over the Vision period, the Central Bank of Nigeria should be immediately reorganized and granted autonomy in its core functions.

Information System

59. The information system in Nigeria today comprises the Federal Office of Statistics, the National Library of Nigeria and the National Data Bank, complemented by a myriad of other public and private sector institutional information departments.

60. In order to meet the challenges of the Vision and the new millennium, Nigeria nods to upgrade existing information and data services outfits into Modern and high technology service providers, networked into a single on- line, real-time entity for national development.

61. This calls for a review of the National Information Policy, the enactment of appropriate legislation, massive cut-over into information technology, connectivity to the World Wide Web (the Internet) and the setting up of national internet and intranet facilities. All personnel engaged by institutions in the new information system must be computer literate, well motivated and compensated. Nigeria must not be left behind in the information revolution now sweeping through the world.

Science, Engineering and Technology

62. Science, Engineering and Technology are crucial for any agricultural, industrial or technological take-off in the modern era. A sound basic education in the sciences and technology is a prerequisite. Such education will become progressively essential for living in the 21st Century. The emphasis of the country should, therefore, be on:

- Simple technologies that will improve the skills and production of small scale and subsistent farmers;
- the development of basic technologies for small and medium scale agricultural and industrial process industries;
- the enhanced acquisition of low and medium level technologies that will enhance industrial capacity utilization in targeted industries where Nigeria has comparative advantage.
- initiating and sustaining capacity building in those high technologies vital for 21st Century industries such as electronics, computers, information technology ad bio-technology.

63. The achievement of the above requires accelerated development of industrial clusters in various parts of the country. This, in turn calls for the rehabilitation of laboratories in polytechnics and universities; the enhancement of research and development (R&D) in public

and private sector activities and the upgrading of facilities in technical, vocational and secondary schools.

Law and Order

64. The effective maintenance of law and order is a critical success factor in the realization of the Vision. Currently, there are serious problems with Nigeria's law making, law enforcement and judicial systems. These hamper the nation's ability to protect life and property and ensure the liberty of the citizens adequately.

65. There is a need to build on the positive elements of the present legal and judicial systems in order to translate the Vision into reality. During the Vision period, there should be an end to retroactive and ad hominem legislation. Also, there should be a regular review of the country's laws, while the bills and laws passed should be given wide publicity. A special rehabilitation programme for the Nigeria Police Force should be urgently designed and implemented. The Judiciary should be radically reformed, better funded and equipped. The Law Reform Commission should be strengthened.

Corruption

66. Although corruption is a world-wide phenomenon, its level in Nigeria has negatively impacted on the country's development. Corruption appears to have become a way of doing things, though it is resented by a significant number of people who are hopeless in the face of weak and selective application of sanctions.

67. By the year 2010, Nigeria should be a corruption-free society. The achievement of this objective, however, will require imagination, dedication, resourcefulness, courage and discipline of all Nigerians to fight the menace.

Media

68. From its origin in the middle of the 19th Century to the present, the Nigerian media has had a tradition of being outspoken. Early nationalists like Herbert Macaulay and Dr. Nnamdi Azikiwe owned and used newspapers successfully to mobilise Nigerians against colonial rule. After independence, the media continued to play the role of being the nation's watchdog in spite of several legal, social and infrastructural constraints.

69. Recently, however, there have been moves to curtail free speech and the freedom of the press because of concern that the abuse of this freedom is becoming widespread. Valid as some of these concerns are, the temptation to further restrain the media should be avoided if the media is to continue to play its role as the nation's watchdog and promote the attainment of the targets of the Vision. The prospects are for private sector-dominated media, the owners and practitioners of which shall publish freely but shall do so with due regard for the national interest, accuracy, fairness and balance.

Labour Management , Industrial Relations and Reward System

70. The productivity of a country partly depends on the harmonious relationships among government, employers and workers, and these are largely determined by labour policies. Nigeria's labour policies and practices are characterised by government interference in trade union matters, unnecessary arbitration and inadequate enforcement of occupational health and safety laws. These contravene International Labour Organisation (ILO) conventions ratified by government, weaken collective bargaining, and discourage genuine mediation and conciliation in conflict resolution. In a situation of very poor and depressed reward system, the above development may have encouraged rampant industrial strikes.

71. In pursuance of the economic and democratic aspiration of the country, Nigeria must have labour policies that encourage and strengthen independent, democratic, transparent and accountable trade unions. Trade union laws should also be fair; balanced and consistent with ratified ILO conventions. In addition, effective labour administration and free collective bargaining should be the main determinants of terms and conditions of employment to ensure sustainable industrial peace and equitable reward systems.

72. Nigeria must achieve excellent labour management and industrial relations that would promote industrial harmony, tripartism, motivation and commitment to work and productivity.

External Image

73. It is generally recognized that all is not well with Nigeria's external image. In particular, the deterioration in the domestic economic, political and socio-cultural situation since the 80s, coincided with the loss of prestige in the international community. However, there are positive elements on which to build.

74. During the Vision period, Nigeria should, once again, become a respected member of the international community. For this purpose, the country must restore democracy, build a strong economic base, ensure social harmony at home and promote domestic and international tourism. It is also imperative to maintain good relations with all nations and, by appropriate actions, demonstrate an effective leadership in Africa.

Women

75. Women constitute about a half of Nigeria's human resource, but due to some age-long norms and traditions, their role as agents and beneficiaries of national development has been limited. On the average, women have greater health problems than men, have limited access to education, credit and technology, and are encumbered by harmful traditional practices.

76. By the year 2010, women should have been fully integrated into the national development, and a girl should also have as much opportunity for self-fulfilment as a boy.

77. Female literacy rate should have increased from 48 per cent to 80 per cent and women should have become economically self-reliant and active participants in all decision-making bodies.

Privatisation and Competition

78. Aggregate Federal Government investment in public enterprises was about ₦100 billion in 1996, with an average annual rate of return of only about 2 per cent.

79. By year 2010, the size of Nigeria's public enterprises should have been drastically reduced. To attain this goal, public enterprises should, in the short term, be exposed to competition by allowing private enterprises to compete with them, in preparation for substantial and far-reaching privatisation in the short to medium term.

Development Strategy

80. Overall, Nigeria's development process during the Vision period should be people-centred, broad-based, self-reliant, market-oriented, highly competitive and private sector-driven with the government as the proactive enabler. At all times, the well-being of all the people should be the overriding purpose of governance and the economy

Nigeria's Role in Africa

81. The role played in Africa and the global scene should be a direct result of creating a Nigerian success story. By good governance, effective management of the economy, and actively promoting productive co-operation with her African neighbours, Nigeria will earn respect on the global scene.

Special Issues

82. Several issues require urgent and special attention in order to strengthen the environment for the effective attainment of the Vision targets. These special areas include the Judiciary, Police, Armed Forces and Traditional Rulers.

Implementation

83. Implementation is critical to the success of the Vision, especially in the face of public cynicism about government's commitment to the implementation of public policies. It is therefore essential for the government to ensure faithful implementation of the Vision, in order to secure the confidence and elicit the support of all the other stakeholders. Furthermore, the burden of smooth transition to a private sector-led economic system falls on the government.

84. Implementation must start immediately. In this regard, the institutions which will ensure the implementation of the Vision should be established within 90 days. These institutions are:

- (i) The National Council of Nigerian Vision (NCNV)
- (ii) The Nigeria Vision Foundation (NVF)

85. To ensure a national commitment to the Vision, the NCNV should be included in the schedule of the Constitution of the Federal Republic of Nigeria. Measures which will signal fundamental shifts in Nigeria's future direction should also be introduced. These are enumerated in Chapter 7 of the Main Report. Such actions will engender visible results and elicit support from all stakeholders. Annual Budgets, starting with the 1998 budget, should likewise demonstrate commitment to the Vision objectives of sustainable and accelerated economic growth

86. Sequencing of implementation is necessary because of funding and other constraints. The Action Plan in the Main Report is, therefore, structured as follows:

- Immediate - Oct – Dec 1997
- Short Term - 1998-2000
- Medium term - 2001-2005
- Long term - 2006-2010

87. For the successful take—off of the Vision, it is proposed that within 90 days of receipt of the Report, Government should take the following action as an evidence of commitment to the Vision and manifestation of a fundamental change in direction:

- The launching of the Vision.
- The establishment of the National Council of Nigerian Vision (NCNV).
- The inclusion of the NCNV in the Schedule of the Constitution of the Federal Republic of Nigeria.

Report Structure

88. The Main Report (Vol. 1) consists of the following 7 chapters:

Chapter 1	-	The Vision Process
Chapter 2	-	Our Vision for the year 2010
Chapter 3	-	Political, Socio-cultural and Economic Direction
Chapter 4	-	Ecology and Environment
Chapter 5	-	Sports
Chapter 6	-	Nigerian External Image
Chapter 7	-	Implementation Action Plan

89. The findings and conclusions summarized in the Main Report derived from the reports of the 52 sub-committees contained unedited in Volume II. Volume III contains reports on special issues, while Volume IV contains presentations by various Federal Ministries, State Government and analysis of the memoranda received from the public and inputs from other sources.

CHAPTER 1

THE VISION 2010 PROCESS

Preparing The Ground For Action

SECTION 1: INTRODUCTION

1. A vision is a mental picture of a future state of being which is better than the present. It is a universal concept which can be applied to any human situation to mobilize and unite a people towards achieving goals which otherwise seem impossible. A clear picture of the goals and the benefits to be derived from their achievement inspire people to make the necessary efforts and sacrifices.
2. The vision for a country must, therefore, capture the collective aspirations and desires for the kind of country the people want. It should, however, not be a grandiose dream that promises all the good things of life without hard work. While being motivating and challenging, a vision must also be realistic.

Relationship Between Visioning and Planning

3. For a vision to be realised, there is a need for careful planning to determine how to achieve it. Such planning will produce the policies, programmes, projects and the resources required for the realization of the vision.
4. Nigeria commenced development planning in 1946, although comprehensive planning began after independence with the 1st National Development Plan 1962-68. However, the country's past experience has Not enabled it to achieve the development aspirations of her people. The development plans have not achieved must success for various reasons, including:
 - poor formulation
 - poor implementation
 - political instability
 - resource constraints
 - inadequate involvement of the private sector, communities and individuals.

5. Essentially, what has been lacking as a shared vision, the importance of which was underscored by **the Head of State, Commander-in-Chief General Sani Abacha, GCON, mni** during the inauguration of the Committee on 27th November, 1996, when he said:
“...given the demands of a fluid and dynamic world, the countries

that succeeded are those that seek to control their destiny by crafting a clear and coherent long range vision. Long range planning is thus a necessary precondition for social and economic progress;... to equate annual budgets, rolling plans and perspective plans with the Vision 2010 exercise is to miss the point. Budgets and rolling plans will only constitute sub-sets of Vision 2010, which will go beyond the realm of economics to encompass every facet of our national life,...the scale of destruction of our social, economic and political institutions is such that warrants a massive reconstruction effort. The best guarantee for successful reconstruction is through deliberate and methodical long range planning,...countries in South East Asia which were at the same level of development as Nigeria in 1960 have surpassed us and performed economic miracles within a period of 30 years.. They were largely successful because they deeply embraced the concept of visioning and planning. If we can demonstrate the same will, commitment and discipline, we can also succeed in Nigeria.”

Membership

6. The Committee was initially made up of 174 eminent and distinguished Nigerians, drawn from all the strata of the Nigerian society. These included traditional rulers, public functionaries, civil servants, the youth, the media, Industrialists, academics, market women, the Military, the Police, foreigners resident in Nigeria, political class, religious leaders, labour and non-governmental organizations (NGOs). Over the period, the membership expanded to 247 to include people with technical expertise required to cover certain aspects of the Terms of Reference (TOR) of the Committee such as Sports, Ecology and the Environment. The list of all the members of the Committee is provided in Appendix 1.

Terms of Reference

7. The Terms of Reference given to the Committee are as follows:

- (a) To define for our country its correct bearing and sense of economic, political, social and cultural direction. In doing so, to specifically examine all aspects of our national life which should be developed and fortified;
- (b) to set appropriate goals and targets and time frame for achieving our economic, political, social and cultural objectives and to propose the strategies and the institutional arrangements required to attain the set goals and targets;
- (c) to forge a plan which will ensure that Nigeria is en route, by the year 2010, to becoming a developed nation in terms of economic prosperity, political stability and social harmony. In particular, to focus attention on creating the right atmosphere and environment for:

- (i) sustained annual growth of 6-10 per cent of Gross Domestic Product (GDP);
 - (ii) the attainment of high literacy rate and qualitative education levels for the country;
 - (iii) the achievement of high level of employment for the country;
 - (iv) the attainment of price stability and the achievement of an inflation rate of not more than 3-5 per cent by the year 2010;
 - (v) the attainment of an effective, comprehensive and qualitative healthcare delivery system;
 - (vi) accelerated agricultural production to ensure food sufficiency and the provision of major raw materials;
 - (vii) a full-fledged industrialization programme based largely on local raw materials input for enhancement of the exportation of manufactured goods; and
 - (viii) the proper integration of science and technology into our development plans and programmes, and others.
- (d) given the country's rising profile in sports, design a comprehensive master plan which will launch Nigeria as a leading sporting nation in the world.;
 - (e) suggest comprehensive and practical solutions for redeeming Nigeria's external image;
 - (f) propose a comprehensive plan for the country that will enable it to optimise its economic prospects and prepare it as a major economic power in the African region and the emerging markets;
 - (g) prescribe specific roles for the public and private sectors in economic and social activities and devise the means of ensuring that each sector properly and creditably performs the role assigned to it;
 - (h) suggest ways by which we can give adequate attention to the protection of the environment and ecology; and
 - (i) make any other recommendations the Committee may consider desirable and or necessary in order to bring about the creation of a most conducive atmosphere for the government to concentrate on governance and for the private sector to be able to conduct its business for the proper development of the economy. In this respect, the Committee shall establish links between formal government and non-governmental plans, including specifically Perspective Plans, Medium-Term Economic Plans and Annual Budgets.

Chapter Outline

8. This chapter presents the process of how Vision 2010 (The Vision) work was carried out. Section II reviews the work approach, Section III deals with the organization, structure, roles and responsibilities of key participants in the process, while Section IV concludes the chapter.

SECTION II:

THE VISIONING PROCESS

Methodology

9. Within the period of its assignment the Committee adopted the following work approach:

- The Plenary Session, involving all members, which provided the forum for examining the work done by the sub-committees and for receiving presentations. In all, the Committee held 12 Workshops all at NICON NOGA Hilton Hotel, Abuja.
- Sub-committee arrangement which provided opportunities for brain-storming sessions on assigned topics and the production of reports which formed the basis of the main Vision 2010 Report.
- Workshops organized by the various sub-committees to capture the views of individuals and experts on specific topics. The various sub-committees held a total of 48 workshops.
- External workshops held by other organizations on topics relevant to the Vision 2010 Committee's assignment.
- Memoranda from the general public and institutions to ensure the involvement of everyone in the process. From this source, the Committee received over 750 memoranda.
- Specifically commissioned studies by organizations such as the UNDP.
- Presentations by invited guest speakers, including cabinet ministers, prominent Nigerians and technical experts, both local and foreign, on a wide range of topics and methodologies. A list of all the guests speakers is presented in Appendix V.

10. The Committee had about 10 months to carry out the work from the time it was inaugurated by the Head of State on 27th November, 1996. There were also several challenges and factors taken into account in determining the approach adopted by the Committee to ensure that the work was completed on schedule. These include:

- (a) The challenge of how to arrive at decisions as the Committee was made up of a large number of people from different backgrounds.
- (b) The voluntary nature of the Committee's membership, the volume of work involved and the duration of the assignment presented a challenge on how to keep the members working together.
- (c) As the vision had to reflect the aspirations of the people, there was the need to get wide cross-section of Nigerians to be involved in the process. This was another challenge, considering the skepticism that greeted the setting up of the Committee.

11. The above challenges informed the choice of the approach adopted by the Committee and the elements of the approach are;

- (a) The exposure of members to the following tools to facilitate the work;

- Scenario Building Technique was used in developing different possibilities of how the future can evolve, based on current and past events, and analyse the forces of change impacting on a country.
 - System Dynamics which is a tool for facilitating small group sessions, obtaining and pulling together different ideas on how to solve a given problem by understanding its interrelationships and linkages.
12. Each sub-committee sought to address the issues assigned to it using the following method:
- **Where We Are.** That is to say, finding out what the current state or position is on the issue or factor in question. This is based on the fact that a good understanding of the current position is a prerequisite for developing appropriate solutions to a problem.
 - **Where We Want To Be.** That is what the desired future state will be on that particular issue or factor. In other words, what is the Vision for?
 - **How To Get There.** This refers to the ways and means of achieving the desired goal.
13. The issues discussed under the above questions are:
- The evaluation of the current position using qualitative and quantitative indicators as benchmarks.
 - Understanding why the country is where she is.
 - Identification of her strengths and weaknesses to ensure that the country not only mitigates her weaknesses, but also builds on her strengths.
 - Analysis of comparative statistics and information to understand Nigeria's position vis-à-vis other countries.
 - Determination of the issues arising and the challenges to be faced..
 - Relying on the information generated by other committees, institutions and sub-committees as input into the Committee's work. These include national policies developed to date, output of the work of ministries and other government agencies on various sectors of the economy, statistics of multilateral institutions such as the United Nations Development Programme, the World Bank and International Finance Corporation.
 - Committee members were encouraged to involve professionals with relevant expertise where appropriate to hold workshops.
 - Setting "inspiring" targets based on identified desires of the people and comparative positions of other countries with similar experience, resource base and history.

- Identifying issues to be addressed to achieve the set targets.
- Identifying any limiting factors and determine corrective actions.
- Understanding the gaps between ‘Where we are’ and ‘Where we want to be’, which is essential for appreciating the enormity of change required and therefore define appropriate strategies (How to get there), action plans and resource requirements.

14. Based on the above, the committee achieved the following:

- Defined clear objectives.
- Developed strategies to achieve “inspiring” targets
- Developed action plans
- Suggested measurement systems
- Established linkage with other plans

Committee Deliberations

15. The development of a Vision, incorporating all areas of the Terms of Reference of the Committee, required that all aspects of Nigeria’s political, Socio-cultural and economic life be thoroughly examined. Accordingly, the Committee divided the work into four difference segments, which entailed indepth study of:

- Critical Success Factors
- Economic Sectors and Issues
- Special Issues
- Other Issues

16. The approach meant that most of the Committee members were made members of at least three sub-committees covering the four segments. Indeed, some members worked on all the segments. The substance of the report of each sub-committee is reflected in Volume I, while the full report unedited is contained in Volume II.

The Critical Success Factors (CSF)

17. At the first two workshops of the Committee, 13 Critical Success Factors (CSF) were identified as those which would have to be addressed if the expectations of all Nigerians were to be realised. The idea of CSF was to define the key factors that lead to a nation's success. The CSF thus provided the platform for examining and addressing economic, socio-cultural and political problems of the Nigerian society which are as follows:

- (a) *Norms and Standards:* These are the common qualities that define how the citizens relate to one another and to their environment. Norms are values shared by leaders, individuals and society in general, and include ethics, sense of justice, discipline, integrity, God-consciousness, industry, social responsiveness and selflessness.
- (b) *Anti-Corruption:* Corruption was identified as a social malaise which has eaten deep into the fabric of the society. It manifests in such forms as bribery, inflation of contracts, nepotisms, advance fee fraud "419", extortion, kickbacks, among others.
- (c) *Openness:* This situation characterizes a society open to knowledge and to which information is readily available on all facets of life. Openness embodies accountability, transparency, justice, freedom of people and the press.
- (d) *Co-operation:* This refers to team work by all stakeholders in the Nigerian society to achieve common objectives. It is essential to the attainment of unity and progress in a country.
- (e) *Education:* Education is the most important element in the development of human capital of a nation. High quality education is necessary to acquire skills needed to achieve and sustain rapid economic growth, while allowing the country to compete favourably with the rest of the world.
- (f) *Population:* Nigeria's population is estimated to be about 103 million by 1996, and is growing at an annual rate of 2.83 per cent. There has been no meaningful improvement in the quality of life of the average Nigerian because the economy is growing at about the same rate too. Managing Nigeria's population growth is, therefore, essential for economic progress.
- (g) *Health care:* Health is one of the most basic needs of life as only a healthy society can achieve economic progress.
- (h) *Law and Order:* An orderly society promotes social justice, harmony and economic progress.
- (i) *Good and Stable Governance:* Political stability is an essential prerequisite for the achievement of a meaningful economic development.
- (j) *External Environment:* A country's external image and relations with other nations are yardstick for measuring the status it has in the comity of nations. Global support and respect are essential for rapid development.
- (k) *Competition:* Competition serves to stimulate productivity, improves quality of products and makes them cheaper and more available to the public. Competition is

needed to enable Nigerian products to attain international standards in price and quality.

- (l) *Sustainable Economic Growth*: Sustainable economic growth is essential in providing for the material needs of the society.
- (m) *Science, Engineering and Technology (SET)*: Technology is the main force driving the global economy today. Economic success and industrial leadership of nations are predicated on the acquisition of the right expertise in SET.

18. The above CSF were constituted into **four categories** for the purpose of harmonizing the recommendations of the sub-committees:

- (a) *Value System*, made up of Norms and Standards, Anti-Corruption, Openness and Co-operation. They are the core values of behaviour which successful societies cherish, share and support. These include honesty, integrity, hard work and respect for constituted authority.
- (b) *Human Capital*, made up of Education, Population and Health care.
- (c) *Governing System* is made up of Law and Order and Good and Stable Governance. These are the factors essential for establishing stable, well-ordered, peaceful and disciplined society.
- (d) *Global Competitiveness*, made up of Science, Engineering and Technology, External Environment, Competition and Sustainable Economic Growth. These contribute to accelerating a country's economic growth and making it globally competitive.

Economic Sectors and Issues

19. After working on Critical Success Factors, the Committee focused attention on the Sustainable Economic Sectors and Issues in recognition of the vital link they provide in enhancing the growth of the economy which is a cardinal objective of the Vision. In that regard 17 sub-committees were set up to examine various aspects of the national economy. The sub-committees were on:

- (a) *Monetary policy*; to focus on all important aspects of maintaining price stability in the economy.

- (b) *Fiscal policy*, to focus on the use of government expenditure, revenue, taxation, tariffs, budget management and federal finance to promote economic stability, economic growth and social equity.
- (c) *International Trade*, to address Nigeria's role in and share of international trade.
- (d) *Policy process*, to focus on Nigeria's policy formulation process, which has been unstable.
- (e) *Agriculture*, to focus on agriculture, which constitutes the mainstay of the Nigerian economy.
- (f) *Petroleum-Upstream*, to focus on the exploitation of the country's vast oil and gas potential.
- (g) *Petroleum-Downstream*, to focus on the efficient refining and distribution of petroleum products in the country.
- (h) *Trade and Distribution*, to focus on the distribution of goods and services.
- (i) *Solid Minerals*, to focus on the development and exploitation of the country's solid minerals.
- (j) *Industry*, to focus on Nigeria's manufacturing industry.
- (k) *Rural Development*, to focus on how to develop the country's rural areas for the attainment of social equity.
- (l) *Poverty Alleviation and Elimination*, to focus on how to make basic needs of life available to the majority of Nigerians.
- (m) *Small and Medium-Scale Enterprises (SMEs)*, to focus on SMEs which are the backbone of the economy.
- (n) *Infrastructure*, to focus on infrastructure, public utilities which are central to economic activities.
- (o) *Banking and Finance*, to focus on the country's financial sector.
- (p) *Debt Management*, to focus on Nigeria's relatively high domestic and external debts.
- (q) *Capital Markets*, to focus on the financial system which mobilises savings and allocates funds.

20. As with the CSF, the sub-committees on economic issues were assembled into four groups revolving around the following:

- (i) *Macroeconomic Issues* covering Monetary Policy, Fiscal Policy International Trade and Policy Process and dealing with how to establish stable and progressive macroeconomic policies.
- (ii) *Real Sectors* made up of Agriculture, Upstream Petroleum, Downstream Petroleum, Trade and Distribution, Solid Minerals and Industry – sectors of the economy that produce goods and services.
- (iii) *Development Issues* comprising Rural and Urban Development, Poverty Alleviation, Small and Medium-Scale Enterprises and Infrastructure to deal with issues that contribute significantly to the improvement of the quality of life of the people.
- (iv) *Funding and Capital Mobilisation* made up of Banking and Finance, Debt Management and Capital Market which are the sectors that Mobilize and allocate funds for economic growth.

21. The reports of both the CSF and the Economic Issues and Sectors sub-committees were subjected to consensus building process and the outcome provided the input to this report.

Other Issues

22. A third set of sub-committees was formed to handle any gaps in the completion of CSF/Economic Sectors sub-committees' work; any unaddressed issues such as the implementation plan of the proposals of all the sub-committees. These are:

- *Vision Statement*
- *Rights, Responsibilities, Duties and Behaviour of the Nigerian Citizenry, including the Media*
- *Privitisation*
- *Nigeria's Role in Africa*
- *Public and Private Sector Roles*
- *Pensions, Savings and Social Security*
- *Women*
- *Youth Development and Empowerment*
- *Reward, Merit and Recognition*
- *Unity and Peace*
- *Information System*

- *Labour Management and Industrial Relations*
- *Culture and Tourism*
- *Linkage of the Vision to Public and Private Sector Plans*
- *Public sector:*
 - *Understands the status of on-going plans
 - *Involves planners in building outcome of the Vision into on-going work
 - *Identifies areas of gaps and resolve them
- *Private Sector :*
 - *Communicates the outcome of Vision 2010 to private sector institutions
 - *Communicates the envisaged role of the private sector
 - *Identifies areas of collaboration between public and private sectors.
- *Mass Communication/Mobilisation*
 - Explain Vision 2010 to the people;
 - develop policies for effective mobilization of the citizenry;
 - stimulate understanding and acceptance of the visioning process;
 - define target groups;
 - sell Vision 2010 as a desirable national philosophy; and
 - encourage the media to continue to monitor the progress and implementation of Vision 2010 reports and recommendations.
- *Organising the Implementation and Building Support for Institutions*
- *Legal Reforms*
 - To examine the various recommendations of the Vision groups and identify the legal reforms necessary to achieve the objectives of the Vision; and
 - to identify those recommendations which should be considered in formulating the 1998 budget.

Special Issues

23. Special sub-committees were formed to ensure that other special issues in the Terms of Reference were covered. Owing to their very technical nature, they required the formation of a group of experts, in the respective areas, to carry out the assignments.

The special issues include:

- *Sports*: To design a comprehensive sports master plan to launch Nigeria as a leading sporting nation in the world.
- *Ecology*: To suggest ways of paying adequate attention to the Protection of the environment.
- Military, Police and Traditional Rulers

SECTION III: ROLES AND RESPONSIBILITIES

24. Roles and responsibilities of the Vision Committee project were handled as follows:

- (a) ***Chairman of The Vision Committee*** : The Chairman of the Committee, Chief (Dr) Ernest A.O. Shonekan, CBE, a former Head of State, chaired all plenary sessions.
- (b) ***Co-ordinator of the Committee***: The Co-ordinator of the Vision project was Alhaji Gidado Idris, OON, the Secretary to the Government of the Federation.

- © **Committee Members** : The Committee was made up of a cross-section of people from all walks of life. Originally a 174-member team, the Committee was later expanded to 247 members to ensure that all stakeholders were adequately represented. Each member belonged to the various sub-committees set up to address specific issues. The names of the members is presented in Appendix I.
- (d) **Rapporteurs** : Sub-committees were headed by Rapporteurs who rallied the sub-committees and provided leadership. The list of the Rapporteurs is presented in Appendix II.
- (e) **The Secretary to the Committee**: The Secretary to the Committee was Alhaji Ibrahim M. Ida, Director-General, Economic Affairs, the Presidency. The list of the Secretariat Staff is presented in Appendix III.
- (f) **Technical Team**: They provided the technical support for the work done by the Committee. The team was made up of people from the public and private sectors. They served as Facilitators, Co-ordinators and Scribes. The names of the technical team members is presented as Appendix IV.

SECTION IV: REPORT STRUCTURE

25. The Vision Committee Report is structured into four volumes, as follows:
- Volume I – Main Report
 - Volume II – Sub-Committees’ detailed reports
 - Volume III – Reports on Special Issues
 - Volume IV - Presentations (by Federal Ministers and Chief Executive of Public and Private Sector Agencies, State Governments, Memoranda from the Public, Workshops’ Reports and other Input).

26. The main Report (Volume I) summarises the major findings and conclusions of the Vision Committee's work. All such findings and conclusions are supported by detailed sub-committees and Special issues contained in Volumes II and III respectively.

27. The Main Report is organized in **Seven** parts:

- Chapter 2 – The Vision for the year 2010.
- Chapter 3 – Political, Socio-Cultural and Economic Directions.
- Chapter 4 – Ecology and Environment.
- Chapter 5 – Sports
- Chapter 6 – Nigeria's External Image
- Chapter 7 – Implementation and Action Plans

28. Volume II contains the complete works of the 53 sub-committees. The volume is organized in four books, as follows:

- Book 1 – Critical Success Factors
- Book 2 – Economic Sectors and Issues
- Book 3 – Other Issues
- Book 4 – Special Issues (Military, Police and Traditional Rulers)

29. Volume III contains public memoranda, independent studies reports and other source materials which served as input into the work of the Vision Committee during the assignment.

30. Volume IV contains presentations by Federal Ministers, Chief Executive of Public and Private Sectors Agencies, State Governments and Workshops' Reports and other input.

SECTION V: CONCLUSION

31. This chapter has presented the process adopted by the Vision 2010 Committee in the performance of its assignment. A key consideration in this process was the need to achieve ownership, involvement and buy-in from A cross-section and majority of Nigerians as well as other stakeholders, in order to improve the chances of the successful realization of the Vision.

CHAPTER 2

OUR VISION FOR THE YEAR 2010

Our Aspirations, Goals and Commitment to the Future

SECTION I: INTRODUCTION

- 1.** The Vision encapsulates the collective aspirations and desires of Nigerians and what they want their country to be. In formulating the Vision, the Committee relied on input from a broad spectrum of the Nigerian public, through memoranda and workshops.
- 2.** The Vision is presented in three perspectives:

- (i) *The Vision Statement* : This embodies what Nigerians want for themselves and their country. The aim is to produce a statement which is inspiring, short, timeless and easy to recollect.
- (ii) *The Vision Challenges*: These are objectives which Nigerians can identify with. They represent ideals that can be used to obtain the commitment of all Nigerians. They mobilize Nigerians towards appropriate actions and measure the attainment of the Vision itself.
- (iii) *The Vision Elements*: These give meaning to the Vision Statement and essentially present a clear picture of Nigeria by the year 2010.

3. The Committee developed the following instruments for conveying the message of the Vision to all Nigerians with a view to mobilising them in support of the Vision:

- (i) *The Slogan*: This is a catch-phrase that appeals to and captures the imagination and interest of all Nigerians.
- (ii) *The Vision Symbol*: This is a visual equivalent of the slogan, an inspiring visual representation of the ideals of the Vision. It is the ‘stamp’ of Vision 2010 to be used in communicating and propagating the Vision.
- (iii) *The Vision Jingles*: These are musical renditions of the Vision. They are in different languages to further embed the Vision in the minds of the people through constant radio/television replays.
- (iv) *The Vision Handbook*: This a pocket book on the Vision for everyday use by the people.

4. Section II of this chapter of the report contains the Vision Statement and the details of the core Vision Elements. Section III presents the Vision Symbol and Section IV gives the three Vision Jingles before concluding the part.

SECTION II: VISION STATEMENT AND ELEMENTS

5. The Vision Statement, Challenges and Slogan are:

(a) The Vision Statement

Nigeria shall be

“a united, industrious, caring and God-fearing democratic society; committed to making the basic needs of life affordable for everyone, and creating Africa’s leading economy”..

(b) The Vision Challenges

The Vision Challenges are:

- (i) To make the basic needs of life (water, food, health, housing and education) *readily available and affordable for everyone*;
- (ii) to build and sustain a democratic society; and
- (iii) to become Africa's leading economy.

© **The Vision 2010 Slogan**

The Vision 2010 Slogan is:

'A great Nigeria ...is ours to build.'

The slogan presents both the promise of a Nigeria that is great and a call to duty for all Nigerians to join hands in building this great country. It asks Nigerians to take their destiny in their own hands and to rely more on themselves.

Elements of the Vision Statement

6. The elements of the Vision Statement give a vivid picture of Nigeria by the year 2010.

(a) **United**

Nigeria is a nation of diverse cultures and languages, but united in the pursuit of one purpose – the building of a stable, democratic, prosperous and great nation. Everyone, regardless of language, culture, ethnicity, religion, gender or status, shall be given equal opportunity and treated with fairness.

The fundamental human rights of every Nigerian shall be acknowledged and respected. There shall be free movement of labour, goods and services. Excellence shall be encouraged and adequately rewarded.

A great Nigeria ...is ours to build through unity.

(b) **Industrious**

Nigeria is abundantly blessed with human and material resources. Nigerians believe in the dignity of labour and by their intellectual ability and hard work they will build a prosperous and great nation.

The government shall provide an enabling environment for both indigenous and foreign entrepreneurs to exploit Nigeria's resources to the optimal advantage of all Nigerians.

A great Nigeria,,, is ours to build through our individual and collective efforts.

(c) Caring

Traditionally, the Nigerian society is a caring one, as exemplified by the extended family system in which every Nigerian is his brother's keeper. In the envisioned Nigeria this culture shall be sustained and good neighbourliness shall continue to prevail.

A great Nigeria...is ours to build by caring for one another.

(d) God-fearing

Nigeria's freely elected leaders and the entire citizenry shall fear God and be overwhelmed by His awesomeness. They shall love Him and obey His commandments. Nigerians shall be morally upright and willingly perform their civic duties.

A great Nigeria...is ours to build through the fear of God.

(e) Democratic Society

Nigeria shall be governed by leaders who are elected through a free and fair electoral process. These leaders shall be selfless and committed to the service of the people and shall be willing to sacrifice self interest for the common good. All the three arms of government, the executive, legislature and judiciary, shall be independent and strong in the execution of their duties. They shall be supported by a free and responsible press and an enlightened citizenry.

A great Nigeria...is ours to build through a free and fair electoral process.

(f) Basic Needs of Life

The aspiration of every Nigerian is to afford the basic need of life. A united, industrious and caring Nigeria shall ensure that food, housing, water, primary health care service and quality education are available at affordable prices.

Yes, a great Nigeria...is ours to build by making the basic needs of life available and affordable for everyone.

(g) Africa's Leading Economy

Nigeria is well endowed with natural and human resources. The enabling environment shall be improved to enhance the exploitation of these resources. Nigeria shall become Africa's leading economy. The envisioned Nigeria shall be an

industrial nation with the fastest economic growth rate in Africa over a sustained period, the highest ratio of manufacturing to GDP, the highest level of foreign reserves, the strongest currency and the highest quality of life on the continent.

SECTION III: THE VISION SYMBOL

7. The Vision symbol is a perspective drawing of the Nigerian Flag and Vision 2010. The flag is rendered in national colours of Green, White and Green, while the Vision is rendered in white letters in black relief on a white background.



8. The colour green stands for agriculture, white for peace, while black stands for the strength of Nigeria – the most populous black nation on earth.

SECTION IV: THE VISION 2010 JINGLES

9. Three Vision 2010 jingles that are short and rhythmic with memorable choruses are presented here. The lyrics revolve around the core value and objectives of the VISION, as well as the expectations of the people to achieve the objective of a “Great Nigeria.”

10. The three jingles are titled ‘The Vision’, ‘The Call’ and ‘The Way’. They are to be used at different occasions to propagate the message of Vision 2010.

(i) The Vision

We see a vision of a new Nigeria

*A united and prosperous Nation
Caring and God-fearing Nigerians
Today, let's create a better Nation
This is our Vision of a great Nigeria.*

Chorus

*I can do it
You can do it
We all can do it.*

Voice Over: A great Nigeria is ours to build.

(ii) The Call

Chorus:

*Stability, Prosperity and Greatness
Together, we 'll make it happen*

1. Vision is calling
Nigeria is calling
Let's join the team
To achieve the dream.

Chorus:

*Stability, Prosperity and Greatness
Together, we'll make it happen*

2. Great Nigerians come
Let's all rise as one
Let's join the mission
To realise our VISION.

Chorus:

*Stability, Prosperity and Greatness
Together, we'll make it happen
Together, we'll make it happen.*

Voice Over: A great Nigeria... is ours to build.

(iii) The Way

1. Vision Two Thousand and Ten is the way
Let's join hands today
To make things better
Let's work together.

Chorus:

*Stability for Nigeria – Two Thousand and Ten is the way
Prosperity for Nigeria – Two Thousand and Ten is the way
Greatness for Nigeria – Two Thousand and Ten is the way
Let's make it work together – Two Thousand and Ten is the way.*

2. Vision Two Thousand and Ten is the plan
To be the best we can
Vision Two Thousand and Ten is the plan
Let's make it work – we can.

Chorus:

*Stability for Nigeria – Two Thousand and Ten is the way
Prosperity for Nigeria – Two Thousand and Ten is the way
Greatness for Nigeria – Two Thousand and Ten is the way
Let's make it work together – Two Thousand and Ten is the way.*

Voice Over: A great Nigeria... is ours to build.

SECTION V: CONCLUSION

11. It is expected that the Vision Statement, Symbol, Slogan and Jingles, presented here, have captured the essence of the Vision spirit and the collective aspirations of Nigerians. Nigeria can be put on the threshold of her deserved greatness through the constant communication of the Vision Statement, Symbol, Slogan and Jingles, and the Vision Handbook becoming a daily companion of everybody. Success calls for the involvement of all stakeholders and the unrelenting implementation of the economic and socio-political programmes and action agenda as contained in chapter 3.

CHAPTER 3

POLITICAL, SOCIO-CULTURAL AND ECONOMIC DIRECTION

The Underpinnings of Fundamental and Sustainable Development

SECTION I: INTRODUCTION

1. The Nigerian Vision 2010

This chapter presents The Vision's political, socio-cultural and economic dimensions. The Vision is for a Nigeria that is a united, industrious, caring and God-fearing democratic society, committed to making the basic needs of life affordable for everyone, and creating Africa's leading economy.

2. The holistic nature of society emphasizes its three main dimensions namely, the political, the socio-cultural and the economic. These are closely interwoven and influence one another in a dynamic manner as follows:

- (a) Human beings by themselves, or in concert with others, pursue diverse objectives;
- (b) they seek to achieve results under prevailing political, socio-cultural and economic settings that prescribe the available opportunities;
- (c) they do so in the context of laws, rules and regulations, conventions, attitudes and practices which form the 'rules of the game' and which affect them and are in turn affected by them; and
- (d) the way society responds to the objectives pursued and how to go about them and the results achieved provide a feedback mechanism which conditions and guides future behaviour.

3. It follows from the foregoing that discerning political leadership and sound decisions help to establish, nurture, protect, regulate and sustain the domestic economy. In the same manner, appropriate political intervention may serve to open up economic opportunities and create an enabling environment for economic growth and development. Inappropriate policies have the opposite effect of negatively impacting on economic performance.

4. The Nigerian Vision 2010 envisages a caring, merit-driven and just society, which encourages economic prosperity. Such prosperity creates a win-win situation which benefits everybody, encourages equitable economic development, fosters further expansion of the economy and alleviates poverty. Societal norms and standards are strengthened, while corrupt practices are minimized. In turn, strong institutions and the rule of law emerge which encourage transparent and effectively co-ordinated and

implemented government policies, as well as ethical rules for doing business. All these taken together contribute to attract higher foreign and domestic investment to the economy, thereby raising the quality of education and health as well as economic output. More jobs and effective demand would be created. In the process, the country creates a positive attitude towards the lives of its citizens, as this attitude reinforces their economic well-being and their social, cultural and political values. All these serve to improve a country's image and standing in the comity of nations.

5. The achievement of the Vision thus requires that Nigerians build a new nation that is **"A united, industrious, caring and God-fearing democratic society, committed to making the basic needs of life affordable for everyone, and creating Africa's leading economy"**.

Global Realities and Trends

6. The current global reality is that changes in **technology** are taking place more rapidly. Such rapid technological developments are altering fundamentally the methods and organizations of the production of goods and services, including the skills, information, infrastructure and institutions needed to operate an economy efficiently.
7. Another reality is **globalisation**, reflected in the growing openness in international trade and markets, capital, technologies and skilled personnel. In particular, the globalisation of manufacturing processes presents both challenges and opportunities for developing countries.
8. Another emerging trend is the increasing **liberalisation** of both economic and political regimes. Following the demise of the Soviet Union, the trend is moving increasingly away from centrally planned economic regimes. Accordingly, many developing nations are restructuring their economies towards more open and market-oriented systems, with greater reliance on private sector businesses and less state direction of resource allocation.
9. On the **political** scene, developing nations are under increasing pressure from within and without to shift towards more democratic forms of government. For example, the world has witnessed not only the revolutionary transformation of Eastern Europe, but also the democratic breakthrough in practically all Latin American countries. In other parts of the world, demands for greater democracy have developed into strong movements. In Asia, authoritarian regimes have embarked upon political reforms.
10. It thus becomes clear that certain factors which are crucial to sustainable development, including respect for human rights, constitutional government, the rule of law and transparency in the exercise of power and accountability by those who direct governance, are becoming the order of the day. The transformation to a democratic society and the establishment of an accountable governing system, however, require both the political will of the government and the commitment of the entire society.
11. From the foregoing, it becomes very clear that the emerging forces that are shaping the world are globalisation, technology and liberalisation. Each country has to adapt to these forces in order to take advantage of the benefits available therefrom. How well Nigeria adapts to the forces will determine her success in the next millennium.

Global Best Practices

12. Nigeria has lessons to learn from the experiences of other nations, especially those with similar history, geographic and cultural diversities and attributes or resource endowments. Such countries include China, India, Indonesia, Malaysia and South Korea. The essential lesson to be learnt from the experiences of these countries is that with continuous and consistent economic bearing, a nation can achieve success even with

resource limitations. These examples are also sufficient to illustrate the importance of a country knowing its economic direction and consistently steering towards it.

13. The Critically Success Factors addressed by countries that have succeeded in this changing environment include the following:

- Organisation of a political system based on co-operation and consensus;
- Creation of opportunities for their people and support for how growth and development are to be achieved;
- adaptation to the forces of liberalisation, technology and globalisation and developing a national success formula to take advantage of these forces;
- designing a Vision and committing the people to its success;
- existence of a strong and effective government working in the national interest and with a focus on better quality of life for all citizens.
- Massive investment in human capital, infrastructure and relevant technology; and
- equitable distribution of resources and opportunities.

Challenges and Imperatives for Nigeria

14. In shaping her Vision for the future, therefore, Nigeria is obliged to appreciate the realities of the underlying process of change in her economy, polity and society at large, as they relate to new global trends. One of such realities is that Nigeria has to install a democratic system, which has the best chance of enabling the people to fully realise their potential for social and economic development.

15. Another reality is that Nigeria must open up her economy. In doing this, the role of the state must be re-appraised and re-evaluated. It is no longer enough that the state is smaller or non-interventionist. It has to be disciplined, professional, performance-oriented, committed to reform, more accountable, more transparent and consequently much more efficient. It also has to be single-minded in its determination to create an environment conducive to private sector investment.

16. The challenge is to make Nigeria the most preferred nation for all Nigerians and to increase the ability of her people to compete with the people of other nations. They can do this by devising and implementing policies which build on Nigeria's strengths and potential to achieve her aspirations. The nation must do this by becoming economically strong and globally respected, and by pursuing the national interest for the benefit of all Nigerians.

17. Regarding its leadership role in Africa, the challenge to Nigeria is to set a good example within the continent. This starts with strength at home in all dimensions – political, economic, security and socio-cultural, coupled with outward looking policies and strong relationships which will lead to establishing free regional market and harmonising co-operation among African nations.

Chapter Outline

18. This chapter is divided into eight Section, the Political, and Socio-Cultural Direction is presented in three sections as follows:

Section II – Where We Are;

Section III – Where We Want To Be;

Section IV – How To Get There.

The Economic Direction is in four sections:

Section V which deals with Where We Are,

Section VI addresses Where We Want To Be and

Section VII treats How To Get There.

The chapter is rounded up with a Conclusion in Section VIII.

SECTION II: POLITICAL AND SOCIO-CULTURAL DIRECTION

WHERE WE ARE

Current Political Situation

19. Nigeria is a relatively young country in the process of evolving a clear political culture and a strong, stable and dynamic economy to uplift her populace. Such a political culture should inspire popular support for national endeavours and guarantee an orderly succession to political power. It is a culture that should be based on a political philosophy embracing a set of coherent principles and ethics which give meaning and direction to the political activities of the people and their various institutions.

20. The absence of such a philosophy in Nigeria so far derives from the country's history which dates back to the pre-colonial and colonial periods.

21. In pre-colonial times, the territory which makes up Nigeria comprised independent nation states and autonomous communities, often related culturally, politically and economically in some form to one another.

22. During the colonial period, a system of indirect rule, based on traditional institutions, was in place in the Northern Provinces and, to a lesser extent, in the Western Provinces. In the Eastern Provinces, warrant chiefs were appointed where none existed to enable the system of indirect rule to operate. The colonial administration implanted structures and philosophies of governance that have continued to shape the attitude and conduct of the Nigerian political elite up to the present day.

23. In 1960, Nigeria became an independent nation, with a relatively weak political structure, comprising a federation of three regions. Intense regional rivalries thereafter threatened national unity. Inter and intra-regional conflicts impacted negatively on political decisions. Thus, Nigeria moved from one political crisis to another as the political elite employed desperate methods in the struggle for power. The basic apparatus of State such as the Civil Service, the Police Force and the Judiciary, though professionally competent, could not adequately support the emerging State. The report of the Political Bureau (1988) describes the vicious and deep-seated nature of these crises as follows:

“In all these crises, all available state apparatus was employed by the power elite to discriminate against their opponents. The crises were reflections of the struggle of the major political parties not only to win and retain power, but also to control the centre which, though politically weak, had all the dominant resources. This made the struggle for the control of the centre extremely vicious and combative; no tricks or methods, however dubious, were regarded as inappropriate. Elections were rigged in the most blatant fashion: census figures were manipulated to give political advantage to the competing regions; violence; corruption and arson were employed in the desire to win or retain power both in the regions and at the centre.”

24. The major causes of the political instability included the weak economic base of the country and the unhealthy competition for the control of the centre. Others were unemployment and underemployment, high rate of illiteracy and rural neglect. The situation soon degenerated into the increasing use of the military as a tool in the political controversies of the period. This ultimately provided the excuse for military intervention in the governance of Nigeria, a process which began in 1966. A civil war was fought between 1967 and 1970 to keep the nation together. Continuous military rule has introduced a style of pervasive arbitrariness into the country's social and political life, which has continued to date, such that even civilian administrators, when they come to power, behave as if they are military personnel. The increasing centralization of power under the military regimes has weakened the federal structure of the country. The political situation in the country is thus characterized by the following:

(a) **Recurrent Political Instability:** One of the major problems of governance in Nigeria is the high turnover of government functionaries and policies. This has the consequence

of breeding instability, rendering governance haphazard and depriving the country of the services of experienced political and military leaders. Frequent changes of functionaries, sometimes occasioned by frequent changes of governments, give rise to policy instability as each successive government jettisons the policies of its predecessors, no matter their merits. Where such changes are occasioned by military intervention, this has had the effect of legitimizing the use of violence as an instrument of capturing political power. The military has now become a major source of instability in Nigeria's political development and has frustrated the emergence of a mature political culture. So far, the military has ruled Nigeria for 27 out of the 37 years of her independence. This protracted involvement of the military in governance may have created a feeling among the populace that the military has a role in politics. The involvement of the military in politics has also weakened its professionalism and may have served to aggravate existing ethnic as well as social and political tensions.

(b) **Non-adherence to Principles of Good Governance:** Some holders of important positions of responsibility in Nigeria may have routinely perverted the laws of the country to achieve selfish ends. For instance, in the recent past, there have been allegations of legislators demanding and the executive offering bribe to pass laws or to confirm ministers and commissioners nominated by the executive. There have also been various allegations of instances of breach of electoral laws by candidates or disregard for court orders by public officers and the abuse of procedures in the appointment of judges. The institutions established to check these abuses, such as the Code of Conduct Bureau and the Judiciary, appear themselves to be undermined or are too weak to act. Consequently, distrust of government is high, and the country's leadership appears to lack the credibility and the ability to mobilise the support of the populace.

(c) **Corruption:** Corruption pervades all facets of society including the political realm. Although corruption is a world-wide phenomenon, the level of corruption and the brazen disregard for rules and regulations in Nigeria have impacted negatively on the nation's development and external image. Corruption appears to

have become a way of doing things, though it is resented by a significant number of people. The application of sanctions against the perpetrators since the law enforcement agencies have themselves become infected with corruption. Political corruption has also attained very sophisticated levels in Nigeria. This form of corruption is related to the activities connected with election and political succession and the manipulation of people and institutions in order to win elections and/or retain power and office. The struggle to win coveted political positions is waged, using every possible extra-legal means, to overcome obstacles and overwhelm the opposition.

(d) **Weakness and Inefficiency of the Public Services:** Poor resources allocation and management have contributed to the weakening of important institutions of government such as the Judiciary, the Military, the Police and the Civil Service. The Judiciary still employs outdated methods of recording evidence, causing undesirable delays. The Police Force lacks operational vehicles, facilities and basic communications equipment. This adversely affects its capacity to fight crime and protect the citizens.

The poor conditions of service and inadequate funding of the Police Force, the Judiciary and the Civil Service invariably encourage corruption. Even then, the available resources are poorly managed. The civil servants generally lack decent offices and basic working materials. Successive governments have failed to define national priorities properly and concentrate resources in areas of greatest need. Consequently, the government has made commitments on a large number of projects several of which are white elephants. It has also continued to spend large sums of money on the provision of perquisites for public officers rather than on the provision and improvement of essential services.

- (e) **Structural Weaknesses and Size of Government:** Many of the present 36 States and 776 Local Government Areas are too weak to meet their constitutional responsibilities. Consequently, the Federal Government has continued to shoulder responsibilities which rightly belong to other levels of government, such as primary education and the distribution of agricultural input. The financial cost of running the bureaucracies of the existing states and local government areas is so high that there are hardly any funds left for development projects. In spite of these problems, the size of government has continued to grow as more state and local governments continue to be created, each with its own elaborate bureaucracy.
- (f) **Role of Traditional Rulers:** Traditional rulers have, on the whole, even from colonial times, played a positive role in ensuring peace and preservation of culture. They have generally discharged their responsibilities as advisers to government, peace-makers and custodians of culture without constituting a competing source of authority to any formal government.
- (g) **Press Freedom:** The Nigerian Press has been generally free for most part of the country's history. In a number of cases, however, this freedom has been abused. In such cases, objectivity and accuracy are replaced with excessive sensationalism, which greatly harms the society. In spite of such sensationalism, the press has served as a bulwark against the abuse of power and human rights.

Law and Order Situation

25. Law and Order is required in any society to guarantee the security of life, property and the liberty of the citizens. Law and order is also essential for economic prosperity, political stability and social cohesion. Economic development cannot take place without an appropriate legal framework to regulate economic activities and ensure peace and order. Similarly, Nigerians cannot have an enduring political order without respect for the rule of law. To have a well-ordered society, there must be an honest and law-abiding leadership to set examples and carry through the necessary reforms in the attitude of Nigerians towards discipline and conformity with the law.

26. Nigeria inherited from British colonial rule an extensive and sophisticated system of jurisprudence which, with necessary modifications, is capable of effectively regulating political, social and economic activities in the country. The country has developed, over time, a body of trained manpower. Some of Nigeria's lawyers and judges have distinguished themselves all over the world, as have the teachers of law and legal researchers. The

country's policemen and soldiers, who have participated in foreign peace-keeping and training operations, have earned high praise for their professionalism. In spite of these advances in the fields of law and law enforcement, the difficult economic conditions of the last decade and the general atmosphere of morale decay in the society have led to an increase in criminal activity. Even then, the percentage of people involved in crime is still small compared to other countries. However, there are serious problems with the country's judicial system which hamper its ability to protect life, property and the liberty of the people, and this has brought about a general loss of confidence in Nigeria's laws, law enforcement machinery and judiciary. Indeed, the legal system suffers from serious problems which have diminished the nation's ability to protect life; property and the liberty of the people and have reduced confidence in the law and its enforcement machinery as a whole. These problems include the following:

(a) **Law Making:** There are many laws that have not been reviewed for decades. Consequently they may have become obsolete., In addition, laws made under military regimes have been largely by imposition and not by constitution. It is acknowledged that in some cases, military governments have allowed some discussions on proposed legislation, but such cases have been the exception, and such discussions, as had taken place, were not sufficiently widespread. There is also a frequent resort to retroactive and ad hoc legislation. At times, laws are hastily drafted as a result of which there are many conflicting laws in the statute books.

(b) **The Judiciary:** Currently, the judiciary suffers from poor funding poor remuneration, lack of modern facilities, corruption among some judicial officers, as well as inadequate staffing and training. Judges record court proceedings without the benefit of modern technology and with obvious deleterious effects on both their health and the dispensation of justice. Courts are congested and cases take unduly long time before they are disposed of. Most judges sit in decrepit court rooms, lacking basic amenities. In addition, the authority of the Judiciary is steadily being

eroded. Court orders are sometimes not obeyed and the Judiciary's independence is compromised by the influence of the executive over the appointment, promotion and discipline of judges and the funding of the Judiciary. This is in conflict with the doctrine of the separation of powers.

(c) **The Police Force:** Like the judiciary, the Police Force suffers from poor funding , poor remuneration, lack of modern facilities, corruption among some policemen, inadequate personnel and poor training. Whereas the United Nations prescribes an ideal police – population ratio of 1:400, the current ratio in Nigeria is 1:700. It is not only in numbers that the Police Force is deficient, its quality is also poor. The condition of service in the police force, including basic salaries, allowances, office and residential accommodation, is very poor and has tended to aggravate the problem of corruption within the force.

(d) **The Prison Service:** The country's prisons, which were set up to correct and reform, have now become breeding grounds for criminals. As with the Judiciary and the Police Force, the Prison Service suffers from poor funding. The condition of service for prison

officers is even poorer than that of the police. In addition, the prisons are heavily congested, with a warder-prisoner ratio of 1:20 instead of the ideal ratio of 1:6. A good number of these prisons were built during the colonial era and have not been significantly improved since then. Prisoners are kept in sub-human conditions without vocational training and opportunities for productive engagements capable of facilitating rehabilitation upon their release. The remand and reform system for juvenile offenders has collapsed and juvenile offenders often share the same facilities with adult criminals, with the result that they quickly become hardened criminals.

- (e) **Administrartion of Justice:** Procedures for the administration of justice are often complicated, with too many unnecessary technicalities. Nigeria has retained several procedures inherited from British colonial rule which do not serve because of justice in the present circumstances. The complexity of judicial procedures often leaves litigants baffled and frustrated. Certain procedures, such as those relating to adjournment, allow for easy manipulation by ligitants wishing to delay proceedings. Procedural difficulties have compounded the problems arising from poor funding and inadequate facilities.

Current Socio-Cultural Situation

27. The socio-cultural situation consists essentially of a value system and a wide array of social and cultural institutions which regulate and sustain a nation's culture, morality, religion, education, health care, youth development and empowerment, and women, amongst others,. It is imperative that the country addresses the issue of the identification and establishment of the core values essential for the pursuit of society's goals and aspirations by the year 2010 and beyond. The consolidation of slouch core values is essential for the evolution of a new Nigerian citizenry possessed by a national psyche that transcends sectionalism, ethnicity and religion, and enthrones a deep commitment to the support for and defence of national unity, national prosperity and the overall national interest.

28. Perhaps, the most important measure of the strength of a nation lies in its value system – what it considers sacrosanct rubicon or the limits of tolerance. In the case of Nigeria, the signs of the state of decay are all too evident in the values and practices which today hold sway in the society. Obnoxious acts, which were once repulsive, are now widespread, applauded or treated with benign indifference. The result is that counter norms are on the ascendancy. For example, it is no longer questioned how wealth is attained. Honesty and hard work are not appreciated and rewarded. Mediocrity and incompetence hold sway, and are even sometimes openly rewarded. The current state of moral bankruptcy, characterized by selfishness, excessive greed, graft, corruption, dishonesty, indiscipline, injustice, immorality and short-term syndrome, is a veritable obstacle to the attainment of the nation's development objectives.

29. A component of the value system is Openness. This refers to the practice of a democratic system of governance which readily and willingly releases information to stakeholders and encourages dialogue among Nigerians as well as between Nigerians and members of the international community. Countries aiming to develop are increasingly opening up their societies and governance to the experience of countries that have acquired such knowledge and expertise over several decades. It is, therefore, within the framework of

openness that various aspects of social, political and economic endeavours can flourish. Openness must become a vital social value to be institutionalized in order to engender wide and meaningful participation of local and foreign organizations and entrepreneurs in the socio-economic development of Nigeria. The country currently ranks low on the major indicators of openness such as transparency/accountability, willingness to accept new ideas, ready access to people in authority, freedom of expression and of the press, and a stable policy environment.

30. Another factor critical to the attainment of economic prosperity, political stability and social harmony is co-operation. This refers to the art of working together in order to achieve a common objective. The present level of co-operation amongst individuals and groups in Nigeria, on the one hand, and between Nigeria and other countries, on the other, is lower than what it used to be. Nigerians, especially the elite, tend to emphasise the things that divide the people more than those that unite them. The commitment of the elite to sectional, ethnic, religious and primordial loyalties endangers the prospects for unity, peace and progress.

31. Nigeria is a country with a rich cultural heritage, which derives from its cultural diversity as a nation with about 250 distinct ethnic or cultural groups. The rich cultural heritage of Nigeria, embracing its arts, crafts, beliefs, foods and fashions, has not been fully explored for economic and social benefits. Public sector funding of arts and culture is poor, and there is inadequate private sector participation in the funding of the arts and the management of cultural establishments.

32. The development of human capital is an essential precondition for a country's economic, political and socio-cultural transformation. Human capital is Nigeria's most valuable asset and needs to be mobilized, developed and empowered to participate fully in all programmes of socio-economic development. Human resources constitute the ultimate basis of the wealth of a nation. The level of human capital development in Nigeria can be ascertained by examining the country's education system, science

engineering and technology, youth development and women empowerment programmes, health care delivery system and population management programmes. These are discussed as follows:

(i) Education: In an increasingly competitive world, education is the most powerful instrument for developing and empowering the citizens to master their social and natural environments and to compete for survival. Education is the principal instrument for generating and transmitting the appropriate value system to all citizens and for establishing a cultural identity. Within the context of Vision 2010, education covers both formal and non-formal learning. In particular, the acquisition of science and technology education and its efficient application will place Nigeria en route, by the year 2010, to becoming a developed nation in terms of economic prosperity, political stability and social harmony.

Although the vitality of education in the quest for national transformation is obvious, Nigeria's education system is currently experiencing a deep crisis. Only about one-half of school age children are in school at all levels. At the primary level, schools still lack teachers and basic infrastructure such as buildings, teaching

aids, equipment, textbooks and furniture. Thus, the primary school system suffers from over-crowding, poor sanitation, poor conditions of service of teachers, poor quality of teaching and poor quality of products. The secondary school system also suffers from similar problems. The curricula at this level have failed to promote the development of vocational and technical education as envisaged.

At the tertiary level, education has experienced phenomenal expansion without proportionate increase in funding and facilities. The system suffers from problems such as outdated, dilapidated or non-existent infrastructure; poorly stocked libraries, inadequate laboratories and equipment, poor conditions of service prompting brain drain, low staff – student ratio and poor quality of teaching as well as low quality of graduates, especially in science and technology. Corruption, cultism and banditry are also rampant.

The foregoing reveals that Nigeria's education system is in a poor shape. The nation's current literacy rate of about 57 per cent lags behind the average for developing countries; is far below the average in developed countries and is certainly below the minimum of 75 per cent required for economic take-off. The current budgetary allocation to education in Nigeria, which stands at about 12 per cent of the 1997 Federal Government budget, also falls below what is needed to make any meaningful impact on this sector. It falls far short of the allocation of approximately 40 per cent for education in the 1950s and 60s in the defunct Eastern, Westerns and Northern regions of Nigeria. It is also below the UNESCO prescribed minimum of 26 per cent of the national budget.

(ii) Science, Engineering and Technology (SET): The Nigerian SET environment is characterised by policy and institutional constraints as well as poor infrastructure. These include:

- Science laboratories and engineering workshops in our tertiary institutions which are bereft of equipment or are in a dilapidated state or obsolete;
- lack of political will to mobilise or harness SET manpower in the pursuit of national economic objectives;
- major industrial concerns that are largely import-dependent in both equipment and raw materials; and
- recurring cycles of institutional instability that has characterised the management of SET.

As a result of these, the utilization of modern technology in production activities is limited. What is more, modest break-throughs in Research and Development are

neither commercialized nor exploited for self-sustaining industrial development and growth. The lack of recognition of SET as the driving force for industrial production and enhanced productivity has hampered the country's utilisation of SET as the basis of economic prosperity and wealth creation.

(iii) Youth Development and Empowerment: Persons aged between 12 and 30 years are regarded as youth in the current National Policy on Youths. The youth, at present, constitute about 60 per cent of the population of Nigeria and have, over the years, made significant contributions to national development, particularly in the areas of national defence and military service, community development, sports, and arts and culture. Unfortunately, the present environment makes it difficult for the youth to continue to exploit their full potential. Neglect, physical and psychological abuse, economic and sexual exploitation and chronic maltreatment are on the increased. The problems confronting the Nigerian youth can be classified as follows:

- Inadequate parental care;
- non-availability of suitable sports and recreational facilities;
- moral decadence in the society;
- lack of appropriate role models;
- religious fanaticism;
- cultism;
- political manipulation of youth organisations;
- unemployment;
- poor education;
- breakdown of family values; and
- indiscipline.

(iv) Women: Women constitute about a half of Nigeria's population and, as such, their productive capabilities must be utilised to the fullest for sustainable national development. The importance of women in nation building is highlighted in Nigeria through such programmes as the Better Life Programme, Family Support Programme (FSP), Family Economic Advancement Programme (FEAP), the Commission for Women and the Ministry of Women Affairs at the federal and state levels. Despite these laudable initiatives, Nigerian women sometimes encounter gender-specific obstacles in various fields of national life. In the economic field, women are sometimes discriminated against with regard to employment, economic opportunities and access to credit and financial facilities. In the political realm, women are often marginalized. In the socio-cultural realm, women also suffer sexual harassment, gender tokenism, early marriages, higher illiteracy rate, discrimination, domestic violence, single-woman stigma and the harassment of widows. In the field of health care, women are especially affected by the current inadequacy of health care facilities, high infant mortality, high maternal mortality and inadequate family planning facilities.

(v) Healthcare: Nigeria's present level of healthcare can be discerned by examining certain basic indices and making comparisons with other countries or

regions. Nigeria has a life expectancy of 51.9 years which is below the average for developing countries which stands at 62 years. The country's infant mortality rate of 84 per 1,000 live births is higher than the average for developing countries which stands at 70, and it is even higher than that for Ghana which stands at 80. The maternal mortality rate of 800 per 100,000 live births is higher than the rate for developing countries which is 384 per 100,000 live births; it is also higher than the rates for Ghana and Malaysia which are 740 and 80 respectively per 100,000 live births. These indicators suggest that all is not well with Nigeria's healthcare system.

A careful look at Nigeria's healthcare system, as currently organized reveals that the following major areas of deficiency: First, the coverage of the system is very limited, as only 60 per cent of the population currently has access to it. Second, the services being provided emphasise the curative more than the preventive dimension. Third, there is a lot of waste and inefficiency in the provision of health care services due to poor co-ordination. Fourth, health education and enlightenment is weak due to the high illiteracy rate in the population. Fifth, the infrastructure and equipment in the health sector are outdated, dilapidated and decaying. Finally, the entire system suffers from inadequate supply of drugs and waste. These problems are hardly surprising, given the current low budgetary allocation of 5 per cent to the health sector.

(vi) Population Management: Although human resources constitute the basis of a country's wealth, uncontrolled population growth poses a serious threat to socio-economic growth and development. Where the population grows at a faster rate than the GDP, the country inevitably experiences persistent deficits in resources and a continuously declining standard of living. During the last 20 years, the Nigerian economy has grown at an average rate of 1.6 per cent compared with an average annual population growth rate of 2.83 per cent. This growth rate implies that about 3 million new people are added to Nigeria's population each year. Given the slower economic growth rate, such leaps in population growth contribute significantly to declining real incomes, food shortages, rising unemployment, increased pressure on social and economic amenities, rising poverty and a declining quality of life.

The problem with Nigeria's population is not the absolute size, but the rapid growth rate and the young age structure. At present, about 45 per cent of the population is below the age of 15 years, while only 3 per cent is above 64 years. The critical pre-school and school age years of under 1-24 constitute about 72 per cent of the population, while the child-bearing age of 20-44 constitutes 32 per cent of the population. The relative youthfulness of Nigeria's population has important implications. First, there is an in-built momentum for high growth since the young

people obviously will want to have their own children. Second, a good share of the nation's resources would be devoted to the education of the youth. Third, the youthful population implies a high dependency ratio which significantly reduces savings and investment in other economic activities. However, once the young people have been fully and properly trained, they indeed become highly productive agents.

33. The foregoing clearly indicates that Nigeria's political and socio-cultural conditions require fundamental changes for the country to move forward. Notwithstanding the pervasive negative characteristics of Nigeria's political and socio-cultural conditions highlighted above, Nigerians, as individuals, have continued to excel in various fields of human endeavour within and outside the country, such as in science and technology, medicine, literature, jurisprudence, sports and administration. All these give tremendous hope for the future.

WHERE WE WANT TO BE

34. A political and socio-cultural philosophy refers to the essence of what should guide the policy-making process in both public and private sectors. The consensus is that the core purpose and the overriding philosophy guiding Nigeria's Vision 2010 should be to:

- (a) Develop and sustain a strong, God-fearing, politically stable, economically prosperous, culturally rich, socially harmonious, just and truly federal Nigeria.
- (b) Builds society that:
 - defends and upholds the principles and practices of democracy;
 - respects fundamental human rights and the rule of law;
 - cherishes and promotes unity in diversity;
 - emphasizes national identity and recognises merit, rather than ethnicity, favouritism and patronage;
 - rewards merit and excellence; and

- promotes co-operation and social cohesion, thereby engendering a sense of belonging amongst the people.
- (c) Make Nigeria a major industrialised nation and economic power that plays a leadership role in Africa and the world.

HOW TO GET THERE

Core Values to Inculcate in the Society

35. Core values relate to norms, beliefs and standard behaviour fundamental to a society's cohesiveness, mutual coexistence and progress. Norms and values are written or unwritten rules of conduct. These rules may be prescriptive (acceptable) or proscriptive (taboos or unacceptable) in nature. Human societies have been guided by sets of rules of conduct and behaviour Enshrined in religious practices, culture and morals.

36. Norms are enforced by sanctions or the reactions of other people. Sanctions in essence convey disapproval of behaviour in a given society. Norms which a society considers essential to its very existence and progress are coded into laws which govern its behaviour. Since norms are closely related to what a particular society has agreed as right and acceptable or unacceptable behaviour, they often vary from one society to the other due to cultural beliefs. However, there are some core values which transcend societal differences.

37. Nigeria, as a multi-ethnic society, is bound to have different values that may be contradictory. What is a taboo in one part of the country may not be so in another part. Even rules that are prescribed may fail to gain acceptance across board due to different acts of values in the federating units. This calls for a accommodation of such differences, education, persistence and perseverance in promoting common nationally acceptable values that cut across board and are uniformly applied. Nigeria need these core values not only to unite the society, but also to propel the forces of progress.

38. The core values and their respective elements are as follows:

Core Value	Elements of the Core Value
Honesty and Accountability	<ul style="list-style-type: none"> - <i>Truthfulness and Integrity</i> - <i>Recognition of integrity and reward for honesty</i> - <i>Sanctions against crime and corruption</i>
Openness and Transparency	<ul style="list-style-type: none"> - <i>Easy access to information</i> - <i>Disclosure of information on decisions affecting people</i> - <i>Disclosure and publication of public information</i> - <i>Willingness to receive and evaluate new ideas</i>

	<ul style="list-style-type: none"> - <i>Tolerance</i> - <i>Freedom of expression with responsibility</i> - <i>Unfettered and responsible press</i> - <i>Easy access to leadership</i> - <i>Respect for the rights of others</i>
Co-operation and Cohesion	<ul style="list-style-type: none"> - <i>Mutual respect</i> - <i>Tolerance</i> - <i>Harmony, freedom to live in any part of the country without any threat or intimidation</i> - <i>Right to residency in a local government area of one's choice upon fulfillment of all residency requirements</i> - <i>Good neighbourliness</i> - <i>Understanding, recognition and respect for elders</i> - <i>Sense of belonging</i> - <i>Communal development</i>

Equity and Social Justice	<ul style="list-style-type: none"> - <i>Social responsibility</i> - <i>Equal access to the basic necessities of life</i> - <i>Equity and fairness</i> - <i>Social security</i> - <i>Protection of the poor and the disadvantaged</i> - <i>Equal rights, privileges and access to opportunities</i> - <i>Security of life and property</i> - <i>Respect for individual privacy and private property</i> - <i>Equal access to political power</i> - <i>Respect for human rights and dignity of Nigerians at home and abroad</i> - <i>Respect for agreements, contract terms, treaties and protocols</i> - <i>Be one another's keeper</i>
Industry	<ul style="list-style-type: none"> - <i>Hard work</i> - <i>Innovation</i> - <i>Quality consciousness</i> - <i>Recognition and reward for merit and excellence</i> - <i>Dignity of labour</i> - <i>Fair and equitable reward for performance and</i>

	- <i>Productivity</i>
Discipline	<ul style="list-style-type: none"> - <i>Leadership by example</i> - <i>Respect for the rule of law</i> - <i>Respect for constituted authority</i> - <i>Orderliness and cleanliness</i> - <i>Punctuality</i> - <i>Self-control and self-restraint</i> - <i>Sanctions against indiscipline</i>
Patriotism and Nationalism	<ul style="list-style-type: none"> - <i>Nigeria first</i> - <i>Pride in Nigeria</i> - <i>Leadership by example</i> - <i>Protection of citizens wherever they may be</i> - <i>Protection of/regard for public assets</i> - <i>Selflessness ; service to the nation</i> - <i>Working for the national interest</i> - <i>Respect for national institutions and symbols</i>
Self Confidence and Moral Courage	<ul style="list-style-type: none"> - <i>Self-respect</i> - <i>Self-esteem</i> - <i>Richness of the mind (Broad-mindedness)</i> - <i>Continuous learning</i> - <i>Pride in being a Nigerian</i> - <i>Resistance to oppression</i>

Entrepreneurial Spirit	<ul style="list-style-type: none"> - <i>Creativity</i> - <i>Expansion of opportunities</i> - <i>Investing in the future</i> - <i>Research and development</i> - <i>Culture of savings and judicious expenditure</i> - <i>Willingness to take calculated risks</i> - <i>Willingness to admit and learn from mistakes</i>
Religion and Morality	<ul style="list-style-type: none"> - <i>No state religion</i> - <i>Freedom of worship and religion</i> - <i>God-consciousness and the fear of God</i> - <i>Forgiving spirit</i>
Education	<ul style="list-style-type: none"> - <i>Intellectual freedom</i> - <i>Public enlightenment</i> - <i>Promotion of literacy</i> - <i>Skills acquisition</i>
Family Values	<ul style="list-style-type: none"> - <i>Mutual love and respect</i> - <i>Selflessness and sacrifice</i> - <i>Sound morals</i> - <i>Obedience and responsibility</i> - <i>Sharing</i> - <i>Cohesion</i> - <i>Care of children and the elderly</i>

39. These values are discussed in detail below:

(a) Honesty and Accountability

A society in which some people live beyond their legitimate income is unlikely to encourage people to put in hard work or be dedicated and accountable. Yet the level of efficiency of the public service, as well as private sector operations, depends very much on how accountable the entire citizenry is for its actions and behaviour.

The recognition of integrity and reward for honesty as well as the use of sanctions against dishonest and criminal behaviour, deceit and corruption have to be inculcated in the citizens at all levels of society. Sincerity and honesty, public and private accountability must be pursued vigorously in the effort to rebuild the society, and indeed the Nigerian nation. Progress in education and the elimination of corruption are vital/ essential for realising the Nigeria of Vision 2010. Leaders at all levels will have to lead the crusade. The Vision contains several elements / measures which, if pursued simultaneously, would go a long way in improving the levels of honesty and accountability in the society.

(b) Openness and Transparency

Openness and Transparency seek to inculcate in Nigerians the ethics of freedom of expression and the willingness on the part of the government to receive and evaluate new ideas, regardless of where or from whom such ideas emanate. They seek to provide easy access to information. They also seek to build an unfettered and responsible press and a society that provides an easy access to leadership, to whoever desires to serve. Accuracy and reliability of information depend largely on how open and transparent the system is. These values apply to government and private operators, including individuals.

(c) Co-operation and Cohesion

Nigerians must evolve, among themselves, a sense of mutual love and respect. They must imbibe a sense of belonging and an unwritten code that bind their hearts and minds together through love, harmony and good neighbourliness. The Nigerian society should be one where every citizen is free to live, work and prosper in any component part of the country. It should be a place where the members understand one another and do not discriminate against or intimidate one another. Nigerians should seek, in the spirit of co-operation and cohesion, to work together for the common development and progress of the Nigerian nation.

(d) Equity and Social Justice

Equity and Social Justice represent two of the most fundamental values in the society. These values stress the need for fairness, equal rights, and opportunities for all. Nigeria should provide adequate access to the basic necessities of life, and security of life and property, as well as equal access to political power. The feeling among all should be "I am my brother's keeper." Equity and social justice will also enable Nigerians and Nigeria to respect human rights and provide protection for the poor, the weak and the disadvantaged as well as uphold the dignity of Nigerians at home and abroad.

(e) Industry and Entrepreneurship

Industry and Entrepreneurship refer to hard work, initiative and risk taking. They support the drive for the demands of globalisation and the development of new technology. Entrepreneurship can be taught and efforts can be made to teach it on a massive scale. Nigerians have exhibited talent and industry in contributing to the development of countries like the United States, United Kingdom and others in the Middle East. They can therefore make their country a great nation if they redirect their creativity and energy towards promoting positive national interest rather than portraying personal or negative traits.

Once hard work, quality consciousness, recognition of and equitable reward for merit and excellence guide the business and other decisions of Nigerians, Nigeria will be on the way to greatness. Other key elements include the use of creativity; research and development to expand investment opportunities; a change in the

mind-set from a consumption orientation and wasteful expenditure to a culture of savings and judicious spending; respect for the dignity of labour; and willingness to take responsibility for business mistakes and accept calculated risks, as well as to learn from past mistakes in preparing for the future.

(f) Nationalism and Patriotism

For Nigeria, a country with over 250 ethnic groups and numerous cultures and traditions, the need for nationalism and patriotism cannot be over-emphasised. This requires that Nigerians must first think and act as Nigerians, demonstrate selflessness and love for the country at all times and take pride in being Nigerians. Each citizen must think Nigeria first in all actions and behaviour, serve the country with faithfulness and put the national interest into focus while pursuing individual or personal interest. They must show respect for national institutions, the national anthem and symbols and identify with the Vision slogans.

Leadership must be by example and not by precepts.

(g) Discipline, Self-confidence and Moral Courage

The behaviour and actions of an individual influence and are influenced by the society. Indeed, as the adage goes, “Change the individual and you change the society”. To achieve the kind of society which Nigerians have envisioned for themselves, discipline, self-confidence and moral courage are required to build a strong, hard working, united and harmonious society. Other key elements of this value system include orderliness and cleanliness, punctuality and sanctions against indiscipline. Others are leadership by example, self-control, self-restraint, self-respect and self-esteem.

(h) Religion and Morality

Religion refers to a set of shared ideas about the meaning of life, based on the concept of a divine force guiding the destiny of man. The State should not adopt any religion. Government should, however, continue to allow the freedom of worship and religion, and encourage the citizenry to be God-conscious and God-fearing.

(i) Family Values

The Nigerian family system is central to achieving the goals and ideals of the Vision. Family values therefore represent a part of the Nigerian societal core values. The family should radiate mutual love and respect, selflessness and sacrifice, and should be built on sound morals, obedience and responsibility, care of children and the elderly as well as respect for elders and weaker members of the family. Sharing, caring and social cohesion are essential elements of family values.

(j) Education

Nigerian families and individuals place a high premium on education. Education is important in promoting the socialization process in the Nigerian family. It is also used as the vehicle for a change in mindset and to significantly reduce illiteracy, ignorance and low skills within the population. The promotion of this value will enhance literacy, encourage knowledge acquisition and bring about awareness and appreciation of the core values of society.

Instruments for Instilling the Core Values in Nigerians

40. The media, school curricula, sanctions and leadership by example are some of the instruments for instilling the aforementioned core values.

- **Media:** The media shall not glorify people who openly violate agreed Norms and standard. In fact, they should play a lead role in educating the masses and drawing attention to lapses/violations.
- **School Curricula:** The school curricula should reflect Nigeria's core values so that right from infancy, both parents and teachers and, indeed, the society can mould character in the desired way.
- **Enforcement of Sanctions:** Laws and regulations should be firmly and uniformly applied. If certain categories of people are free to behave as they like, others will not respect the norms, laws and regulations. Professional organisations, chambers of commerce and religious organisations can all play specific roles in the enforcement of agreed norms, code of ethics and so on.
- **Leadership By Example:** This is a key element for a developing country such as Nigeria. Those who aspire to lead must show good example and be an embodiment of the core values of the society.

Rights, Responsibilities, Duties and Conduct of Nigerians

41. As Nigeria seeks to entrench the identified core values in her citizens, their rights, responsibilities, duties and conduct need to be well understood. These rights are enshrined in the country's constitution and are underpinned by a number of international declarations to which Nigeria is a signatory. However, rights must be accompanied by obligations and a responsible mode of behaviour on the part of the leadership, the pivot on which society rests.

42. These rights, responsibilities, duties and conduct of the citizens and the state provide the appropriate framework and environment for instilling and sustaining the core values described earlier.

These rights and responsibilities include the following:

(a) **The Rights of the Citizenry**

The rights of the citizenry are:

Rights to personal liberty
Rights to equality and justice
Rights to participate in government
Rights to freedom of belief
Rights to self-actualisation
Rights to personal security
Rights to freedom of movement, assembly and association
Rights of the media
Rights of privacy

These rights are elaborated below:

(i) **Rights to Personal Liberty**

These include:

- Right to life. No one shall be intentionally deprived of his/her life except in the execution of a court/judicial sentence;
- right to freedom from slavery, torture, cruelty, inhuman or degrading treatment;
- right to freedom from arbitrary arrest, detention or exile, and
- right to residence, with all rights and privileges, in any state in the federation on meeting generally applicable and specified residency requirements.

(ii) **Rights to Equality and Justice**

These include:

- Right to equal representation before the law;
- right to equal protection of the law;
- right to fair and public hearing by an independent and impartial tribunal;
- right to be presumed innocent of a crime until proven guilty;
- right to be charged to court or to be granted bail within 24 hours;
- right not to be condemned for an act which was not a legally punishable offence at the time it was committed;
- right not to be discriminated against by reason of ethnicity, place of origin, sex, religion or political opinion; and
- right of equal access to all public services.

(iii) **Rights to Participate in Government**

These include:

- The right to take part in governance directly or through freely chosen representatives; and
- the right to have the will of the people, as expressed under democratic principles, as the basis of the authority of government.

(iv) **Rights to Freedom of Belief**

These include:

- Right to freedom of thought, conscience and religion;
- right to manifest and propagate one's religion or belief in teaching, practice, worship and observance; and
- right to change one's religion or belief (either or with others, in public or private).

(v) **Rights to Self-actualisation**

These include:

- Right to free basic education;
- right to work, free choice of employment, humane working conditions, equal pay for equal work and unemployment protection;
- right to rest, leisure, reasonable working hours and periodic holiday with pay;
- right to a standard of living, adequate for the health and well-being of oneself and family, including food, clothing, housing, medical care and social services; and
- right to own property and not be deprived of it without adequate compensation.

(vi) **Rights to Personal Security**

These include:

- Right to security in the event of unemployment, sickness, disability, widowhood, old age or lack of livelihood in circumstances beyond one's control;
- right to exercise personal liberty;
- right to be protected against aggression;
- right not to be expelled or refused entry into or exit out of the country; and
- right not to be arbitrarily deprived of one's nationality or deprived of the right to change it.

(vii) **Rights to Free Movement, Assembly and Association**

These include:

- Right to freedom of movement and residence within one's country;
- right to freedom of peaceful assembly and association;
- right to form or belong to political parties, trade unions or any other association for the protection of one's interests; and
- right to freely participate in the affairs of the community.

(viii) **Rights of the Media**

Media practitioners have all the rights available to other citizens. In addition, they should have:

- Right to freedom of opinion and expression, including freedom to hold opinions without interference and to seek, receive and impart information and ideas through any medium;
- right to own, establish and operate any medium for the dissemination of information, ideas and opinions; and
- right to carry out lawful investigation and report.

(b) **Responsibilities of the Citizenry :**

(i) Individual to Self:

- Lifelong self-improvement;
- healthy life style and good health;
- self-discipline;
- pursuance of excellence;
- limit the number of children to what one can afford;
- sustain one's self;
- work conscientiously in lawful occupation;
- maintain spiritual well-being;
- project positive self-image;
- be honest, transparent, accountable at work and elsewhere; and
- pursue excellence.

(ii) Individual to Society:

- Work conscientiously in a lawful occupation;
- fulfill obligations;
- undertake proper upbringing, discipline and protection of one's children and inculcate sound values in them;
- protect public infrastructure;
- protect the environment;
- respect the dignity and religion of other citizens and their rights and legitimate interests;
- assist one's neighbours;
- protect the weak, helpless and the underprivileged;
- limit the number of children to what one can afford;
- exercise one's civic rights; and
- put in a good day's work for a good day's pay.

(iii) Individual to the State:

- Be patriotic;
- be law-abiding;
- support the development of the nation;
- do all things to enhance the country's productivity;
- buy Nigerian;
- defend the nation;
- declare income honestly and pay tax promptly;
- abide by the constitution and live by its ideals (pledge, oath of allegiance), and respect legitimate and properly constituted authorities;
- enhance the country's prestige and good name;
- make positive and useful contribution to the advancement, progress and well-being of one's place of residence;
- work conscientiously in lawful occupation and abstain from any activity detrimental to the general welfare of other citizens or the interest of the country; and
- render assistance to lawful agencies in the maintenance of law and order.

Responsibilities of the State:

- Create awareness of responsibilities, rights, duties and conduct of the citizenry;
- ensure individuals and society comply with their responsibilities and impose sanctions when necessary;
- provide security;
- provide social security and welfare where necessary;
- protect human rights;
- provide and sustain infrastructure;
- pursue national development;
- promote national unity and integration;
- secure full residence rights of all citizens wherever they may live in Nigeria;
- prohibit discrimination in all its forms;
- punish corrupt practices and abuse of power promptly;

- promote fairness, justice and equity;
- protect the environment;
- provide opportunity for securing livelihood and employment;
- ensure just and humane conditions of work;
- set a minimum wage which ensures a decent living;
- ensure adequate medical facilities; and
- protect the children, the elderly and the infirm against exploitation, moral and material neglect.

43. In order to effect strict observance of these rights, responsibilities and duties, the government should enact into law the 1995 draft constitution. The promulgation of the constitution will enable Nigerians to be conscious of their rights, duties and responsibilities and, consequently, exhibit the desired conduct.

Limitations to Rights

44. One's rights cannot be exercised to the detriment of another's or those of the public. Rights have to be exercised in accordance with the law; for example, the right to personal liberty does not apply to convicted criminals.

Nigeria's Core Political and Socio-Cultural Objectives and Strategies

45. The following are the core objectives and strategies that will place the country on a path to developing a stable, democratic political and socio-cultural system. The action plans on how to implement the core objectives are set in Part 7:

Objective 1:

To re-orient the Nigerian society along the path of honesty, probity and service and evolve a caring nation with a common destiny in which there is God-consciousness, mutual respect, trust, tolerance, gender sensitivity and co-operation; ensure honest, sincere and committed leadership and an enlightened and empowered followership.

Strategies:

- (i) Select the best people for leadership positions at all times; promote the following virtues in the country's leaders through an effective reward and disciplinary system – Integrity and Honesty; Respect for the Rule of Law, Commitment and Dedication, Knowledge, Ability and Firmness.

- (ii) Provide the required framework and implement a co-ordinated programme to enlighten and educate the people on a continual basis. Inculcate desired values in and educate the citizens on their rights, responsibilities, duties and desired behaviour.
- (iii) Put in place effective incentives, disciplinary and performance management schemes both in public and private sectors to support productivity and the development of the right work ethic.
- (iv) Strengthen tax administration and use it to support the kind of society desired.
- (v) Promote competition, remove monopolies and discourage rent seeking activities.
- (vi) Discourage societal actions that tend to emphasise status rather than personal character.
- (vii) Invest in the development of people through formal and informal skills acquisition.
- (viii) Promote intensive youth development and empowerment programmes.
- (ix) Enact federal and state legislation to prevent practices that encourage preferential treatment based on ethnicity, religion, social status or gender.
- (x) Ensure that most Nigerians have access to social protection offered by a formal social security programme.
- (xi) Create an enabling environment for the development of the right values.
- (xii) Use sports as a rallying factor in the promotion of unity, peace, healthy rivalry and competition, and other core values.
- (xiii) Use the arts and culture, particularly through the country's traditional institutions, as vehicles for communicating and internalising core values. Details of how to use the country's Traditional Rulers effectively is given in the Action Plan in Section VI of this Report.
- (xiv) Pursue all economic objectives and strategies that will lead to positive growth and development.

Objective 2:

To develop a stable, broad-based democratic system that is accountable and cost-effective.

Strategies:

- (i) Modernise and restructure the Military to provide satisfying career opportunities for all members of the Armed Forces; the Armed Forces should return to strict professionalism and relinquish governance. Details of how to go about this are given in the Action Plan in Section VI of this Report.
- (ii) Reduce the size of government in the economy; rationalize the number of parastatals and government agencies.
- (iii) Ensure a cost-effective legislature.
- (iv) Constitutionally empower Nigerians to reject coups, and
- (v) Operate a truly federal system of government in accordance with the constitution.

Objective 3:

To develop an effective and efficient public service.

Strategies:

- (i) Reform, modernise and motivate the public service in its entirety;
- (ii) Utilise available personnel optimally.
- (iii) Provide adequate resources for provision of input and training and continually narrow the gap between estimated and actual expenditure;
- (iv) Define goals and objectives for public agencies.
- (v) Evolve realistic and competitive remuneration and recognition schemes that would adequately motivate and encourage personnel to make a career in the public service.
- (vi) Evolve realistic salary differentials between the Civil Service and commercialise public agencies on one hand, and the public and private sectors on the other, by annual re-alignment of public service pay. The immediate implementation of the salary increases contained in the 1997 Budget should jump-start the re-alignment process.
- (vii) Restructure all public agencies appropriately; and
- (viii) Strengthen institutions that enforce discipline, probity and recognition in the public service and allow them to function properly.

Objective 4:

To develop an effective and efficient judicial and law enforcement System.

Strategies:

- (i) Restore respect for the rule of law and involve the community in legal reforms.
- (ii) Ensure an independent Judiciary.
- (iii) Modernise and reform the Prison Service and the prisons.
- (iv) Modernise the Judiciary and improve competence levels and overall condition of service of judicial officers.
- (v) Improve access of the community to timely and fair justice by imposing time limits on judicial process.
- (vi) Reform, modernise and motivate the Police Force for improved effectiveness. Details of how to achieve this are given in the Action Plan in Section VI of this Report.
- (vii) Improve community's access to the services of the police.

Objective 5:

To nurture virile, independent and responsible media, labour unions, NGO's and other institutions of civil society.

Strategies:

- (i) Ensure proper regulation of the press.
- (ii) Improve the quality of the overall media industry.

- (iii) Support the use of appropriate technology and promote investment in infrastructure in the media industry.
- (iv) Use the media to build trust and confidence of the people in themselves, their community and their country.
- (v) Amend labour laws to be fair, balanced and consistent with the ratified ILO conventions on freedom of association, collective bargaining and the democratic aspiration of the country.
- (vi) Ensure trade unions are independent and accountable to their members.
- (vii) Ensure continuous labour education.
- (viii) Put in place effective labour management and conflict resolution practices.
- (ix) Promote sustained collaboration, mutual trust and understanding in the various segments of the society.

Objective 6:

To strengthen and sustain Nigeria's leadership role in Africa.

Strategies:

- (i) Play a leading role in the promotion of economic integration in the ECOWAS sub-region in particular and Africa in general.
- (ii) Develop Nigeria's capability and competence, and make it the hub of economic activities in Africa.
- (iii) Provide strong leadership in ECOWAS security arrangements to ensure peace, stability and protection of regional assets; provide a strong position in African's security arrangements and peace-keeping operations.
- (iv) Seek to preserve and promote Nigeria's socio-cultural values in the neighbouring countries and the sub-region.
- (v) Encourage cultural exchanges with neighbouring countries.
- (vi) Build a strong and virile economy to support Nigeria's foreign policy and enhance her external image.
- (vii) Play a leading role in championing respect, dignity and protection of persons of African descent wherever they may be.

SECTION III:

ECONOMIC DIRECTION

WHERE WE ARE

46. This section presents the current economic situation in three sub-sections. Sub-section 1 is an overview of Nigeria's economic performance. Sub-section 2 presents the basic economic philosophy that has guided such affairs to date, while sub-section 3 gives details of sector by sector performance.

Overview of Economic Performance

47. Table 1 below provides a profile of selected macro-economic aggregates for Nigeria.

Table 1. **NIGERIA'S SELECTED MACRO-ECONOMIC INDICATORS**

	1980	1985	1990	1991	1992	1993	1994	1995	1996
Domestic Output									
Real GDP (=N= 'Billion)	96.2	68.9	90.3	94.6	97.4	100.0	101.0	103.5	106.9
Real GDP (Growth Rate %)	5.5	9.4	8.1	4.8	3.0	2.7	1.3	2.2	3.3
GDP Per Capita (=N=)	1487	91.3	1042	1069	1071	1069	1053	1047	1051
Manufacturing Capacity Utilisation (%)	70.1	37.1	40.3	42.0	41.8	37.2	30.4	29.3	32.5
Inflation Rate (%)	9.9	5.5	7.4	13.0	44.6	57.2	57.0	72.8	29.3
Money and Credit (Growth Rate %)									
Net domestic credit	21.7	4.3	17.1	45.3	69.1	91.4	29.2	12.4	5.0
Net credit to Government	4.4	4.8	14.9	82.9	109.7	121.6	27.7	(8.6)	(10.1)
Credit to Private sector	32.8	5.9	18.4	23.7	34.6	51.6	32.2	51.8	21.9
Narrow money (M1)	59.1	8.7	44.9	32.6	52.8	54.4	47.8	8.1	26.3
Broad Money (M2)	46.1	10.3	40.4	32.7	49.2	49.8	39.1	10.3	25.7
External Reserves (=N=Billions)	5.4	1.6	35.0	44.2	12.3	29.3	36.3	101.4	284.6
Fed. Govt. Finances (=N=Billions)									
Fed. Govt. Retained Revenue	15.2	14.6	85.3	101.0	53.3	126.1	132.2	249.8	281.1
Fed. Govt. Expenditure	14	11	60	67	93	234	203	248	244
Overall Fiscal Bal. (% of GDP)	4.1	2.3	8.5	12.4	7.2	15.4	(7.7)	0.1	1.6
Actual Ext. Debt Serv. (% of GDP)	-	-	-	-	7.5	5.6	3.9	6.3	6.4
Sch. Ext. Debt Serv. (% of GDP)	-	-	-	-	26.7	13.2	9.6	16.4	17.9
Actual Ext. Debt Serv. (% of Exp.)	-	-	-	-	20.1	17.9	17.3	15.2	13.3
Sch. Ext. Debt Serv. (% of Exp.)	-	-	-	-	71.3	42.0	42.6	39.3	37.4
(=N=Billions) ; (Real)									
Gross Fixed Capital Formation*	25.7	5.6	10.4	10.7	12.3	10.8	5.8	4.0	-
(=N=Billions) ; (Real)									
Gross National Savings	26.7	3.9	25.7	21.7	15.4	5.9	2.5	1.6	-

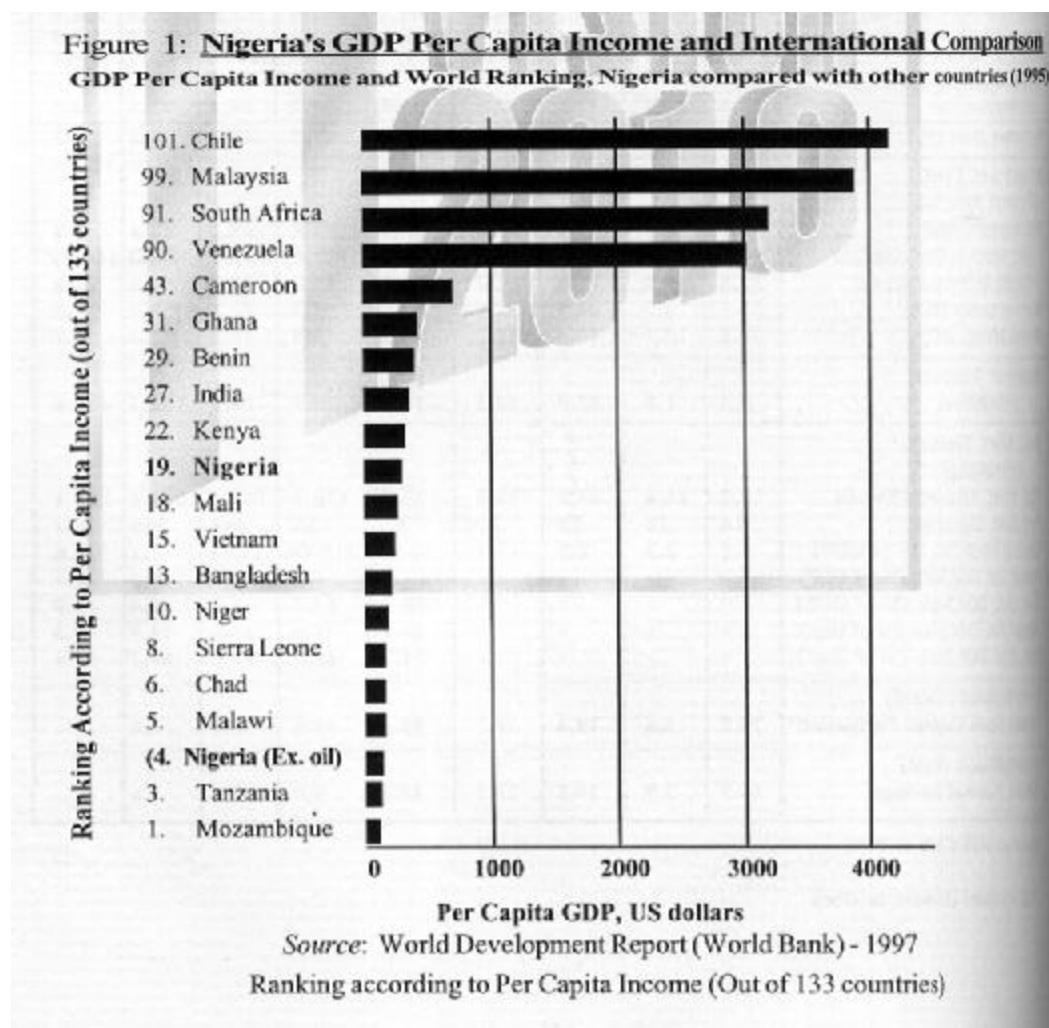
Source: FOS, CBN & NPC

* It excludes changes in stock

48. The profile shows that after many years of declining growth, Nigeria's economic condition, as at the end of 1996, improved marginally. The tempo of economic activities, as measured by the growth of Gross Domestic Product (GDP), increased from 2.2 per cent in 1995 to 3.3 per cent in 1996, while inflation declined considerably from 72.8 per cent to 29.3 per cent during the period. In addition, other macro-economic indicators stabilised.

49. However, the international comparison, as shown in Figure 1, indicates that in 1995, Nigeria was ranked the 19th poorest nation in the world, with a per capita income of around \$260, almost the same as it was in 1972. This compares with \$3,890 per capita income for Malaysia, \$980 for Indonesia, and \$390 for Ghana. In 1965, Nigeria's GDP was \$5.8 billion, compared with \$3.8 billion for Indonesia, \$3.1 billion for Malaysia and \$9.8 billion for

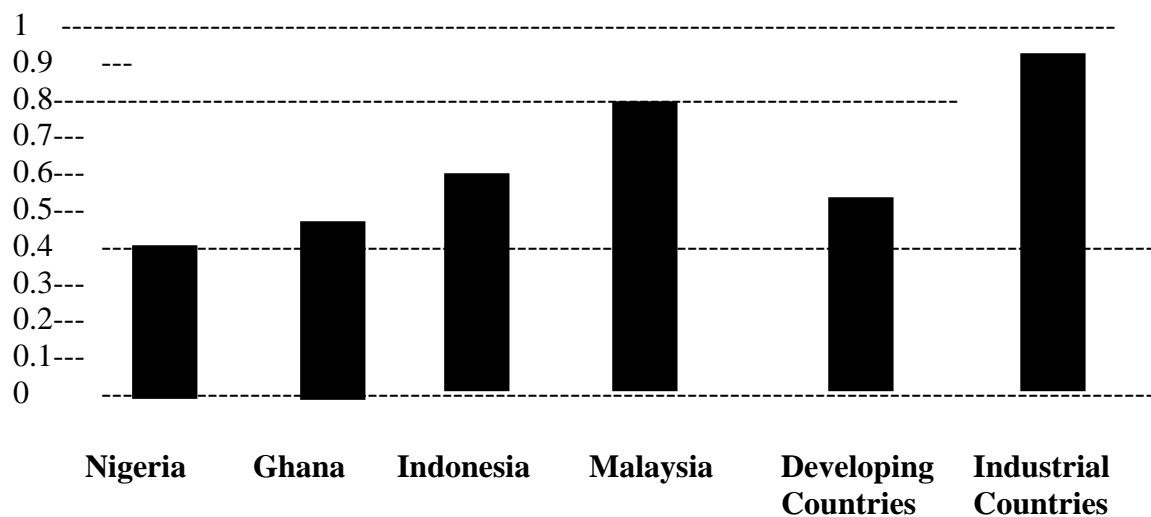
Venezuela. Thirty years later, in 1995, Nigeria's GDP had increased to \$26.8 billion (3.6 fold increase), Malaysia's to \$85 billion (27 fold increase), Indonesia's to \$198 billion (52 fold increase) and Venezuela to \$75 billion (20 fold increase). The implication is that these countries have left Nigeria far behind in terms of productivity, income generation and general economic development.



50. In addition, the overall quality of life of the average Nigerian, as measured by the Human Development Index (HDI), is low when compared with countries like Ghana, as depicted in Fig. 2. Nigeria's HDI for 1993 was 0.4, compared to 0.48 for Ghana, 0.68 for Indonesia and an average of 0.6 for developing countries. Figure 2 compares the HDI for Nigeria and other Third World countries. On the average, Nigerians have a life expectancy of 52 years, compared to 59 years for Ghanaians; 64 years for Indonesians and 71 years for Venezuelans and Malaysians. Eighty Nigerian children per thousand die at birth, compared with 73 Ghanaians, 51 Indonesians, 23 Venezuelans and 12 Malaysians. Eighty Nigerian children per thousand die at birth, compared with 73 Ghanaians, 51 Indonesians, 23 Venezuelans and 12 Malaysians.

51. The HDI is composite of three key indicators namely, Life Expectancy, Education Index and Purchasing Power Parity (PPP) Per Capita Income.

Figure 2: Human Development Index (1993)



Source: UNDP Human Development Report (1996)

Economic Philosophy

52. Several strands characterised Nigeria's economic philosophy over the years. These include primary export-oriented philosophy during the colonial period, planned public sector-led economic development, import and thereafter substitution, indigenisation, Structural Adjustment Programme (SAP) and guided deregulation.

Primary Export Led Development Process

53. The colonial period was dominated by export led process, which reflected the basic policy of linking the Nigerian economy to the British economy. The 10-year development plan, 1946-1956 was an integral part of the process.

Public Sector/State led Development

54. A combination of factors encouraged government to aggressively seek to play a dominant role in the economy since independence. These were

- The consideration that government was better positioned to rapidly develop and industrialise the economy in a planned and balanced manner in the absence of a viable private sector;
- a genuine desire to rapidly improve the economic base and the well being of all citizens; and

- a substantial inflow of revenue from oil since 1970s which made it possible for government to assume a dominant role in the economy.

Import Substitution Industrialisation (ISI)

55. The idea behind the ISI strategy was to industrialise the country and to produce what was being imported, thereby conserving scarce foreign exchange. The importation of machinery and equipment would be paid for by the export of domestic raw commodities. The local industries would be protected from foreign competition by high import barriers. Consequently, government invested in heavy industries including steel rolling mills, machine tools, vehicle assembly, fertilizer manufacture, sugar mills, aluminum plants, paper mills, development banks, textiles, insurance, etc. The private sector also went into the import substitution industries and in no time found that there was not enough foreign exchange to meet import requirements. ISI strategy did not succeed therefore, because protected industries became inefficient and import-dependent.

Indigenisation

56. Measures to assist Nigerian enterprises pro-actively have been going on from the 1960's, as a process of translating political independence to greater participation in the economy by Nigerians. Before the oil boom, banking and finance industries and significant sections of the retail trading business were dominated by foreign companies. Foreign companies also held 65% equity share in the oil industry.

57. The Indigenisation Decrees of 1972 and 1977 gave Nigerians greater opportunities to effectively participate in the productive sectors of the economy. The idea behind indigenisation was to localize ownership through equity transfers to individuals, and direct government participation and listing part of the equity of foreign companies on the Nigerian Stock Exchange. In addition, the decrees sought to limit the sectors of the economy in which foreign companies could operate. The aim was to push foreign capital into higher technology areas, thereby creating opportunities for Nigerians in other areas. While successful in part, indigenisation did not generally shift control to Nigerians and it significantly reduced foreign direct investment and interest in Nigeria.

The Structural Adjustment Programme (SAP)

58. The SAP was a major departure from public sector led development process. It reintroduced market oriented development process with emphasis on smaller government, efficient resource allocation and market determined prices. The major instruments of SAP include, trade liberalization, deregulation of interest rates, public sector reforms and privatisation.

Guided Deregulation

59. The philosophy of guided deregulation in which government still plays a major role in the economy but within the ambit of market forces and enhanced private sector involvement, was introduced in 1995.

Where We Are on Specific Economic Issues

60. Economic issues are presented below:

Macroeconomic Issues: Fiscal Policy, Monetary Policy, International Trade, Trade and Distribution, and Policy Process.

Real Sectors: Agriculture, Solid Minerals, Industry, Petroleum- Upstream and Petroleum-Downstream

Development Issues: Rural Development, Poverty Alleviation, Small and Medium-scale Industries and Infrastructure.

Capital Mobilisation Issues: Banking and Finance, Capital Markets, Domestic Savings, Debt Management.

(a) Macroeconomic Issues:

The Macroeconomic issues are:

(i) Fiscal Policy: Although the government in recent years has moved towards a low tax regime, the current tax rates, both corporate and personal, are still relatively too high to promote compliance and attract investment. The tax administration is weak and there is still a lot of tax evasion. There is also corruption in tax administration and at the ports. Refunds of taxes as well as duty draw-back administration are inefficient.

The Federal Government's expenditure in the years 1995-1997 amounted to 75 per cent of total expenditure of all tiers of government, excluding parastatals. This gives a picture of high degree of centralisation. It is also observed that the Federal Government's recurrent expenditure is about 45 per cent of total expenditure.

Although this percentage is similar to those of some developed countries like UK, in the case of Nigeria, a substantial portion of the recurrent expenditure is for external debt servicing. This position is not considered healthy and needs to be redressed.

Inadequate resources have been allocated to the maintenance of existing assets, while a lot is wasted on capital projects which are often abandoned or inefficiently maintained.

There has been a substantial increase in non-oil revenue in the years 1995-1997. This increase is mainly attributable to the improvement in the collection of Custom and Excise Duties and Value Added Tax (VAT) and not as a result of any marked increase in productivity in the real sectors.

(ii) Monetary Policy: The institutional arrangement for the execution of monetary policy have been severely constrained with the promulgation of the Central Bank of Nigeria (Amendment) Decree No. 3 of 1997. Attempts at deregulated interest rate and credit management since the 1980s have not really succeeded due largely to delays in policy reaction. Excess liquidity has remained an abiding feature of the system and has compromised price stability.

(iii) International Trade: In 1995, Nigerian exports accounted for about 0.3 per cent of total world trade, compared to 1.1 per cent for Thailand and 1.3 per cent for Malaysia. While other rapidly developing/industrialising economies, like Malaysia, have managed to increase their share of world trade, Nigeria has not. A key feature of Nigeria's exports is that in 1995, about 95 per cent of export earnings was accounted for by oil alone. Whereas in 1970, about 36 per cent of the total export earnings was accounted for by products other than oil, mainly agricultural produce. Nigeria is one of the few countries in the world where a single commodity accounts for such a large proportion of total export earnings.

Countries like Malaysia and Indonesia, which have a similar natural resource base as Nigeria, have managed to significantly improve their total exports by increasing the volume of value added manufactured goods in particular. Weak technological skill base, inadequate infrastructure, poor product quality, the persistence of Import Substitution Industrialisation and ineffective implementation of export incentives are among key reasons for the poor performance of Nigerian non-oil exports.

(iv) Trade and Distribution: Nigeria has a very large market potential, with a population of over 100 million spread across 923,773 square kilometers of land with varied vegetation. The Trade and Distribution sector now accounts for about 13 per cent of the GDP. The market potential has remained underdeveloped due to the following:

- Dilapidated infrastructure, over-dependence on road transport, which is in a bad state, and the lack of other cheaper transportation modes such as rail and waterways;
- high cost of doing business due to too many layers of distribution, numerous and ever-changing tariffs, lengthy and cumbersome port procedures which require operators to pass through many "check-points" and "toll gates".
- predominance of cash as payment system and difficulty in accessing credit;
- poor quality of Nigerian products and presence of fake, adulterated, illicit and poorly copied products in the markets;
- inadequate preservation facilities such as cold stores, silos and warehouses have resulted in the loss of perishable goods and their high cost during off seasons;
- poor implementation of regulations, thereby inhibiting free trade but high incidence of smuggling;

- lack of integrity which erodes confidence and trust, thereby increasing the cost of doing business; and
 - low level of knowledge and skill of market operators.
- (v) **Policy Process:** Many Nigerians believe that the country's economic problems arose more from poor implementation of policies than from poor policy formulation. The reality, however is that policies have often suffered from both poor formulation and implementation for the following reasons:
- Policies are made without consulting the institutions directly affected, such that inconsistencies often exist in their interpretations;
 - poor co-ordination of government policies;
 - use of parallel structures to implement government policies;
 - rapid turnover of people in positions of authority has often led to policy inconsistency and a lack of clear direction. Associated with this is the frequent change in governments at all levels;
 - frequently changing policies which often cause confusion; and
 - corrupt practices, embezzlement and diversion of funds.

(b) **Real Sectors**

The Real Sectors are:

- (i) **Agriculture:** The agricultural sector in Nigeria is composed predominantly of small-holder subsistence farmers with only a small number of commercial farms. Farms below 10 hectares account for also 95 per cent of the total agricultural production. In 1996, the sector accounted for 30.1 per cent of Nigeria's GDP. Approximately two-thirds of the Nigerian population earn a living from the sector. Output from this sector has been extremely erratic in the last three and a half decades and the sector has been plagued by fundamental problems.

In the 1960s, primary agricultural exports accounted for an average of 62 per cent of total export earnings and a similar proportion of GDP. As oil output and prices increased during the 1970s, the share and role of agriculture in

the Nigerian economy declined considerably. Windfall earnings from the oil sector encouraged the neglect of the nation's agricultural export potential. This led to a sharp decline in agricultural output during the 1970s. The SAP was, among other things, designed to reverse the decline in agriculture, but it was only partly successful. Although it improved the export of cash crops, the gains could not be sustained. Ineffective government support has prevented agriculture from playing the dynamic role it could have played in the development of the country, neither has it provided a source of rising income for most Nigerians.

The key constraints on the development of the nation's Agriculture can be summarised as follows:

- weak and poor funding and inadequate technological support for peasant farmers;
- failure to transfer technology to the sector has meant low productivity and low income growth;
- poor infrastructure, including the absence of road networks to move goods to the market;
- unclear land tenure and acquisition policy which prevents long-term commercialisation of agriculture;
- continued dependence on nature for performance;
- substantial rural-urban migration during the oil boom years which robbed agriculture of virile manpower;
- poor or non existence of preservation and storage facilities, often leading to substantial post-harvest losses; and
- poor linkage to agricultural processing and transformation industries.

- (ii) **Industry:** The contribution of the manufacturing sector to GDP in Nigeria in 1996 was only 6.9 per cent, compared to the very high percentage contribution recorded in some of the Asian tigers' economies such as South Korea, Malaysia and Philippines. Although Nigeria and the rapidly growing economies started out with the same Import Substitution Industrialisation policies in the early 1960s, the Asian economies were able to successfully switch to an export-led growth strategy, while Nigeria got stuck in inward-looking strategies. The Nigerian economy is mono-cultural with oil dominating its export while agriculture and manufacturing have gradually stagnated.

The reasons cited for the failure of the Nigerian industrialization process include:

- High import dependence for skilled manpower and industrial input;

- Funding problems (lack of domestic savings and restrictions on foreign ownership);
- poor implementation of plans;
- inadequate infrastructure;
- lack of an enabling environment (political, legislative, macro-economic, inconsistent policies, bureaucratic obstacles);
- failure to promote linkages with other sectors of the economy; and
- lack of venture capital.

(iii) Solid Minerals: The exploitation of solid minerals accounts for about 0.3 per cent of Nigeria's GDP despite the considerable abundance of precious, semi-precious and industrial mineral deposits. Moreover, the country imports such minerals as salt and iron ore, which could be exploited commercially in Nigeria. The factors that have contributed to the sector's dismal performance include:

- An absence of a policy framework;
- retrogressive and non-competitive laws and regulations;
- inadequate funding;
- lack of infrastructure;
- absence of an enabling environment;
- dearth of trained manpower and technological know-how; and
- insufficient promotional activities.

(iv) Petroleum – Upstream: Currently, Nigeria produces about 2.2 million barrels of oil per day (mbpd), including condensates, which is about 3 per cent of world production. In addition, the country has a reserve base of 22 billion barrels of crude oil. The export of oil accounts for about 95 per cent of Nigeria's export revenues and over 80 per cent of the Federal Government's revenues. The industry is faced with five key challenges:

- Poor funding inhibits the growth of output and future government revenues. Additional difficulties in the business environment include erosion of value of incentives due to inflation, lack of a level playing field in terms of the incentives offered to companies and lack of consultation with industry partners before making policy changes.
- Lack of effective dialogue and openness between the government and stakeholders. This has created a climate of mistrust and prevented the

development of an effective road map favourable for steady growth of the upstream sub-sector.

- Community disturbance related to environmental pollution and inadequate compensation for loss of the means of livelihood have caused revenue losses and created a climate of uncertainty, thus discouraging new investments.
- The development of gas, much of which is currently flared, is affected by inadequate pricing, markets, investments, timing cycles and incentives.
- Although up to 75 per cent of the professionals and management staff of oil companies are Nigerians, the absence of a linkage with local industries, infrastructure and skills inhibits the rapid domestication of the industry. Thus, there is no meaningful indigenisation and local content addition in the operation of the petroleum industry.

- (v) **Petroleum – Downstream:** From 1970 to date, the nation has invested substantially in pipelines, refineries, petrochemical and fertiliser plants. The foregoing notwithstanding, the downstream petroleum sub-sector is in a state of decay, characterised by inadequate funding, poor operating conditions, insufficient and irregular supply of products and a highly regulated environment. Not only does the government allocate crude to the refineries, it also determines how much money is used for the maintenance of these facilities. Although the installed capacity of all refineries is 445,000 barrels, the operational capacity is much lower due to the lack of maintenance.

Allocation of crude to the refineries this year (1997) has been cut from the required 320,000 barrels per day to 250,000 barrels per day. Owing to their low level of capacity utilisation, the refineries were not able to refine even this reduced quantity. The output of petroleum products has thus been considerably reduced. The shortfall in supply has been met by continuous importation of refined products at great cost to the economy, while the importers enrich themselves. Moreover, the 40-day mandatory strategic reserve has been depleted and is yet to be replenished. Domestic supply has thus nearly collapsed and the government is considering alternatives such as turning over the management of the refineries, pipelines and depots network to the private sector. Also two private refineries have been approved, but are yet to be built.

(c) **Development Issues**

- I **Small and Medium-scale Enterprises (SMEs):** In Nigeria today, SMEs can be categorised in two ways, namely by size and by legal status. By size, SMEs can be divided into:

- (i) Cottage industries, which usually have less than ₦1 million investment;
- (ii) small-scale enterprises which usually have not less than ₦40 million capital investment; and
- (iii) medium-scale industries which usually have less than ₦150million capital investment.

The SME sector:

- Is highly labour intensive, employing about 80 per cent of the nation's labour force;
- is a veritable source of mobilisation of small domestic savings;
- locates readily anywhere in the country;
- promotes indigenous technology; and
- enhances the dispersal of economic activities.

SMEs are categorised into formal and informal sectors. The formal sector SMEs are defined as those with capital of less than ₦ 150 million or a labour force of less than 35 where managers are also at least part owners. Informal sector SMEs are defined as those enterprises where the owner provides most of the capital and their mode of operations is not formalised. Mostly indigenous, they hardly keep accounts or/any pay taxes.

Although the Federal and Regional Governments had been Instrumental in promoting SMEs before independence, the Federal Government increased the tempo in the Second Development Plan (1970-74) when the Small-scale Industries Credit Scheme was started in the ten 12 states. Since then, there has been a steady increase in the number of institutions and programmes that aid SMEs. Despite these laudable efforts, the contribution of the sector to the economic development of the country has remained low.

Key problem areas identified include the following:

- Inconsistency in and poor implementation of policies;
- problems with access to credit and other incentives;
- poor account keeping habits, weak financial planning;
- dominance of political loyalty in the loans allocation process;
- lack of mutual trust amongst business partners;
- lack of infrastructure which significantly increases the cost of doing business;
- poor consumer purchasing power;

- poor linkages among vibrant SMEs, large-scale enterprises and the rest of the domestic sector of the economy generally;
- SMEs have to be located in the rural areas to qualify for NERFUND credit; and
- Policy incentives are tilted in favour of large-scale industries.

II The Informal Sector: The private sector can be sub-divided into the formal or organised private sector and the informal sector. Most official references to the private sector invariably but erroneously refer to the organised sub-sector. The informal sector has not attracted appropriate public policy attention.

The informal sector comprises the rest of the indigenous economy outside of the public sector and the organised private sector. It is made up largely of petty traders, artisans and peasant farmers, and market women to mention but a few. Available evidence suggests that the informal sector accounts for about 70 per cent of economic activities in Nigeria. However, not much is known about its structure, strengths, weaknesses and mode of operations. This had a negative impact on accurate assessment of the size of the economy and the efficacy of national planning and economic development.

The attainment of the objectives of the Vision requires an articulation of the features of the informal sector. In this regard, a mechanism should be developed without delay to ensue effective integration of the informal sector into the national planning and development process. It also requires that the reasons for the neglect of that sector be understood. These reasons include:

- (i) The large and fragmented nature of this sector made up of numerous economic units with activities spread over equally numerous sectors (small scale).
- (ii) Very little information about the sector to assist in the formulation of relevant policies.
- (iii) Low level of education, training and technological know-how of the operators in this sector.

Notwithstanding the above constraints, the informal sector has, over the years benefited the economy in the following ways:

- High employment. The sector is estimated to be responsible for 60 per cent of total employment in the country. In particular, it employs that level of the population which, under the existing criteria, would not have been employed by the public or the organised private sector;
- it has provided the major source of capital formation, particularly in the rural areas of the economy;
- it has provided a cheap source of low level technical manpower to many industries;
- it is a reservoir of indigenous technical capacity; and

- the sector has provided the major and sustained source of income generation in the country. It has, thus, provided the main elements of resilience in the economy and the society at large.

III Rural Development: Over the years the government has undertaken several integrated rural development programmes such as Operation Feed the Nation (OFN), Green Revolution, Agricultural Development Projects (ADPs), Directorate of Food, Roads and Rural Infrastructure (DFRRI), Better Life Programme (BLP), Family Support Programme (FSP) and Family Economic Advancement Programme (FEAP). In spite of these laudable efforts, the conditions in the rural areas leave much to be desired. Sixty-two per cent of Nigeria's population lives in the rural areas. Moreover, 70 per cent of the nation's poor and 95 per cent of the extremely poor live in the rural areas. Five key factors affect the development of these areas, namely, healthcare, education, communications, land tenure and technology.

The provision of healthcare in the rural areas is affected by endemic shortage of drugs and clinics. Uncompleted infrastructure and cuts in recurrent expenditure have resulted in drastically reduced levels in the quality of service rendered to the populace. The quality and quantity of educational facilities in the rural areas is inadequate, compared to that in the urban areas. Poor education and ineffective use of research findings have inhibited the ability of rural dwellers to acquire and utilise technology, thereby reducing their ability to improve productivity and income. Rural dwellers' access to land is still limited. Poor telecommunication links, postal services, television reception and virtual non-existence of road networks in most areas hinder the access of rural dwellers to a better quality of life.

IV Urban Development: Thirty eight per cent of Nigeria's population is urban. Although urbanisation is a global phenomenon, Nigeria's urban growth rate of 5-7 per cent makes it one of the most rapidly urbanising countries in the world. By present trends, the proportion of urban population is estimated to reach over 50 per cent of the country's population by the year 2010.

This very rapid rate of growth has overwhelmed the capacity of urban management agencies and is compounded by cumbersome land allocation system, inappropriate planning techniques, and low resource allocation for provision and maintenance of infrastructure. As a result, urban centres in Nigeria have become chaotic. The infrastructure have nearly collapsed; and there is increasing homelessness and congestion due to housing shortage; environmental pollution due to poor waste management facilities; inadequate and poorly maintained public utilities and social facilities; and rising level of insecurity due to crime and the breakdown of law and order. Government effort at managing urban centres so far appears inadequate.

During the Vision period, Nigeria should attain a controlled and manageable urban growth; an improved urban economy to support poverty alleviation and create employment. To achieve this, the Nigerian Urban & Regional Planning Commission should be Established in line with the provisions of Decree 88 of 1990.

V Poverty Alleviation: Poverty is a condition in which a person is unable to meet minimum requirements of basic needs of food, health, housing, education and clothing. The current legal minimum wage of N250 per month and the minimum pay of ₦ 1,250 per month in the public service, are far below the ₦ 3,920 per month required by an individual Nigerian for minimum sustenance. A family of five would also need N13,462 per month just to live above the poverty line. The level of poverty in Nigeria is further assessed by the aggregate low quality life of Nigerians as follows:

- About 50 per cent of Nigerians live below the poverty line despite the country's vast resources.
- only 40 per cent of the population has access to safe water;
- about 85 per cent of the urban population lives in single rooms with about 8 occupants per room on the average;
- about 62 per cent of the population has access to primary health care;
- about 50 per cent of Nigerians are illiterate; and
- most Nigerians consume less than one-third of the minimum required protein and vitamins intake due to low purchasing power.

There are wide differences in the distribution of the poor. The majority of the poor live in the rural areas and within communities with serious ecological and climatic problems. The government over the years has embarked on many poverty alleviation measures with little impact on poverty levels, mainly due to poor programme design and implementation and the declines in general economic growth indices.

VI Infrastructure: Infrastructure include all facilities that support economic and social activities. These include power, communication (telecommunications and postal services), water, transportation (railways, inland waterways, seaports, airports and roads) and information (e.g. data, maps). These infrastructural facilities are dilapidated, unreliable, uneven in distribution and in a general state of disrepair and even on the verge of collapse in some sub-sectors. While the government has invested substantially in these facilities, they have proved to be inadequate to sustain the rising population and economic growth.

For instance:

- Only 34 per cent of the population has access to electricity and its consumption per capita is barely sufficient to light a 40-watt bulb for a few hours a day;
- the number of telephone lines in Nigeria is only 4 per 1,000 persons as most of the lines are confined to the major urban areas; and
- although Nigeria has an extensive road network, the quality is generally poor, thereby imposing a high cost in terms of vehicle operating costs.

(d) Capital Mobilisation Issues

The capital mobilisation issues are:

- (i) Banking and Finance:** The banking and finance sector grew phenomenally with the increase in the number of banks from 26 in 1980 to 120 in 1990 before decreasing to 115 by December 1996. During the same period, the Central Bank of Nigeria (CBN) took on some non-core functions such as retail banking. These developments, together with the inability of the CBN to expand its regulatory capacity to cope with the phenomenal expansion in the banking and finance sector as well as its inability to resist political intervention, impaired its regulatory functions. The degree of direct control on banking operations was very high.

The banking sector is plagued by a host of institutional, operational and legal difficulties. Amongst the key operational difficulties are poor management and technical skills, dominance of short-term funding, high transaction costs, a dearth of financial products in the market and high rate of default. Institutional difficulties include uneven geographical spread of financial institutions, banks and branches, and low professional ethics. Legal difficulties include insufficient enforcement powers, restrictive legal procedures, government interference and inconsistent policies and poor knowledge base of regulators. In addition, the insurance industry suffers from weak supervision and poor image.

The foregoing, together with asset-liability mismatch, capital inadequacy, weak internal controls, fraud and poor management, among others, contributed to the emergence of a lingering distress syndrome in the banking sector.

- (ii) Capital Market:** The Nigerian capital market is yet to be fully developed, compared to those in the countries indicated in the following table:

Table 2. Comparative Stock Market Statistics (1996)

Country	No. of Listed Companies (\$billion)	Market Capitalisation
Nigeria	184	13.0*
India	5,999	153.2
Malaysia	621	296.7
South Africa	626	233.4

(* \$1 = ₦ 22)

Source: IFC Fact Book, 1997

Unfavourable investment climate and laws since 1972 when the Nigerian Enterprises Promotion Decree (NEPD) was promulgated, coupled with an unstable political climate, have contributed to slow growth of the Nigerian capital market. The problems of the Nigerian capital market include call-over trading system, as well as the cumbersome and unacceptable procedures for managing foreign portfolio investments.

Accordingly, the Nigerian capital market is shallow and narrow relative to the economy it is supposed to serve. The stock market is relatively illiquid and largely unsophisticated in its current form to serve as a source of long-term business finance.

(iii) Domestic Savings: The level of domestic savings is low and inadequate to fund and sustain the level of investment consistent with the country's economic growth targets. For example, Nigeria's current ratio of Gross Domestic Savings to Gross Domestic Product averages 11 per cent, compared to Malaysia's 37 per cent, Indonesia's 31 per cent, South Korea's 36 per cent and Chile's 28 per cent.

Nigeria's level of domestic savings is comparatively poor due to a combination of socio-cultural and economic factors. Some of these factors include:

- Harsh macroeconomic environment that is characterised by high inflation and unemployment rates;
- low nominal disposable income;
- inconsistent tax regime;
- undeveloped savings mechanisms; and
- prevalence of conspicuous consumption.

(iv) Debt Management: How judiciously Nigeria manages her debt impacts significantly on the development process. The debt is divided into two – domestic and external.

The demands of servicing the public sector's domestic debt reached such high levels in 1992 that it led to a higher level of budget deficits. The debt service ratio reached a record 27 per cent of total public sector expenditure in 1992. Since then, as a result of lower interest rates, declining inflation and tight fiscal policy, the proportion of debt in 1996 came down to 17.3 per cent of GDP and debt service ratio has since declined to 9.9 per cent of public sector expenditure.

Total external debt at the end of 1996 stood at \$28 billion, of which \$19 billion was owed to the Paris Club of creditors. If Nigeria were to fully service all maturing debt obligations as and when due, the debt service would absorb more than 35 per cent of her total export revenues. In 1996, the government sought to limit the country's total debt servicing to 12 per cent of total exports in order to release funds for development. While Nigeria has been able to successfully re-negotiate the London Club debt, the Committee notes that the country is having difficulties in re-negotiating a debt reduction programme with the World Bank/IMF and the Paris Club of creditors.

WHERE WE WANT TO BE

61. In view of the lessons of the present global and Nigerian economic realities, Nigeria's economic aspirations shall henceforth be

to make Nigeria a major industrialised nation and economic power that continually strives for sustained economic growth and development towards improving the quality of life for all Nigerians.

62. Elements of these aspirations include the following:

- Development of a strong public and private sector partnership which fosters a strong economy that is private sector-driven with the government as the enabler;
- enhancement of exploitation of the nation's hydrocarbon, agricultural and mineral resources, tourism and sporting talents;
- promotion of entrepreneurship and competition within the ambit of fair, equitable and enforceable laws;
- massive investment in education, health, technology and infrastructure;

- involvement of the community in projects from conceptualisation through execution to maintenance;
- movement towards export-oriented production, manufacturing and industrial sectors;
- promotion of indigenous entrepreneurship and building of a strong and viable indigenous private sector; and
- opening up the economy to participation by more indigenous and foreign investors.

HOW TO GET THERE

- 63.** The overall economic policy targets are:
- GDP growth rate of not less than 10 per cent per annum through the period to 2010; and
 - inflation rate of not more than 5 per cent per annum through the period to 2010.
- 64.** The summary of objectives required to achieve these goals is presented below.

Core Economic Objectives

65. The overall economic goal for Nigeria is to achieve an average of 10 per cent annual GDP growth rate and inflation rate of not more than 5 per cent through the period to 2010. This may appear to be an ambitious goal, considering that between 1976 and 1996 the average annual growth rate was only 1.6 per cent per annum.

66. However, if the quality of economic management does not improve significantly, the growth rate of GDP may not exceed an average of 2.2 percent per annum between now and the year 2010. A combination of low (2.2 per cent per annum) with a high debut overhang portends great danger for the Nigerian economy in the years ahead.

67. About 45 per cent of the population is below the age of 15 years, whilst only 3 per cent of the population is above 64 years. About 52 per cent of the population is in the 15 – 64 age group which constitutes the labour force. The critical school age of 5 – 24 years constitutes about 48 per cent of the Population. Basically, in the next five years over 50 per cent of the population Would be in the job market.

68. Per capita income and consumption will decline, while the proportion of those who live below the poverty line will increase. With likely social discontent and dislocation, greater effort and resources have to be expended in maintaining law and order as the economy moves into deeper and deeper recession. Thus, Nigeria has no choice but to record a higher growth rate to meet the basic needs Of her people and ensure security of life and property.

69. A 10 per cent average GDP growth target is perceived as the minimum for sustainable growth and development of the Nigerian economy. While this target is achievable, it will not be easy to accomplish. It will require a fundamental shift in the ways things are done and a lot of sacrifices in the short term.

70. The shifts required will be from a society

- Where corruption is prevalent to one where positive values are adequately rewarded and recognized;
- where there has been significant under-investment in the acquisition of skills required to compete globally to one that has drastically reshaped expenditure patterns to give education and skills acquisition the pride of place they deserve;
- which has over time become closed to the outside world to one which eagerly embraces the new global realities, and has a more liberalized environment where competition is encouraged;
- where infrastructure in near ruins to one where infrastructural development is a major priority; and
- where the level of domestic savings is low to one where domestic savings are significantly boosted to provide a veritable source of funding required to build the future for Nigerians.

71. These shifts will not come easy, but they have to be made. **The core objectives** required to achieve these targets and goals are to:

- Reduce the dominance of the public sector in the economy and develop a viable, dynamic, highly motivated, socially and environmentally responsible private sector.

Develop a strong public and private sector partnership which fosters a strong economy that is private sector-driven with the government as the enabler;

- use Nigeria's wealth of gas, petrochemicals, agriculture, solid minerals, cultural and other resources to diversify the economic base through the development of an internationally competitive and export-oriented production, manufacturing and industrial non-oil sector. Nigerian products must meet international standards and be able to compete in the global market-place, thereby significantly increasing the volume and proportion on non-oil exports so that the country can reduce the current dependence on oil;
- develop and/or acquire production technologies to accelerate the growth and development of small and medium-scale businesses to provide wider economic opportunities and employment, and alleviate poverty;
- develop fully the oil and gas sector to provide the launching pad for the development of the rest of the economy;
- develop a modern, well-structured, efficient and competitive financial system that provides for the long-term funding needs of the economy;
- put in place an effective macroeconomic framework that attracts investments, promotes economic stability, sustains non-inflationary (single digit inflation rate) growth and social justice;
- invest massively in and develop education, health, technology, information systems and infrastructure as drivers of quantum leap forward to support economic development needs in both urban and rural communities as this will serve as a lever for attracting investment, generating employment opportunities and meeting the basic needs of the people (See Table 6);
- maintain all assets effectively;
- make Nigeria a preferred country for investments by both Nigerian and foreign investors and increase significantly the level of domestic savings as a source of sustainable funds for development;
- achieve food security; and
- reduce population growth rate from the current 2.83 per cent to under 2.0 per cent.

72. In sum, during the Vision period, Nigeria's development process will be people-centred, broad-based, market-oriented, highly competitive, self-reliant and private sector-driven. Since the well-being of all the people is the ultimate purpose of the economy, it is envisaged that as a minimum by 2010, the people's conditions would have improved significantly in many areas, as exemplified by the data in the tables below;

The implied appropriate growth rates of the key sectors of the economy needed to achieve these targets are as follows:

Table 3.

Target Sectoral Growth Rate

	Real Growth Rate %p.a.	Investment Growth Rate %p.a.
Petroleum and Gas	7	24
Manufacturing	22	40
Agriculture	6	18
Transport and Communication	15	25
Mining	9	26
Building and Construction	25	22
Education and Health	14	30
Utilities	13	28

Source: Linkage to Plans Group Report.

Table 4. **Target Sectoral Composition of GDP at 1989 Factor Costs**

(%)

	1996	2000	2005	2010
Crops	24.8	24.3	19.5	12.7
Livestock	4.6	4.5	3.6	2.3
Forestry	2.9	2.8	2.2	1.4
Fishing	0.9	0.9	0.7	0.5
Crude petroleum and gas	29.3	25.1	23.2	17.4
Other mining and quarrying	0.5	0.4	0.4	0.4
Manufacturing	6.4	8.7	11.9	24.8
Utilities	0.6	0.7	0.7	0.9
Building and construction	2.0	3.9	8.7	10.9
Transport	3.4	3.2	3.1	6.1
Communication	0.3	0.3	0.3	0.5
Wholesale and retail trade	12.5	12.8	13.7	12.9
Hotels and restaurants	0.2	0.2	0.1	0.1
Finance and insurance	1.5	1.4	1.1	0.6
Real estate and business service	0.3	0.3	0.2	0.1
Housing	3.4	3.2	2.6	2.2
Producers of govt. services	6.0	7.2	7.7	6.2
Comm. & pers. services	0.5	0.5	0.4	0.2
Total GDP	100.0	100.0	100.0	100.0

Source: Linkage to Plans Group Report

Table 5. **Target Composition of Nigerian Exports (%)**

	1995	2000	2005	2010
Agriculture (Primary)	1.8	4.0	5.0	8.0
M/SM Agric.	0.2	2.0	8.0	15.0
Manufacturing	0.7	2.0	5.0	8.0
Gas	0.0	1.0	4.0	5.0
Solid Minerals	0.0	0.5	1.5	2.0
Crude Oil	97.4	90.5	76.5	62.0

Source: International Trade Group Report

Table 6. **Target Social Indicators**

	NICs Nigeria					
	<u>1994</u>	<u>1994</u>	<u>1998</u>	<u>2000</u>	<u>2005</u>	<u>2010</u>

Per Capita Income at constant 1996 Prices (US\$)	-	-	420	514	823	1600
Primary Enrolment Ratio (%)	100	93	95	96	98	100
Secondary Enrolment Ratio (%)	65	29	35	39	51	65
Primary Pupil/Teacher Ratio (%)	25	39	37	34	29	25
Secondary Pupil/Teacher Ratio (%)	20	38	35	32	25	20
Adult Illiteracy Rate (%)	13	49	41	34	21	13
Infant Mortality Rate (per 000 live births)	26	81	61	53	40	26
Child Mortality Rate (per 000 live births)	34	191	124	100	58	34
Maternity Mortality (per 000 live births)	32	103	77	66	46	32
Life Expectancy (years)	68	52	53	55	58	62
Access to Safe Water (%)	66	40	43	48	55	66
Access to Health Care (%)	94	67	70	74	83	97
Per Capita Energy Consumption	1701	162	227	317	735	1701
Population per Doctor (persons)	3473	5199	4908	4633	4011	3473
Population per Nurse (persons)	467	856	785	720	580	467
Population per Host. Bed (persons)	747	599	589	613	677	747

*Average of Newly Industrialised Countries such as Malaysia, Indonesia and Philippines.

Source: Vision 2010's Linkage Group Report (Model Simulation)

Economic Strategies

73. The strategies, which are the ways and means or methods for achieving the above economic objectives, are the most crucial elements of the overall economic action agenda. Their proper implementation will ensure the achievement of the economic action agenda.

Detailed action steps are in Chapter 7 of this Report. The strategies for each of the economic objectives are as follows:

Objective 1:

To reduce the dominance of the public sector in the economy and develop a viable, dynamic, highly motivated, socially and environmentally responsible private sector. Develop a strong public and private sector partnership which fosters a strong economy that is private-sector driven with the government as the enabler.

Strategies:

- (i) Make government more efficient
- (ii) Increase public/private sector interaction
- (iii) Deregulate and liberalise the economy

Objective 2:

To use Nigeria's wealth of gas, petrochemicals, agriculture and solid mineral, cultural and other resources to diversify the economic base and develop an export-driven production, manufacturing and industrial non-oil sector. Ensure Nigerian products are of international standards and are able to compete in the global marketplace; significantly increase the volume and proportion of non-oil exports to reduce Nigeria's dependency on oil.

Targets:

- All gas currently flared to be fully utilised;
- make gas the fuel of first choice for industry;
- attain complete self-sufficiency in primary petrochemical production and become largely self-sufficient in secondary petrochemical production; and
- make tourism a significant foreign exchange earner.

Strategies:

Establish a comprehensive set of aggressive fiscal incentives for under-developed and high potential industries e.g. rubber, palm oil, solid minerals, petrochemicals, cotton/textiles, leather products, gas, plastics and sugar.

- (i) Encourage participation in primary extraction, manufacturing or exports in specific industries, as well as provide a minimum level of spatial funds for research in these industries.
- (ii) Actively promote competition by deregulating and liberalising the economy.
- (iii) Reduce imposed cost of doing business.
- (iv) Establish one-stop business information centres in strategic locations - trade centres, export-processing zones (EPZs), Ministry of Trade and Commerce.
- (v) Simplify and computerise export/import procedures to make them as efficient as those which obtain in developed countries.
- (vi) Reform land ownership laws to make land readily and speedily accessible to both local and foreign investors; provide infrastructure such as access roads and utilities at strategic locations.
- (vii) Implement supportive regulations – intellectual property, consumer protection rights, anti-corruption, port regulation, system of contracting between SMEs and large-scale enterprises, patronage of “made in Nigeria” goods; policy, laws and regulations governing solid minerals exploitation.

Objective 3:

To develop and/or acquire production technologies to accelerate the growth and development of small and medium-scale businesses to provide wider economic opportunities, employment and poverty alleviation.

Strategies:

- (i) Establish and promote SME industrial clusters which specialise in products and technologies for specific industries; provide infrastructure such as access roads, electricity, water and telephone link in these locations.
- (ii) Establish small business information/industrial centres to offer legal, business advisory and technical assistance as well as promote skill development and information dissemination.
- (iii) Provide fiscal incentives to support entrepreneurs in these enterprises.
- (iv) Establish a credit scheme to provide long-term capital for SMEs.

Objective 4:

To fully develop the oil and gas sector to provide the launching pad for developing the rest of the economy; develop a sustainable internationally competitive indigenous oil service base.

Strategies:

- (i) Increase proven oil reserves in the long term and establish oil production and technology targets for the oil industry; effectively fund oil and gas operations towards ensuring the long-term strategic health of the sector and of the country in general.
- (ii) Encourage and support local contracting capability to achieve competition with foreign service providers in quality and price; make it a requirement for oil companies to set aside a specific percentage of contracts for local contractors and provide quality assurance assistance to ensure target standards are met.
- (iii) Minimise community-related disruption of operations by making the community a stakeholder in the operations of the sector.
- (iv) Actively promote competition by deregulating and liberalising the economy.
- (v) Maintain environment friendly conditions; continue to upgrade oil production and export facilities to the latest international standards to minimise the industry's impact on the environment; maintain high standards of practice in operations to ensure healthy and safe conditions for staff and the community.

Objective 5:

To develop a modern, well-structured, efficient and competitive financial system that caters for the long-term needs of the economy.

Strategies:

- (i) Review, update and implement existing provisions in the relevant laws and regulations designed to ensure professionalism and probity of owners, operators and regulators.
- (ii) Grant Central Bank of Nigeria autonomy in the area of its core functions.
- (iii) Provide incentives to promote and support specialised institutions to facilitate easy access to credit.
- (iv) Broaden and deepen the capital market.
- (v) Put in place systems to support the development of an effective credit and financial management culture.

Objective 6:

To establish an effective macroeconomic framework that attracts investments, promotes economic stability and sustains non-inflationary (globally competitive level of inflation) growth and social justice.

Strategies:

- (i) Maintain a low and unified, effective and unbiased (corrupt free) tax administration.
- (ii) Ensure the growth of the public sector does not exceed real GDP.
- (iii) Achieve a major shift in government expenditure to emphasise higher investments in education and infrastructure.

Objective 7:

To massively invest in and develop critical sectors of the economy as drivers of quantum leap forward to support economic development needs in both urban and rural communities and as a lever for attracting investment, generating employment opportunities and meeting the basic needs of the people; maintain all investments effectively.

Strategies:

- (i) Make a formal and informal education a clear investment priority.
- (ii) Encourage private sector investments by:
 - Promoting Nigerian multinational corporations;
 - investment in non-oil sectors such as solid minerals and manufacturing;
 - promoting non-oil exports and
 - promoting investment in agricultural processing.
- (iii) Promote youth development and empowerment intensively.
- (iv) Provide access to skills relating to entrepreneurial and leadership training for men and women to increase their investment and productive capacities.
- (v) Put in place a suitable and efficient information system in the country that will ensure the availability of properly collected, collated, processed and stored data and information in all areas of national endeavour which will be accessible and disseminated to end users within and outside the country, utilising leading information technology tools.
- (vi) Put in place effective and efficient infrastructure; actively promote competition by deregulating and liberalising infrastructural development.
- (vii) Establish the Nigerian Urban and Regional Planning Commission in line with the provisions of Decree 88 of 1990.

Objective 8:

To become a preferred country for investments by both Nigerian and foreign investors; significantly increase the level of domestic savings as a source of sustainable funds for development.

Strategies:

- (i) Implement actions that will give the right signal of a change in the right direction.
- (ii) Consciously build up domestic investment base; enact a new Pensions Law and put in place incentives that will help promote an effective savings habit.
- (iii) Adopt and implement policies that will widen the scope, depth, sophistication and integrity of the Nigerian capital market.
- (iv) Deregulate and liberalise the economy and, at the same time, consciously and deliberately attract foreign direct investments to Nigeria.
- (v) Implement all other political, socio-cultural, economic and overall objectives and strategies.

Objective 9:

To reduce population growth rate from the current 2.83 per cent to under 2.0 per cent.

Strategies:

- (i) Enlighten and educate the general public – revise and re-launch 1988 National Population Policy and sustain publicity beyond 2010 AD; expand and support family planning schemes with adequate facilities, education and incentives.
- (ii) Educate women and provide incentives to encourage them to complete secondary school; enforce compulsory education by 2010; use legislation and moral suasion; vigorously discourage marriage below the age of 18 and enlist the support of religious organisations.

Objective 10:

To direct attention to the informal sector with a view to enhancing its positive impact on the economy.

Strategies:

- (i) Conduct baseline studies to obtain vital information about the sector with the view to formulating policies and programmes which will enhance its effectiveness.
- (ii) Provide infrastructure to enhance the activities of this sub-sector.
- (iii) Provide an effective loans scheme tailored to the specific features and needs of the sector.
- (iv) Facilitate virile organisation of the sector into trade or business groups.
- (v) Provide subsidy and tax incentives to assist their technical training and acquisition of technology.

Objective 11:

To achieve food security.

Strategies:

- (i) Provide incentives for input in agriculture;
- (ii) develop and encourage use of simple agricultural implements;
- (iii) provide rural infrastructure;
- (iv) reduce pre- and post-harvest losses;
- (v) improve food preservation/storage;
- (vi) provide agricultural extension services;
- (vii) establish strategic reserves;
- (viii) develop effective information/transportation to facilitate movement of food crops; and
- (ix) develop agro-allied industries, especially in processing.

SECTION IV: CONCLUSION

74. It has been established that the attainment of the Vision of a united, industrious, caring, God-fearing and democratic society is hinged on positive mutual reinforcement of the political, socio-cultural and economic dimensions. There is an absence of a political philosophy or a coherent set of underlying principles and others which give meaning and direction to the country's political culture and institutions.

75. This situation has resulted in chronic instability in the polity. Socio-culturally, Nigeria is in search of a common set of values that all Nigerians can relate to. Economically, Nigeria has pursued policies, programmes and strategies which, though well intended, have not significantly met the aspirations of her citizens. What is required is a paradigm shift in the country's political, socio-cultural and economic values.

76. Politically, Nigerians need to build a society that upholds and defends the principles and practice of democracy, respects fundamental human rights and the rule of law, cherishes and promotes unity in diversity.

78. Socio-culturally, Nigerians need to build a society that emphasizes national identity and merit, rewards excellence, honesty, integrity, respect for the rule of law, caring for one another and the environment, as well as co-operation and harmony.

78. Economically, Nigeria needs a change in philosophy in favour of a strong public and private sector partnership to achieve sustainable economic growth and development that is private sector-driven with the government as an enabler.

79. The foregoing call for several imperatives, which include:

- Getting everyone on board in the drive for change;
- recognising and appropriately responding to the forces of globalisation, liberalisation and technology;
- consistently pursuing co-ordinated macro-economic policies;
- managing the country's population growth rate effectively;
- investing massively in the provision of basic needs of Nigerians;
- investing massively in infrastructure such as roads, air, seaports, telecommunications and power;
- eliminating corruption; and
- devolving appropriate power to state and local governments to reduce the concentration of power at the centre.

80. Above all, Nigeria must institute a stable and democratic system of governance that guarantees economic prosperity within a culture of the rule of law.

CHAPTER 4

ECOLOGY AND THE ENVIRONMENT

Protect our environment for our unborn children

SECTION 1: INTRODUCTION

Background and Rationale

1. Nigeria has a total land area of 923,773 square kilometers and is richly endowed with abundant and diverse natural resources, both renewable and non-renewable. The country is blessed with mineral, physical, biological and energy resources. The mineral wealth of the country is vast and should enable it to establish a firm industrial base for rapid economic development. From the mangrove and rain forests of the south, through the various savannahs, and semi-arid ecosystems of the north, the nation is richly endowed with fishery resources, wildlife, timber, medicinal plants, mineral resources, water, ornamental and food crops.

2. Today, the Nigerian environment is faced with many problems across the length and breadth of the country. These environmental problems include:

- Population pressure and the continuous exploitation of marginal lands, aggravating the process of drought and desertification in the north;
- severe gully erosion in Eastern and Northern States;
- coastal and marine erosion, and land subsidence in coastal and riverine states;
- flooding in low-lying belt of mangrove and fresh swamps along the coast, the plains of large rivers and short-lived flash floods in the inland rivers;
- uncontrolled logging with inherent problems of the destruction of bio-diversity;
- inappropriate agricultural practices;
- destruction of watersheds;
- soil-crust formation caused by loss of water;
- destruction of vast agricultural lands;
- creation of burrow pits associated with bad mining practices and road works;
- oil pollution from spillage and gas flaring-related problems; and
- industrial pollution, municipal waste generation and urban decay.

3. Nigeria, therefore needs a coherent strategy to address the depletion of its national resources as well as the growing environmental problems.

Chapter Outline

4. This Chapter addresses Ecology and the Environment, as requested in the Terms of Reference (TOR). It is in five sections. Section II reviews the current state of affairs in terms of 'Where We Are', shedding light on the response so far to the environmental problems and the constraints experienced in implementation. Section III sets out 'Where We Want To Be' with regard to Nigeria's ecology and the environment. Section IV explains 'How To Get There' and contains the strategies to achieve the objectives. Section V presents the Conclusion.

SECTION II: WHERE WE ARE

State of the Nigerian Environment

4. In general, the environment provides all life support systems in the air, on water and on land as well as the materials for fulfilling all developmental aspirations. However, the

Nigerian environment today presents a grim litany of woes across the length and breadth of the country. Environmental problems manifest in the following forms:

- (a) **Sheet erosion** is a phenomenon whereby a large area of surface soil is lost by almost even 'blanksheet' flows of surface or near surface water. Sheet erosion occurs nation-wide, but it is least perceived because of its "deceitful" slow progress. Sheet erosion slowly removes the surface soil layers by rainfall runoff down slopes, producing a devastating effect on agriculture.
- (b) **Gully erosion**, in contrast to sheet erosion, is very obvious because of its disastrous nature and rapid progress. It is particularly severe in Abia, Imo, Anambra, Enugu, Ondo, Edo, Ebonyi, Kogi, Adamawa, Delta, Jigawa and Gombe States. Anambra and Enugu States alone have over 500 active gully complexes, with some extending over 100 metres long, 20 metres wide and 15 metres deep.
- © **Coastal and marine erosion and land subsidence** occur particularly in the coastal areas of Ogun, Ondo, Delta, Rivers, Bayelsa, Akwa Ibom and Cross River States. The most celebrated case of the effects of coastal erosion is the over-flow of the Bar Beach in Lagos by the surging waves of the Atlantic Ocean now a regular feature since 1990, threatening the prime property areas of the Ahmadu Bello Way, Victoria Island, Lagos.
- (d) **Flooding** occurs throughout Nigeria in three main forms; coastal flooding, river flooding and urban flooding.
 - (i) **Coastal flooding** occurs in the low-lying belt of mangrove and fresh water swamps along the coast.
 - (ii) **River flooding** occurs in the flood plains of the larger rivers, while sudden, short-lived flash floods are associated with rivers in the inland areas where sudden heavy rains can change them into destructive torrents within a short period.
 - (iii) **Urban flooding** in towns located on flat or low-lying terrain especially where little or no provision has been made for surface drainage, or where existing drainage has been blocked with municipal waste, refuse and eroded soil sediments. Extensive urban flooding is characteristic of the annual rainy season in Lagos, Maiduguri, Aba, Warri, Benin and Ibadan.
- (e) **Drought and Desertification** remain very serious ecological and environmental problems, affecting about 15 states in the northern-most part of the country. Currently, it renders the areas north of latitude 15° either desertified or highly prone to desertification. The persistence of the problem continues to cripple the socio-economic life of the areas.

Climatic Change/Ozone Layer Depletion

6. Nigeria also has had to contend with global environmental issues such as climatic change and ozone layer depletion. Climatic change or global warming is due to the increasing concentrations of atmospheric warming gases or green house gases (GHG), especially carbon dioxide (CO₂), whose concentrations have increased from 280 parts per million (PPM) in the 1800s to about 370 PPM now.

Oil Pollution

7. Pollution from spills, oil well blow-outs, oil ballast discharges and improper disposal of drilling mud from petroleum prospecting have resulted in problems such as:

- (a) the loss of the aesthetic values of natural beaches due to unsightly oil slicks;
- (b) damage to marine wildlife, modification of the ecosystem through species elimination and the delay in biota (fauna and flora) succession;
and
- (c) decrease in fishery resources.

Urban Decay and Squatter Settlements

8. There is excessive pressure on available urban resources, infrastructure and space evident in cities such as Lagos, Port Harcourt, Ibadan, Umuahia, Kano, Kaduna, Maiduguri and, of recent, Abuja and its satellite towns.

Industrial Pollution and Waste

9. Industrial pollution from the over 5,000 industrial facilities and perhaps another 10,000 small-scale industries, some operating illegally within residential premises, is a growing problem in Nigeria. In places like Kano, Kaduna, Port Harcourt, Warri and Lagos, coloured, hot and heavy metal-laden effluent, especially that from the textile, tannery, petrochemicals and paint industries, is discharged directly into open drainages and channels, constituting severe dangers to water users downstream. Also disturbing is the practice where some industrial facilities bury their expired chemicals and hazardous waste in their backyards, threatening the water quality of innocent neighbours who rely on their dug-out wells for drinking water.

Municipal Solid Waste

10. Municipal solid waste heaps dot several parts of Nigerian major cities, blocking motorways and making passages along alleys and pavements difficult. Municipal waste disposal and sewage problems are particularly serious in all urban centres. Specifically, the following characterise the major urban centres:

- (a) the various **non-biodegradable household petrochemical products** such as polythene bags, plastic containers, Styrofoam packages and tyres which litter Nigerian cities; and
- (b) the about 80 million litres of **crankcase oil** disposed from mechanic workshops, industries, power stations and commercial houses, discharged carelessly into drains and ground surfaces in the cities.

Concrete Jungles

11. In many cities, plants are no longer used for home landscaping. High rise buildings and other commercial centres have displaced areas earlier earmarked as low density residential areas in Ikoyi and Victoria Island. The country's showcase capital city of Abuja is a pathetic example of this development where insufficient efforts are made to ensure adherence to the provisions of the Master Plan. The areas earmarked for green belts are being taken over by corner shops.

Loss of Fauna and Flora

12. Nigeria's wildlife is rapidly disappearing due to various environmental malpractices. Animals that have disappeared from Nigeria in recent times include the cheetah, the pygmy hippopotamus, the giraffe, the black rhinoceros and the giant eland. An estimated 484 plant species in 112 families, including many medicinal and fruit trees, are also threatened with extinction because of habitat destruction and deforestation.

Causes of Nigeria's Environmental Problems

13. There are several factors responsible for the several environmental problems in Nigeria. These are:

- (a) A general inability of the agencies responsible for the environment to enforce laws and regulations, particularly with respect to urban planning and development, prospecting for minerals and adherence to industrial standards, siting of public buildings and residential quarters in flood-prone areas, unsettled dump sites improperly reclaimed and converted to plots for erection of residential quarters, public buildings and market stalls in ecologically sensitive areas;
- (b) inappropriate agricultural practices, the destruction of watersheds, and the opening up of river banks and other critical areas leading to silting of river beds and loss of water courses;
- (c) uncontrolled logging, accentuated by lack of re-stocking in many parts of the country. This practice carries with it loss of precious biological diversity: nature's gene bank of raw materials for future development;

- (d) bush burning for farming and ever-increasing depletion of young forests for fuel wood;
- (e) gas flaring and the resultant problems of ecosystem destabilisation heat stress, acid rain and the acid precipitation-induced destruction of fresh water fishes and forests in the coastal areas of the country: global estimates indicate that the flaring of petroleum associated gas in Nigeria alone accounts for 28 per cent of total gas flared in the world;
- (f) mining waste land and mining pits without addressing reclamation as provided for in the Minerals Acts, as in the minefields of Nasarawa, Jos, Ilesa and Enugu;
- (g) poverty as a cause and consequence of environmental degradation, with the poor scavenging marginal lands to eke out a living;
- (h) invasive plants and animals: locust and quela birds which seasonally devastate production and farm harvest in the north, water hyacinths impede fishing and transportation in the coastal areas;
- (i) dumping of non-natural but trade-related expired and contraband chemicals and pesticides; and
- (j) uncontrolled use of agro-chemicals and the resultant problems of chemical persistence in the soil in humid areas and soil-crust formation in arid climates leading to destruction of vast agricultural lands.

Response To Environmental Problems In Nigeria

14. Government efforts and responses to these problems may be classified into four main categories, namely:

(a) Legal and Institutional Policy Framework

Government took a bold step in 1984 to introduce the monthly Environmental Sanitation Day and in 1988 the Federal Environmental Protection Agency (FEPA) was established. In 1992, FEPA's mandate was expanded by Decree 59 to cover conservation of natural resources and biological diversity.

(b) Capacity Building and Institutional Strengthening

Capacity building in the area of environment was pursued in a number of initiatives on public awareness; training, institutional strengthening and infrastructural development and through the establishment of non-governmental organisations concerned with the environment.

FEPA's capacity building initiatives have included:

- (i) Assistance to all states of the federation for the establishment and strengthening of State Environmental Protection Agencies (SEPAs), initiation and co-ordination of the development of State Environmental Action Plans (SEAPs);
- (ii) training of state environmental managers on specific environmental management issues;
- (iii) institutional strengthening of selected universities to serve as Centres of Excellence on specific environmental management; and
- (iv) organisation of various sectoral workshops, seminars for other agencies, non-governmental organisation (NGOs) and community-based organisations (CBOs).

(c) **Private Initiatives**

Over the past 15 years, there have been a welcome development of several local NGOs active in environmental and ecological conservation. They include the National Conservation Fund (NCF) which is affiliated to World Wildlife Foundation International (WWF), Friends of the Environment (FOE) and Forestry Association of Nigeria. These organisations have been able to attract considerable inflow of counterpart funds to support environmental projects in Nigeria.

(d) **Collaboration with International Organisations**

In recognition of the importance of co-operation with other nations, of the world for the effective protection of the global environment, the government has over the years ensured collaboration with the international community in the area of the environment. Such collaborative efforts have resulted in positive contributions to the development of appropriate policies, legislation, action plans and programmes at regional and international levels.

A number of international environmental conventions have been signed and / or ratified as a result.

(e) **Funding**

There are several sources of funds for environmental protection activities. These include:

- (i) The Ecological Fund: One per cent of the Federation Account is set aside for the amelioration of ecological problems such as soil erosion and flood control,

desertification, drought and general environmental control (refuse, solid waste, water hyacinth, industrial waste).

This amount was recently increased to 2 per cent and paid into a Special Ecological Fund.

- (ii) **Funding from Crude Oil Revenues:** The government has established a 3 per cent of the revenue accruing from crude oil in the country to tackle some ecological problems through the Oil Minerals Producing Areas Development Commission (OMPADEC).
- (iii) *Financial Contributions from Non-governmental Organisations:* Non-governmental organisations and the private sector also provide financial assistance for conservation efforts.
- (iv) *Bilateral and Multilateral Financial Assistance:* Several environmental financial assistance initiatives from such agencies like the World Bank, UNDP, UNEP, FAO, IUCN, UNICEF and ADB cover such problems as desertification control, capacity building and so on.

Constraints To Implementation

15. Some of the constraints to implementation include:

- *Unco-ordinated legislation on environmental and natural resources conservation in Nigeria;*
- *Inadequate enforcement;*
- *Institutional problems;*
- *Funding:* Inadequate funds, and / or mismanagement.
- *Manpower:* Inadequate trained manpower in the area of integrated environmental management.
- *Inadequate public awareness:* lack of appreciation and involvement in environment-related issues in development.
- *“Top-down” approach in rural development projects:* Insufficient popular participation in project design and implementation.
- Political influences which distort environmental programmes.

SECTION III: WHERE WE WANT TO BE

The Vision for the Environment

“...To have a safe and healthy environment that secures the economic and social well-being of the present and future generations”.

16. Environmental protection and natural resources conservation in Nigeria should promote sustainable development by the year 2010, and in particular, ensure that:

- The air is virtually free of pollutants and dangerous gases;
- the rivers, seas and coastal areas are virtually free of oil spillage;
- natural habitats of Nigerian wildlife and plants are well conserved;
- vegetation and soil are relatively free of gully erosion, desertification and flooding; and
- cities are well planned and free of industrial and municipal waste and sewage.

Objectives to be pursued:

17. To achieve this Vision requires that the country redress the major environmental problems by strengthening, improving and co-ordinating the implementation of the following environmental management programmes:

- (a) *Forest Protection:* Increase forest reserve from the present 10 per cent to 25 per cent of the total land area by year 2010.
- (b) *Erosion Control:* Stabilise all gully and coastal erosion sites nation-wide, restore all amenable erosion sites and enforce management practices aimed at preventing / minimising the incidence of erosion.
- (d) *Municipal Solid Waste:* Achieve not less than 80 per cent effective management of the volume of municipal solid waste generated at all levels and ensure environmentally sound management.
- (e) *Desertification and Drought:* Stop desert encroachment, rehabilitate affected areas and institutionalise measures that mitigate drought.
- (f) *Oil Pollution:* Eliminate the incidence of oil spillage, gas flaring and Oil pollution.
- (g) *Water Resources:* Ensure optimal development of water resources on an environmentally sound and sustainable basis for food production, water supply, hydro-power generation, transportation and recreational uses.
- (h) *Industrial and Air Pollution:* Attain full compliance with pollution control standards in industries, motor vehicles, aircraft and generating plants.
- (i) *Bio-diversity Conservation:* Ensure complete security of Nigeria's diverse rich flora and fauna.
- (j) *Human Settlement:* Achieve a state of environmentally sound human settlements free of slum conditions and in which all have access to adequate and affordable shelter, efficient infrastructure and services to foster sustainable economic growth.

- (k) *Mining Wasteland*: Prevent and reduce mining-related pollution and environmental degradation; reclaim and restore all identified and degraded mining wastelands.
- (l) *Hazardous and Toxic waste*: Achieve 100 per cent compliance with both international and national regulations, standards and guidelines on hazardous / toxic chemicals and waste.
- (m) *Emergency Preparation*: Mitigate promptly the negative impacts of natural and man-made disasters on human settlement, national economy and the environment.
- (n) *Water Weeds*: Eliminate the water hyacinth and other invasive plants from all the water systems.
- (n) *Environment Planning*: Integrate environmental issues into economic policy formulation, planning and decision making process.

SECTION IV: HOW TO GET THERE

18. Forest Protection

Objective

To increase forest reserve from the present 10 per cent to 25 per cent of the total land area by the Year 2010.

Strategies:

- (i) Control the export of log wood until the 25 per cent forest reserve cover is achieved.
- (ii) Provide policy and institutional environment favourable for private investment in trees and forest resource management.
- (iii) Increase community participation in forest management and utilisation.
- (iv) Encourage afforestation with species which provide other forest produce such as fruits, gum, and so on.
- (v) Establish a total of 15 million hectares of plantation comprising plantings for various purposes such as shelter-belt, watershed conservation, rehabilitation of degraded sites, among others.
- (vi) Adopt forestry development protection strategies such as shelter-belt establishment, afforestation of eroded sites, stabilisation of sand dunes and so on.
- (vii) Manufacture affordable bio-mass stoves.
- (viii) Develop other alternative sources of energy such as solar energy.
- (ix) Support research into conservation and improvement of soil, genetic resources, silviculture, utilisation of forest products, agro-forestry, wildlife, afforestation of difficult sites.

18. Erosion Control**Objective**

To stabilise all gullies and coastal erosion sites nation-wide, restore all amenable erosion sites and enforce management practices aimed at preventing / minimising the incidence of erosion.

Strategies:

- (i) Prepare and implement a comprehensive national policy on soil and coastal erosion and flood control.
- (ii) Formulate and enforce regulations for soil and water conservation, especially in erosion-prone areas.
- (iii) Carry out national watershed delineation and characterisation for use as a basis for development of an aggressive management and enforcement programme to protect and maintain the quality of the nation's land, water and coastal resources.

- (iv) carry out public enlightenment campaigns on environmental degradation arising from poor land and water management practices.
- (v) Promote integrated ecosystem management with other agencies connected with agriculture, land use, soil and water conservation, rural development and coastal resources management, including environmentally sound recreational use.
- (vi) Strengthen national capacity through personnel development, provision of training facilities and research in combating climate-related ecological problems.
- (vii) Strengthens capacity of the Environmental Management Support System (EMSS) for remote sensing data gathering. GIS facilities and development of disaster environmental data bank.
- (viii) Promote conservation farming, the use of organic fertilisers and soil conditioners, and fallow planting in abandoned farmlands using soil enriching species.

19. Municipal Solid Waste

Objective

To achieve not less than 80 per cent effective management in the volume of municipal solid waste generated at all levels and ensure environmentally sound disposal.

Strategies:

- (i) Promote education and awareness on waste prevention, separation, of waste at source of generation and other environmentally sound municipal waste management approaches.
- (ii) Develop and implement through the collaborative approach national guidelines and blueprint for integrated management of municipal solid waste encourage markets for recovered waste products and ensure that those who generate waste pay the full cost of environmentally safe disposal.
- (iii) Review and strengthen existing laws and regulations for environmentally sound management of municipal solid waste and ensure strict compliance with such laws.
- (iv) Ensure provision, upgrading and maintenance of necessary infrastructure for environmentally sound collection, transportation and disposal of municipal solid waste.
- (v) Encourage and provide enabling environment for active private sector participation, non-governmental organisations, community based organisations and the commercialisation of municipal solid waste management.

- (vi) Strengthen local and state capabilities for environmentally sound management of municipal solid waste through effective collaboration, co-operation and provision of necessary technical support.
- (vii) Promote:
 - (a) The development and adoption of appropriate technologies - simple, inexpensive, easy to use;
 - (b) community / locally based technological initiatives for recovery, recycling; and
 - (c) conversion of organic municipal solid waste to compost and develop markets for its use as soil conditioner.
- (viii) Encourage industries to produce bio-degradable packaging materials.
- (ix) Devote reasonable proportion of the budget to municipal solid waste management and ensure safe and healthy environment.

20. Desertification and Drought

Objective

To stop desert-like conditions, rehabilitate affected areas and institutionalise measures to mitigate drought.

Strategies:

- (i) Implement the UN Convention to Combat Desertification (CCD).
- (ii) Strengthen political and financial commitment of government towards drought and desertification control programmes in the country's national development plans.
- (iii) Intensify public awareness and education on causes and dangers associated with drought and desertification, as well as the contents of the CCD.
- (iv) Develop National Action Programmes (NAPs) in accordance with the spirit and aspiration of the CCD.
- (v) Strengthen national and state institutions involved in droughts and desertification control programmes.
- (vi) Promote sustainable agricultural practices and management of water resources.
- (vii) Encourage the development and adoption of efficient wood stoves and alternative sources of fuel wood.
- (viii) Encourage the development of affordable alternatives to fuel wood.

- (ix) Establish drought early warning systems.
- (x) Involve the local people in the design, implementation and management of natural resources conservation programmes, for combating desertification and ameliorating the effects of drought.
- (xi) Encourage viable afforestation and reforestation programmes using tested drought resistant and/or economic tree species.
- (xii) Encourage international co-operation and partnership arrangements in the areas of training, research, development and transfer of affordable and acceptable environmentally sound technology and provision of new and additional technical and financial resources.
- (xiii) Carry out survey of degraded lands, and implement preventive measures for lands that are not yet degraded or which are slightly degraded.
- (xiv) Adopt an integrated approach in addressing physical, biological and socio-economic aspects of desertification and drought.
- (xv) Co-operate with relevant inter – and non-governmental organisations in combating desertification and mitigating the effects of drought.
- (xvi) Strengthen the nation’s food security system.
- (xvii) Establish, review and enforce cattle routes and grazing reserves.

22. Oil Pollution

Objective

To eliminate the incidence of oil spillage, gas flaring, oil pollution by the year 2010.

Strategies

- (i) Continually update the national spill contingency plan for control, containment and cleaning.
- (ii) Ensure an internal and external market for gas and therefore establish stiff penalties for gas flaring.

- (iii) Put in place continuous public awareness programme and encourage the general public to report emergency incidents to regulatory bodies.
- (iv) Ensure full compliance with legislation and regulations and standards of the Federal Environmental Protection Agency (FEPA) and the Department of Petroleum Resources.

23. Protecting And Managing Water Resources

Objective

To ensure optimal development of water resources on an environmentally sound and sustainable basis for food production, water supply, hydro-power generation, transportation and recreational uses.

Strategies

- (i) Provide potable water in all urban and rural areas.
- (ii) Ensure the implementation of the Water Resources Decree 101 of 1993.
- (iii) Develop water quality, inventories and map.
- (iv) Restore polluted water, both surface and ground water especially in the large cities and the delta areas.
- (v) Promote research in ground water recharge and saline water intrusion.
- (vi) Develop sustainable irrigation practices for food production.

24. Industrial And Air Pollution Management

Objective

To attain full compliance with pollution control standards in industries, motor vehicles, aircraft and generating plants.

Strategies

- (i) Review existing national guidelines and standards to include vehicles, generating sets, aircraft and so on and enforce all laws.
- (ii) Intensify public enlightenment campaign at all levels on the benefits of adequate maintenance, retrofitting, adopting effective technology, ensuring efficient energy use and 100 per cent waste segregation, recycling and re-use by 1999.

- (iii) Maintain effective data base on industries, vehicles, generating sets and aircraft for approval and compliance status.
- (iv) Introduce and enforce emission control certificates for vehicles, generating sets and aircraft by 1999.
- (v) Eliminate ODS consuming processes.
- (vi) Build secondary central treatment facilities in all major industrial estates in cities such as Lagos, Kano, Kaduna, Port Harcourt, Warri, Ibadan and Enugu by 2005.
- (vii) Introduce 'polluter-pays' principle immediately.
- (viii) Promote research in Best Available Technology Effective for Local Adoption (BATELA).
- (ix) Make eco-labelling compulsory for all products by the year 2000.
- (x) Create environment fund for soft loans and incentives for environment related and economic activities in industries.
- (xi) Introduce tax rebates for industries for meeting pollution free standards.

25. Biodiversity Conservation

Objective

To ensure complete security of Nigeria's diverse flora and fauna.

Strategies

- (i) Inventorise, identify and rehabilitate all threatened and endangered species of fauna and flora and ecosystems.
- (ii) Increase the network of protected areas to include all ecosystem types in consonance with internationally accepted categorisation.
- (iii) Promote and enhance measures for both *in-situ*, and *ex-situ* conservation through identification, inventories, evaluation, monitoring, research, education, public awareness and training.

- (iv) Increase the nation's biodiversity management capability (human, infrastructural, institutional and technological).

26. Sustainable Human Settlements

Objective

To achieve a state of environmentally sound human settlements free of slum conditions and in which all have access to adequate and affordable shelter, efficient infrastructural facilities and services, which will foster sustainable economic growth.

Strategies:

- (i) Ensure appropriate implementation and monitoring of master plans for major towns where they exist and prepare for and implement where they are non-existent or out of date.
- (ii) Commence and ensure the implementation of the National Plan of Action for sustainable human settlements development in Nigeria.
- (iii) Improve rural economies through the development of cottage and agro-allied industries to create job opportunities for rural dwellers.
- (iv) Provide rural communities with social amenities to stimulate and sustain self-reliant development.
- (v) Ensure effective implementation and enforcement of all existing relevant sectoral laws, standards and regulations that make for sustainable human settlements.
- (vi) Encourage private sector and community participation in urban renewal activities, housing and infrastructure provision.
- (vii) Replicate the Sustainable Cities Programme (SCP) in major urban centres in Nigeria. The SCP emphasizes the two-way relationship between development and environment which promotes better awareness and understanding of the priority issues to be addressed in urban development. Encourage the development of parks and gardens and ensure retention of adequate natural green areas within human settlements to maintain ecological balance and amenity.
- (viii) Develop and implement guidelines and put in place appropriate institutional arrangements for effective land resources management.
- (ix) Establish a National Human Settlement Data Bank (NHSDB) to provide baseline information that can be used to better plan for sustainable human settlements.

- (x) Renew all existing slum areas and prevent conditions that may lead to the development of new ones.

27. Managing Mining Sites And Restoring Mining Wastelands

Objective

To prevent and redress mining-related pollution and environmental degradation; reclaim and restore all identified degraded mining wastelands.

Strategies

- (i) Inventorise all existing and closed mining sites.
- (ii) Enforce compliance with all National Mining Laws and Regulations, especially the Environmental Impact Assessment (EIA) Law, Safety Code and Accident Prevention Regulations, and Wasteland Reclamation measures for closed mining sites.
- (iii) Provide financial incentives to assist and encourage the reclamation of abandoned mining sites.
- (iv) Encourage public participation through dialogue with affected communities and other directly interested parties on the environmental aspects of different phases of mining activities.

28. Managing Hazardous and Toxic Wastes, Chemicals and Radioactive Waste

Objective

To achieve 100 per cent compliance with both international and national regulations, standards and guidelines on hazardous toxic chemicals and waste.

Strategies

- (i) Require and assist industries to change to cleaner production methods and adopt preventive and recycling technologies.
- (ii) Carry out environmental audits of existing industries to improve hazardous waste management.
- (iii) Build treatment centres for hazardous waste either at national or state level. Industries should treat, recycle, re-use and dispose of waste at or close to the site where the waste is created.
- (iv) Phase out/ban high risk chemicals that are toxic, persistent and bio-accumulative and whose use cannot be adequately controlled or monitored.

- (v) Emphasise the use of biological control methods for pest-control.
- (vi) Prohibit unauthorised storage or disposal of radioactive wastes and require importers of hazardous materials to return them.

28. Emergency Preparedness and Management

Objective

To mitigate promptly the negative impacts of natural and man-made disasters on human settlements, the national economy and the environment.

Strategies

- (i) Prepare comprehensive hazard maps and vulnerability analysis for the country by:
 - Compiling historical data of disaster occurrence; and
 - employing satellite imagery and the GIS system to plot the hazard maps.
- (ii) Establish very effective early warning systems for meteorological, geophysical, biological, social and industrial hazards by:
 - Enhancing the meteorological services;
 - effective monitoring of pests and disease epidemics;
 - resuscitation of seismographic stations and the existing seismological centres; and
 - development of reliable biological indicators.
- (iii) Develop and maintain prompt emergency response mechanisms and contingency plans by:
 - Making an inventory of all existing resources for emergency response for easy mobilisation at times of disasters;
 - establishing a body to coordinate emergency response to reduce duplication of efforts and enhance accountability; and
 - formulating a national emergency policy and an emergency plan.

30. Control of the Infestation of Water Hyacinth and Other Invasive Weeds

Objective

To eliminate the water hyacinth and other invasive plants in all water systems.

Strategies :

- (i) Inventorise the spread of water hyacinth and other invasive weeds in all the river systems.
- (ii) Develop an infestation index map to determine control options.

- (iii) Adopt an appropriate integrated control option to ensure that the weeds are no longer a menace.
- (iv) Encourage sub-regional co-operation.

31. Environmental Planning

Objective

To integrate environmental management into economic policies, planning and decision making process.

Strategies:

- (i) Make environmental education part of education curriculum at all school levels.
- (ii) Establish Sustainable Development Units (SDU) at State Government level in line with current practice at the federal level.
- (iii) Adopt the system of national accounting to adequately reflect the extent to which economic development activities have increased or decreased environmental pollution and natural resources on which future economic and social development depend.
- (iv) Train decision-makers on the basic tenets of environment and sustainable programmes for different strata of the environment on a continuing basis.
- (v) Institutionalise environmental responsibility through regular competitions and awards such as cleanest village in each local government area, cleanest local government in each state and cleanest state of the federation, as well as environmentally-friendly industries.
- (vi) Move towards integration of social and environmental costs into economic activities so that prices will appropriately reflect the true and total value of resources.
- (vii) Establish a functional data management and information system capable of managing environmental trends.

SECTION V: CONCLUSION

32. The foregoing underscore the need for Nigeria to redress the existing major environmental problems by evolving appropriate strategies for afforestation, erosion control,

bio-diversity conservation, combating desertification and mitigating the effects of drought, national and sustainable use of oil and gas resources, sustainable human settlements, management of mining sites and restoring mining wastelands, industrial pollution management, protecting and managing water, management of municipal solid wastes and control of the menace of water hyacinth infestation.

CHAPTER 5

SPORTS

Going For Gold

SECTION 1: INTRODUCTION

1. It is generally acknowledged that sports plays a significant role in the:

- Sustenance of good health;
- development of competitive spirit;
- entertainment for the public;
- promotion of social harmony and national unity;
- enhancement of international respect and prestige;
- inculcation of discipline and team spirit in the youth; and
- promotion of sports as a business.

2. The national euphoria which greeted Nigeria's success in winning the soccer gold medal at the 1996 Atlanta Olympic provides an excellent example of the unity which sports can foster, irrespective of social, religious or ethnic differences. Sports can also make major contribution to the entertainment and tourism industries. This is very relevant to Nigeria given its citizens passion for sports, especially soccer which is loved throughout the nation. Furthermore, sports can be an instrument for boosting the country's external image particularly when Nigeria performs exceptionally well in international competitions.
3. On the economic front, sports has become big business in most countries. The prospect of turning sports into big business in Nigeria is attractive and clearly feasible given the popularity of sports in the country and the outstanding performance of Nigerian sportsmen and women abroad.
4. Although Nigeria has recorded some remarkable performances in international sporting competitions in recent years, it is generally believed that the country's performance in sports can be greatly enhanced given her population and the natural sporting talents of her people.
5. Generally, sporting activities in Nigeria are still largely dominated by government, in terms of the provision of facilities and funding. The provision of facilities is often inadequate, and this affects training resulting in less than satisfactory performances in international sporting competitions. Even where the facilities are available, they are poorly maintained. Training of coaches, and sportsmen and women is not given serious attention. Many sportsmen and women are thus denied the opportunity to fully actualise their potential.
6. In view of the enormous socio-economic benefits which can accrue from a properly structured sporting environment, the adoption of long term planning to develop sports to ensure that the nation can realise her potential for the benefit of the country and the sporting world is appropriate.
7. In the light of the above challenges, the sections in this chapter focus on the following objectives:
 - (a) To examine the current state of sporting activities in the country with a view to assessing performance; management/administration, training, sports infrastructure and facilities;
 - (b) to set objectives and targets which are robust enough to make the country a leading sporting nation in the world;
 - (c) to propose strategies and action plans that would enable the country to achieve these goals and targets, and
 - (d) to develop a framework for the preparation of a detailed sports master plan for Nigeria.

Chapter Outline

- 8.** Section II presents Where We Are,
Section III covers Where We Want To Be
Section IV addresses How To Get There and
Section V presents the Conclusion of the Chapter.

SECTION II: WHERE WE ARE

The State of Sporting Activities

9. One striking aspect of Nigeria's growing reputation in the world today is her remarkable but isolated successes in international sporting competitions. It is also true that Nigeria's vast potential in organised sports is still largely undeveloped. This is not unconnected with the poor and declining state of sports infrastructure and facilities, poor funding and administrative problems.

Performance

10. Nigeria has been participating in the Olympics and other international sports competitions since 1948. The country came to the international sporting limelight in 1957 when a Nigerian won a world boxing title, and a year later Nigeria, for the first time won a Gold Medal in the Vancouver Commonwealth Games. A few more medals and world titles were won over the years in the various international competitions. In particular, the country has performed well particularly in football in the past two decades. Nigeria won the first FIFA Under-17 Championship held in China in 1985 and was the runners-up in Canada in 1987. Furthermore, Nigeria won the cup for the second time in Japan in 1993. The country also emerged runners-up in FIFA Under-20 Championship held in Saudi Arabia in 1989 and performed well in her first World Cup outing in 1994. On the African continent, the country won the African Cup of Nations Championship twice, in 1980 and 1994, and has consistently ranked high on the medals stable of the All-Africa Games on many occasions.

11. However, Nigeria's greatest achievement to date was recorded at the 1996 Atlanta Olympic Games, where her football team won the gold medal. Similarly, Nigeria won a gold medal, 2 silver and 2 bronze medals in athletics, and 3 silver and 3 bronze medals in boxing. Nigeria's disabled sportsmen and women also recorded successes in the Para Olympics Games of the same year. These successes have re-awakened Nigeria to the importance of sports in boosting her external image as well as its effectiveness as a galvanizing force for national unity. This was manifest in the internal and international euphoria that accompanied Nigeria's successes in the 1996 Atlanta Olympic Games.

Infrastructure and Facilities

12. Both the Federal and State governments have invested heavily in the provision of sports infrastructure, particularly stadia. Almost 90 per cent of the sports facilities in the country are provided by government. In 1995, the Federal Government took over seven stadia in the country and upgraded them.

13. However, despite the efforts of the government in the development of sports infrastructure and facilities, inadequacies are pervasive while existing facilities are not properly maintained.

14. Sports facilities in schools are in some cases non-existent or very inadequate. The situation has worsened within the past 10 years. For example, simple sports supplies are no longer available, as many secondary schools do not have basic sporting equipment, such as footballs, javelins, high jump stands and basketball courts.

15. Successive governments have failed to develop comprehensive and long term plans for sports,. Thus, sport management has been on ad-hoc and short-term basis.

Training

16. As noted earlier on, there has been a general decline in training and coaching of sportsmen and women in schools. Most schools do not have qualified coaches, and games masters are largely inactive due to lack of facilities. Regular inter-schools competitions which used to provide rigorous training have almost disappeared. A systematic framework for training coaches and games masters is absent. The capacity of the National Institute of Sports is inadequate, relative to Nigeria's demand.

17. There is no system for identifying, encouraging and nurturing sports talents right from primary to secondary schools, and linking such talented and trained persons to various clubs and national teams.

18. The quality of coaching and training has been inadequate due to lack of exposure of most indigenous coaches to the latest techniques of training. Consequently, the country continues to rely on foreign coaches and technical advisers at very high costs.

19. Parents and the society have failed to adequately encourage children's participation in sports. The emphasis has always been on school academic work and children assisting parents with household chores.

Administration and Management

20. The Federal Ministry of Youth and Sports is at the apex of sports administration and development in the country. It has four parastatals, two of which are directly relevant to sports administration. These are the Nigeria Football Association (NFA) and the National Institute of Sports (NIS). The Sports Development Department of the Ministry co-ordinates the activities of 27 semi-autonomous sports associations. The Nigerian Olympic Committee (NOC), a member of the International Olympic Committee (IOC), also collaborates with the Ministry on matters concerning the Olympics.

21. The two parastatals noted above depend entirely on the Ministry for funds. These parastatals have governing boards and their responsibilities are statutorily demarcated. Under normal circumstances they should be independent. However, because they depend almost entirely on the Ministry for funding, their autonomy is weakened. Consequently, friction and conflict are incessant to the detriment of sports development in the country.

22. Similarly, the Nigeria Olympic Committee which is an independent body, also relies on the Ministry for financing international sports outings.

23. Thus, the Ministry has a delicate and often uneasy relationship with the NFA and the NOC in particular and, to a lesser extent, with other sports associations which always complain of undue interference, even on technical matters. This has also led to the high rate of management staff turnover in sports organs such as the NFA,. This is unhealthy for sports development.

24. Each state of the federation has a sports council which co-ordinates sporting activities such as inter-State and international competitions in which state teams are involved. School sports activities within the state are managed by the state Ministry of Education. There are also a number of football clubs being managed by the public and private sectors.

25. School competitions are no longer the regular phenomena they used to be.

SECTION III: WHERE WE WANT TO BE

26. It is the aspiration of all Nigerians that thy the year 2010, their country should:

- (a) Be among the best sporting nations in the world.
- (b) Promote sports and make physical fitness a way of life.
- (c) Develop sports to become an instrument of national unity.
- (d) Utilise achievements in sports to boost the country's external image.
- (e) Develop world class coaches and referees.
- (f) Attract major international sporting events to Nigeria and exploit their benefits for the tourism industry.
- (g) Create linkages between sports and development of sporting goods manufacturing industries.
- (h) Host and win major sporting competitions.
- (i) Professionalise sports in Nigeria.

SECTION IV: HOW TO GET THERE

27. Nigeria needs an effective master plan for sports development if she is to achieve the aspirations set out herein. The master plan is a blueprint detailing the comprehensive policies, programmes and projects for sports development over a relatively long period, to be further elaborated following more extensive studies.

This report examines the components of a master plan under the following heads:

- Facilities
- Training
- Administration
- Funding
- External Image
- Promotion of National Unity
- Sporting Goods Industry
- Tourism
- Professionalism

28. FACILITIES

Objective :

To provide facilities that will enable Nigeria to become one of the leading sporting nations of the world and host major international competitions.

Strategies:

- (a) Undertake a census of sports facilities in the country with a view to assessing their status and adequacy.
- (b) The country should restore and expand sports infrastructure to acceptable standards.
- (c) States and Local Governments should furnish all schools with sporting facilities in the following order.
 - (i) All primary schools should have access to:
 - athletics pitch and equipment, including a football field
 - volleyball court/net; and
 - handball facilities.
 - (ii) Secondary schools should have access to the following facilities:
 - Athletics pitch and equipment
 - football field
 - volleyball
 - handball
 - table tennis
 - lawn tennis
 - basketball
 - cricket
 - hockey
 - (iii) Each Local Government Area should have a sports centre with additional facilities for Basketball, Badminton, Swimming pool, Gymnasium, etc.
 - (iv) Each university should also have all sporting facilities - including a swimming pool. Where possible, a mini stadium and indoor games facilities could be built and maintained.
- (d) Each State of the federation should endeavour to build and maintain a stadium, including indoor games facilities.
- (e) The government should upgrade to international standards, the seven stadia under its control (National Stadium, Lagos, Liberty Stadium, Ibadan, Liberation Stadium, Port Harcourt, Ahmadu Bello Stadium, Kaduna, Tafawa Balewa Stadium, Bauchi, Ogbe Stadium, Benin and Nnamdi Azikiwe Stadium, Enugu). This would improve Nigeria's chances of hosting international sporting events and facilitate training.

29. Training

Objective:

To enhance professional competence and inculcate the winning spirit through a systematic training and selection of talents.

Strategies :

- (a) Every primary school should have a trained games master.
- (b) All secondary schools and colleges should have trained coaches.
- (c) Inter-school, inter-local government, inter-state and national sports competitions should be restored. For this purpose, the State Sports Councils, local governments and private organisations should become fully involved in organizing the following competitions:
 - (i) Annual inter-primary schools competition to be organised at local government level. Winners from each local government would compete to find the State winner. Athletics, football, volleyball and handball should be the main focus.
 - (ii) Secondary schools competitions should involve more games than in the primary schools. Inter-state competitions should be organised, on an annual basis.
 - (iii) NUGA Games and inter-collegiate competitions should also be promoted.
 - (iv) Inter-local government games should be introduced so that the best athletes in each state will compete at the national level.
 - (v) Table tennis and snooker which have become popular sports (on commercial basis) in wards and villages, in addition to traditional sports should be promoted. Youth organisations and local communities should organise inter-ward competitions on regular basis.
 - (vi) Inter-service and intra-service sports competitions between the Army, Navy, Air-Force, Police, Immigration, Customs, Prisons, Civil Service and so on should be promoted.
- (d) Talented pupils and students identified from the youth competitions should be given automatic scholarships up to university level.
- (e) The National Institute of Sports should be upgraded and be well equipped with the latest technology to facilitate the training of sportsmen, women and coaches.
- (f) Referees and coaches should be trained to international standards through national and international exposure.

(g) To intensify training and achieve excellence, Nigeria should target sports in which she has built up comparative advantage. Targeted sporting events are listed below in the order of priority:

(i) Category 'A'

- Football
- Athletics
- Boxing
- Weightlifting
- Table Tennis
- Handball
- Swimming
- Wrestling
- Basketball
- Sports for the Disabled.

(ii) Category 'B'

- Judo
- Taekwondo
- Volleyball
- Hockey
- Golf
- Lawn Tennis
- Cycling.

(iii) Category 'C'

- Badminton
- Cricket
- Squash
- Chess
- Gymnastics.

(iv) Category 'D'

- Boating
- Rowing
- Shooting
- Horse Riding
- Polo
- Archery
- 'Langs' and others.

30. A cursory examination of the above categorisation reveals that all the sports in category 'A', except swimming, are those sports in which Nigeria has made tremendous impact in global and continental competitions. Although there are currently swimming associations in only seventeen states, swimming is in category 'A', because it is the single largest medal winning event in any competition. If Nigeria must therefore achieve her stated sports objectives by the year 2010, she must embark on a massive promotion, encouragement and development of swimmers and swimming facilities. The Swimming Association needs to urgently develop a programme to galvanize public and private sector support and partnerships for the development of swimming.

31. In the same vein, wrestling and weightlifting have been included in category 'A' because of the known potential of Nigeria in these sports. Additionally, the cost involved in developing world champions in these events is relatively small. In view of the forthcoming Commonwealth and All Africa Games slated for 1998 and 1999 respectively, it is imperative that the country embarks on an immediate programme to develop these sports beginning from the fourth quarter of 1997.

(h) To cultivate a sports culture it is necessary for governments across the country to provide demarcated areas for recreation and playground for youths and children. Such demarcated areas can be leased out to private sector organisations which will run them as commercial ventures. Town planning authorities in the country should make provisions for sports grounds in designing towns and cities. Multi-purpose indoor gymnasiums could also be provided where possible.

32. Administration

Objective

To bring stability, consistency and efficiency to sports administration.

Strategies

- (a) The role of the Ministry responsible for sports and professional associations should be properly defined and demarcated to reduce areas of conflict.
- (b) The NFA and other professional associations should reduce their dependence on the Ministry for funds by developing alternative sources.
- (c) Frequent changes of sports administrators should be discouraged in the interest of continuity and stability.
- (d) All international sports regulations binding the sports associations should be adhered to.

- (e) The number of sports administrators and government officials in international sports contingents should be minimized in favour of competitors and technical personnel.
- (f) Allowances and entitlements of all competitors and technical personnel should be promptly disbursed.
- (g) There should be more transparency and accountability in the management of sports

33. Rewards and Welfare

Objective :

To motivate sportsmen and women.

Strategies :

- (a) Nigeria should introduce an award scheme for individuals, institutions and organisations that make significant contributions to sports development, training and discovery of new talents.
- (b) Create a Hall of 'Fame for the different sports.
- (c) Encourage the naming of streets and landmarks after outstanding sportsmen and women who have brought honour to our country.
- (d) Scholarship and bursary awards should be used to encourage sports.
- (e) Improve the welfare of sportsmen and women by:
 - (i) Increasing allowances during training;
 - (ii) providing more specially trained medical personnel to be attached to sports clubs and associations;
 - (iii) providing trained psychologists to associations and training camps; and
 - (iv) providing adequate accommodation for the sportsmen and women during camp training and competitions.

34. Funding

Objective

To mobilise more funds for sustainable sports development.

Strategies :

- (a) *Gate Takings:* Regularly held fee paying sporting events should be a major source of revenue for sports development.
- (b) *Club Membership Drive:* This would entail aggressive recruitment of members into clubs for specific sports.
- (c) *Television Rights:* Before sporting competitions can be shown on television, stations that may be interested in televising such competitions should pay certain fees to the organising body.
- (d) *Sports Lottery:* This is useful in raising funds for sports development. Appropriate legal framework would, however, need to be provided for it to be successful.
- (e) *Sports Trust Fund:* The fund which had earlier been launched should be regularly replenished with donations from governments at various levels, the private sector and international sports governing bodies as well as surplus funds generated from local and international competitions.
- (f) *Endorsements:* This source of revenue for sports should be developed.
- (g) *Royalties From Sports Promotional Items:* Any individual or organisation interested in developing promotional items in the name of a club, a sportsman or woman, should pay royalties on such promotional items. Clubs generally should also develop promotional materials and souvenirs which will be sold widely at designated outlets.
- (h) *Advertising:* Encourage organisations, institution, among others to advertise through sporting competitions and programmes to raise funds for sports development.
- (i) *Sponsorship/Sports Marketing:* Sporting events should be appropriately packaged and marketed to public and private sector organisations.
- (j) *Fund Raising:* Funds can be raised through private dinners, launching and other activities.
- (k) *Donation of Prizes and Equipment:* Parents, communities and individuals should do more in supporting competitive sporting events in schools by donating prizes, equipment, and so on.

- (1) *Government as a Catalyst for Sports Development:* Government should gradually withdraw from direct funding of sports that have the potential for self-financing. However, government should continue to provide sports infrastructure and remain a catalyst for sports development.

35. Sports and the Economy

Objective :

To use sports as a catalyst for economic development.

Strategies :

- (a) Host international sporting events which could attract foreign exchange inflow and new investments in infrastructure and support services. It could also boost the tourism industry.
- (b) Cultivate greater interest in sports in Nigeria to make sporting activities economically viable and, therefore, attractive for private sector investments.
- (c) Government should waive existing import restrictions to make sports equipment available and affordable. It should also encourage local manufacture of sports equipment in the medium to long term.

36. Sports and Nigeria's External Image

Objective :

To use sports as an instrument of diplomacy.

Strategies :

- (a) Maintain the momentum of the Atlanta 1996 feat and use it to project the country's image abroad.

- (b) Organise more international competitions to promote friendship.
- (c) Evolve a sub-regional sports festival among ECOWAS countries.
- (d) Train more coaches and referees to international standards to help project Nigeria's image abroad.
- (e) Encourage professional excellence amongst Nigeria's sportsmen and women abroad.

37. Sports and National Unity

Objective :

To use sports as an instrument of national unity.

Strategies :

- (a) Hold regular inter-school competitions at national and inter-state levels and bring people of different backgrounds and culture together.
- (b) Promote inter-local government sports competitions throughout the country.
- (c) Revive inter-state sports competitions.
- (d) Encourage, on a rotational basis, a bi-ennial national sports festival amongst the states in the country.

SECTION V: CONCLUSION

38. The importance of sports today is no longer in doubt. In Nigeria's case, sports play crucial roles which are readily acknowledged throughout the country. Sport is a catalyst of national unity and an instrument of international diplomacy. In future the sustenance of Nigeria's achievements in sports should be ensured, through deliberate

national efforts to develop a comprehensive sports master plan. It is therefore, necessary, to evolve a carefully planned development programme for sports to ensure that the nation is in a position by the year 2010, to acquire an international reputation for excellence in a wide range of sports.

CHAPTER 6

NIGERIA'S EXTERNAL IMAGE

Changing Perceptions to Support Progress

SECTION I: INTRODUCTION

External Image and Foreign Policy

1. The external image of any nation is how that nation is perceived by the outside world. Nations strive at all times to have a positive external image, usually inferred from the level of respect and acceptance which they enjoy within the comity of nations and among the nationals of other countries. Such respect and acceptance derive, in turn, from the core values which a nation upholds; the effective management of her domestic affairs and the promotion of her people's interests as well as the conduct of her external relations. The economic strength of a nation also bears a direct relationship; to her standing and influence in the international arena. In effect, the image of a nation at any given time depends on several factors, including the following:

- Economic strength;
- strategic position;
- management of domestic affairs;
- military capability;

- conduct of her citizens abroad;
- content and effectiveness of her external propaganda;
- conduct of her diplomatic relations; and
- circumstances of the other countries.

2. While a nation should remain conscious of the advantages of maintaining a good external image, the cardinal preoccupation of the formulators of her foreign policy must be the clear articulation of her goals and objectives and the best way to achieve them. In doing so, they should always be guided by vital national interests.

3. The foreign policy of a nation is, even at the best of times, a balance between national interests and concern for the image she creates in the external environment. The national interests of a country ultimately revolve round political/diplomatic , socio-economic and military/strategic relations. This usually reflects domestic circumstances.

4. In this context, Nigeria's diplomatic efforts should be geared towards the cultivation of international friendship and goodwill.

The Need for Positive External Image

5. At the time Nigeria attained her sovereignty in 1960, the world community was split along two ideologically opposed camps. At that time, friendship among nations was largely dictated by ideological compatibility. However, the international scene has experienced profound changes following the demise of the cold war era, the collapse of communism and the emergence of a uni-polar world.

6. This development raises a number of issues. The first is the question of the relevance of the Non-Aligned Movement in this circumstance. Second, is the competition between the newly-independent East European countries and the developing world for development assistance from the rich countries of the West. The third and most important issue is the effort of the Western powers to impose their norms, ideas, values and economics systems on the rest of the world. The issues of human rights and democratisation, narcotics, and trade liberalization have become the yardsticks by which the international standing of any nation is measured, This entails a high degree of interference in the internal affairs of the developing countries, which are now required to accept these norms as a condition for access to the international trade and financial system. Every effort should be made to create, nurture and sustain a positive external image for the country.

7. For Nigeria to significantly improve her position in the next millennium and be more relevant in world affairs, there is a compelling necessity to concentrate on building a strong

economic base and political stability; enhance her strategic relevance and military capability as a means of fostering a more attractive and respectable image.

Management of Nigeria's External Image

8. The conduct of Nigeria's foreign policy is the statutory responsibility of the Ministry of Foreign Affairs. However, Nigeria's external image is also affected by the activities of other agencies of government, non-governmental organisations, the private sector and individuals. In a sense, therefore, both the government and the people have an abiding duty in the formulation of policies and actions which portray Nigeria to the best possible light in the international community at all times.

9. The ability of the Ministry of Foreign Affairs to carry out its functions depends on a number of factors, including:

- The quality of its diplomatic personnel and their deployment;
- the ability to utilise economic and technical and to secure the friendly disposition of the recipient nations;
- the capacity to act in trust and solidarity with other nations in pursuit of common objectives;
- the quantum of funds available to the Ministry of Foreign Affairs;
- the packaging and exposition of the nation's culture and values;
- domestic circumstances which may become the subject of international interest;
- the degree of co-operation with other agencies of government; and
- continuous training of personnel.

Chapter Outline

- 10.** Section II of this Chapter treats the topic from the perspective of Where We Are.
Section III deals with Where We Want To Be and
Section IV Presents objectives and strategies on How To Get To Where We Want To Be.
Section V concludes the Chapter.

SECTION II: WHERE WE ARE

Current Situation

11. There are positive and negative sides to Nigeria's external image. On the positive side, Nigeria is rich in agricultural, oil and gas and mineral resources. It is a strong nation in football, which is one of the world's most popular sports. Nigeria is also endowed with a large population of enterprising, intelligent and resourceful people. In addition, Nigeria is a major military and economic force in the West African sub-region.

12. On the negative side, Nigeria is perceived by several countries to have a high degree of corruption, manifest in:

- (a) Graft and inflation of contracts;
- (b) advance fee fraud, notoriously known in Nigeria as '419';
- (c) credit cards frauds abroad, especially in the US; and
- (d) drug trafficking.

13. Other negative perceptions of Nigeria pertain to the lack of good governance, with frequent military incursions into government, lack of transparency and accountability at all levels of government, abuse of human rights, high-risk business environment; high incidence of crime and a general insecurity of life and property; and inability to service her external debt or honour other obligations as and when due.

14. The net effect is that Nigeria's image today is less than satisfactory, to say the least. Some of the consequences include:

- The declining flow of foreign direct investment into the country;
- divestment from Nigeria;
- a gradual alienation from Nigeria's traditional friends;
- harassment of Nigerians in foreign countries by such local agencies as immigration, customs and the police, mostly on unwarranted suspicion;
- suspension from The Commonwealth; and
- the devaluation of Nigerian educational system and the consequential increasing non-acceptance of Nigerian academic qualifications.

Causes of Nigeria's Image Problem

15. The origin of Nigeria's external image problems can be traced to the early 1980s with the downturn in the country's economy. The decline in oil revenue, caused by the collapse of oil prices, brought about a major socio-economic crisis in Nigeria that impacted negatively on her image in three major areas:

- The crisis resulted in the country defaulting in the servicing of her external debts. The resulting debt arrears constituted a problem in the country's bilateral and multilateral relationships, as the country and the creditors could not agree on debt rescheduling. This contributed significantly to Nigeria's loss of prestige and respect in the international financial community and, worse, hampered foreign investment.
- The funding of social and economic infrastructure suffered a decline as the economy worsened.
- Unemployment increased and the quality of life declined. Desperate to maintain the life styles developed during the oil boom and a few Nigerians turned to such crimes as "advance fee fraud", armed robbery and drug trafficking, and in the process acquired notoriety out of proportion to their small number.

16. Successive leaders were unable to arrest the crisis in the economy and establish a basis for sustainable growth, and they failed also to grapple with the problem of creating a basis for democracy and a stable polity.

17. The major problems affecting Nigeria's external image can thus be classified into three areas: socio-political, economic and diplomatic.

Socio-Political

18. Among the important socio-political problems are:

- The lack of an operative democratic system of government;
- political instability and the lack of national cohesion;
- limited respect for the rule of law;
- the breakdown of the education system'
- insecurity of life and property;
- the exodus of high quality manpower;
- the high incidence of fraud;
- the high level of corruption;
- the lack of a culture of commitment, integrity and excellence;
- disparity in the distribution of wealth among social groups and regions;
- poor health and social facilities; and
- the high incidence of involvement in drug trafficking.

Economic

19. Principal factors which have made it difficult to establish a basis for economic growth and attract foreign direct investment include:

- Over dependence on the oil sector;
- an import-dependent manufacturing base and the absence of export-oriented industries;
- a poor technological base and the absence of research and development in major economic sectors;
- grossly inadequate policies and strategies for exports;
- the arbitrary and unilateral abrogation of international business contracts;
- inconsistent and inadequate implementation of economic policies;
- excessive government involvement in economic activities;
- inadequate and unreliable infrastructure and public utilities; and
- the shortage of skilled manpower.

Diplomatic

20. The principal factors that have contributed to Nigeria's poor external image include:

- the failure to re-align Nigeria's foreign policy with the realities of a changing world order;
- a reactive rather than proactive conduct of foreign policy;
- the lack of effective diplomatic representation abroad;
- a perceived insensitivity in diplomatic relations;
- inadequate interaction between the Ministry of Foreign Affairs and the diplomatic missions in Nigeria;
- non-adherence to established policies on recruitment, deployment, posting and promotions in the foreign service;

- a lack of emphasis on professionalism and competence in appointments to the ambassador grade;
- a seeming shift away from Nigeria's traditional friends; and
- the limited use of informal diplomacy.

Other perceived problems, as represented by foreign envoys in Nigeria, with respect to diplomatic relations include:

- The lack of official communiqués following visits to Nigeria by international figures and foreign delegations;
- the requirement by the Ministry of Foreign Affairs that diplomatic missions give 10 days notice, in writing, for appointment with government officials; and
- the unnecessary difficulty encountered by members of the diplomatic community in their efforts to contact various government establishments.

SECTION III: WHERE WE WANT TO BE

21. There is an urgent need to redeem Nigeria's external image. As defined in section 1, external image is the perception of the nation by others. It is not measurable but can be assessed only through expression of feelings, responses, actions and so on by the outside world. The desired positive external image for Nigeria should, therefore, be that of a country which:

- Commands and enjoys the respect and acceptance of the international community;
- plays a leading and responsible role in world affairs, and is consulted on all major African affairs as before;
- is consulted in international for a; and is an active and valued participant in international conferences, which presupposes thorough preparations by well selected delegations;
- is the leading economy in Africa; and
- is respected for her professional and effective foreign service.

SECTION IV: HOW TO GET THERE

Objectives and Strategies

22. The restoration of Nigeria's external image requires the collaborative efforts of all stakeholders, organisations, government agencies, Non-Governmental Organisations (NGOs) and the private sector at bilateral and multilateral levels.

23. In discussing the objectives and strategies for restoring and sustaining a positive image for Nigeria, it needs to be re-emphasised that the external image of a country is always a reflection of her domestic state of affairs. Nigeria's efforts should, therefore, be concentrated on getting the fundamentals at home right, while managing her external relations more effectively.

24. The following objectives and strategies are proposed to restore and sustain Nigeria's positive external image;

Objective 1:

To establish and sustain good and stable governance

Strategies:

- (i) Continue and complete the on-going transition programme that will lead to the installation of a democratically elected government by October 1, 1998;
- (ii) guarantee and respect the independence of the Judiciary and the rule of law;
- (iii) revitalise the public service to ensure entrenchment of professionalism, probity, high morale and dedication to duty;

- (iv) strengthen the law enforcement agencies for effective performance of their duties;
- (v) ensure security of life and property; and
- (vi) intensify the war against organised crime such as advance fee fraud, armed robbery, money laundering, drug trafficking, falsification of accounts, contract inflation and so on.

Objective 2:

To achieve rapid and sustained economic growth and development

Strategies:

- (i) Diversify the economic base from oil and gas by developing other economic sectors e.g. agriculture, solid minerals and manufacturing industry.
- (ii) Create an enabling environment for Nigeria to be competitive in attracting Foreign Direct and Portfolio Investments. This should include:
 - Simplifying the procedures involved in the investment process;
 - establishing and operating the Nigerian Investment Promotion Commission;
 - establishing stability and consistency in economic policies; and
 - amending the Land Use Decree to encourage agricultural investment.
- (iii) Massively increase investment to social infrastructure, such as health and education, and put in place a policy framework that will enhance efficiency and effectiveness;
- (iv) Open up the major utilities to competition; and
- (v) Liberalise major economic sectors to encourage competition.

Objective 3:

To play increasing leadership role in Africa's political and Economic development and security arrangements.

Strategies:

- (i) Pursue the implementation of the ECOWAS Treaty, its protocols, agreements and decisions.
- (ii) Constantly improve relations with Nigeria's neighbours and foster closer friendship with all ECOWAS countries.
- (iii) Accelerate the teaching of the French language as provided for in the National Education Policy since that is the official language of the country's immediate neighbours
- (iv) Encourage and formalise border markets.
- (v) Initiate moves to include Chad, Cameroon and Equatorial Guinea in ECOWAS and eventually expand to include Central African countries.
- (vi) Cultivate good relationships with the major powers as a means of advancing Nigeria's interest in Africa.
- (vii) Create an enabling environment to sensitise and encourage Africans in the Diaspora to make contributions to the development of Nigeria and Africa.
- (viii) Resolve all regional trade-related issues including customs, transportation, monetary transfers, banking and telecommunications and harmonise commercial laws and practices across the region.
- (ix) Emphasise, the development and promotion of capability and competence in industries where Nigeria has comparative advantage. These include oil and gas service industries and agriculture.
- (x) Provide strong military leadership in ECOWAS security arrangements.

Objective 4:

To effectively manage Nigeria's external debt portfolio.

Strategies:

- (i) Conclude and agree the Medium-Term Economic Strategy (MTES) with the Bretton Woods institutions to pave way for talks on rescheduling debts with the Paris Club;
- (ii) Further liberalise the Debt Conversion Programme to make it more attractive.

Objective 5:

To effectively manage Nigeria's diplomatic relations.

Strategies:

- (i) Identify and cultivate the friendship and co-operation of countries that are crucial to the attainment of the country's national objectives especially in the fields of industrial development, investments, trade and technology.
- (ii) Promote a forum for the periodic re-appraisal of the country's foreign policy which should include the major stakeholders;
- (iii) Emphasise economic diplomacy by establishing economic desks in key diplomatic missions to facilitate acquisition of technology and promote trade and investment.
- (iv) Reinforce the policy of posting Foreign Affairs officers abroad for a period of three to four years.
- (v) Appoint Heads of Mission to many important countries where Nigerian missions are now being managed by Charge d' Affaires and Acting High Commissioners.
- (vi) Restructure the Ministry of Foreign Affairs in accordance with the changing international environment and provide it with enough funds to enhance its effectiveness.
- (vii) Make greater use of experienced and competent retired diplomats on an *ad hoc* advisory basis.
- (viii) Use the good offices of suitable Nigerians in the private sector to conduct the country's diplomacy.
- (ix) Make deliberate efforts to place Nigerians in International and Multilateral institutions.
- (x) Since military strength and external image are positively linked, provided the military establishment with the wherewithal to enhance its credibility and capability to support government policies.

SECTION V: CONCLUSION

25. The external image of any country significantly reflects the realities of that country's domestic state of affairs. Nigeria is not an exception. Nigeria's current external image is less than satisfactory. The consequences of this situation are manifest in many forms; declining foreign direct investment, divestment from Nigeria and an increasing blockade of Nigeria's access to international positions, among others. There is an urgent need to improve this situation, if Nigeria is to fully exploit the potentials of the external environment.

26. Since independence, Nigeria has continued to play an active role in international affairs, including her leading role in the campaign against Apartheid in South Africa and in the ECOMOG-led restoration of peace in Liberia, as well as in the current intervention in Sierra Leone. It has also contributed to the resolution of conflicts in Sudan and Chad. Moreover, Nigeria has participated in almost all UN peace-keeping missions since 1961, In spite of all these efforts, her international image today is poor.

27. Urgent actions are needed to restore and sustain Nigeria's positive external image. The necessary measures have been articulated in Section IV of this Chapter. The goal is to effect a change in the perception of Nigeria by outside world. To achieve this aim, the following strategies are recommended for immediate implementation:

- Conclude the transition to civil rule programme as planned;
- conclude and agree the Medium-Term Economic Strategy (MTES) with the Bretton Woods institutions to facilitate a restructuring of the Paris club debt;
- commence restructuring of the key monopolies and liberalise major economic sectors; and
- implement all the other key socio-economic strategies and actions outlined in Chapters 3 and 7 of this Report.

CHAPTER 7

IMPLEMENTATION ACTION PLAN

Making Vision 2010 A Reality

SECTION 1: INTRODUCTION

1. Chapters one to six have addressed the various steps in the efforts at making a better Nigeria. This chapter integrates all the work done and defines in very specific terms the implementation issues and action plans required to achieve the Vision of:

“A United, Industrious, Caring and God fearing Democratic Society committed to making the basic needs of life affordable for everyone and creating Africa’s leading economy”

2. The issue of implementation is very important, especially as most Nigerians believe that Nigeria’s problem has been poor implementation of even good policies. This Chapter, therefore, addresses three critical questions:

- What are the implementation imperatives for the realisation of the Vision ?
- What actions are required and in what sequence ?
- What are the roles and responsibilities of the stakeholders in making Vision 2010 a reality ?

3. Section II discusses the change imperatives required for the successful implementation of the Vision. The process of mass mobilisation and effective mobilisation of stakeholders roles for the realisation of the Vision is discussed in Section III. The linking of the Vision to plans and budgets for effective coordination, monitoring and performance

measurement is highlighted in Section IV. Stakeholder Roles and Responsibilities are in Section V. The detailed action plan, in terms of implementation, time frame And the desired milestones, is presented in Section VI. Section VII is the Conclusion to the Chapter.

SECTION II: CHANGES REQUIRED

4. Nigerians want change. The number of public memoranda received and the interest shown in the Vision provided good testimony to this assertion. One of such submissions sums up the feelings of most, if not all Nigerians as follows:

I would like Nigeria to be a country where any Nigerian, regardless of creed, status and sex, wakes up in the morning in his/her dwelling, opens a tap and gets water to bathe, greets his neighbours on his/ her way to queue up for a bus that arrives on time to take him/her to a place of work. His/her children are also able to also depart for school, hospital, markets and playground only yards away from his/ her locality. A Nigeria where in the evening everyone feels proud that the day has been legitimately spent in the service of the family and, through that, that of the whole family called Nigeria. And by so doing, a plan is being set in motion to build and to guarantee a future society, whose citizens are at peace with themselves and their fellows, think good thoughts for themselves and others including their leaders. A society where people have the moral courage and deep commitment to choose between good and bad, right and wrong. A Nigeria that promotes and brings out the best in her nationals through good and transparent leadership, judicious and egalitarian methods of reward and punishment.

5. To make this change happen, Nigerians expect the government to lead the effort. However, as indicated earlier, the average Nigerian doubts government's commitment to the implementation of the Vision 2010 programme. Some of the reasons have to do with:

- Past, but unsustainable initiatives of government such as Operation Feed the Nation, (OFN), Ethical Revolution, War Against Indiscipline (WAI) and War Against Indiscipline and Corruption (WAI-C);
- general distrust of the leadership - a situation which has built up over the years; and
- poor or non-implementation of past plans and budgetary measures.

6. For change to happen, and for all Nigerians to be committed to it, there must be positive signals from government to give them a reason to hope and act. The challenge is to ignite the latent energies in the people.

7. This process should start with the launching of the Vision 2010 by the Head of State, Commander-in-Chief. The launching address should convince every Nigerian that this time around, government is committed to implementation. Other actions should include:

(i) Measures that signify fundamental shifts with regards to:

- Leadership
- Reward, Recognition and Merit
- Public Service Reform
- Capital Mobilisation
- Human Capital
- Privatisation
- Corruption
- Protection of Sources of Oil Revenue, and
- Restructuring Government Expenditure Patterns

(ii) Identification and establishment of institutions to assure the implementation of the Vision:

8. Items (i) and (ii) are discussed below:

Fundamental Shifts:

9. These are discussed under the following headings – leadership, reward, merit and recognition, public service reform, capital mobilisation, privatisation and corruption, protection of sources of oil revenue and restructuring government expenditure patterns:

(i) **Leadership:** Leaders worldwide are expected to demonstrate exemplary conduct both before and while in office so as to set the moral tone for the rest of the society. Many Nigerians in leadership positions have failed to do so over the years.

It is expected that Nigerian leaders should uphold the core values of honesty and integrity and respect for the laws of the land, resistance to corruption and corrupt practices and have the strength of character to resign from public positions if they are linked to misdeeds. Both the public and private sectors should draw up code of ethics to guide the conduct of those in high office as well as those below.

The Head of State, Commander-in-Chief, should declare 1998 as a year of “Leadership by Example” and all others in leadership positions should follow his example.

(ii) **Reward, Recognition and Merit:** In Nigeria, presently, the right people are often not adequately rewarded or recognised, and merit is down played in favour of sectional or self interest. There are concerns about the implementation of the Federal Character principle as some believe it has diminished the values of professionalism, merit and excellence. Reward and recognition of merit should be seen as instruments for achieving motivation and commitment. Consequently, in order to ensure that the Nigerian society is merit-driven in all respects, reward, recognition and opportunities either in employment, award of contracts etc. should derive from competitive selection based on qualification, knowledge, experience, performance and moral rectitude. To achieve this shift the following actions are proposed:

- Subject to the principle of Federal Character and the maintenance of minimum standards, recruitment into the public and private sectors should be subject to open competition;
- immediate improvement in the reward structure of the public service; and
- public and private employers should publicly and regularly honour outstanding performance.

(iii) **Public Service Reform:** The public service occupies a central position in fostering socio-economic development and the maintenance of law and order. The success or failure of the implementation action plan will be determined by the institutional context within which policies are implemented. Accordingly, the following reforms and measures are proposed:

- Adequately remunerate, develop, train and motivate the public service;
- support and sustain the transferability of available skills at all levels of the public service structure to all tiers of government (federal, state and local) and the private sector;
- strengthen the local government system for increased responsibility;
- equip, update and fund the public service in supporting, promoting and sustaining a private sector driven economy;
- ensure a public/private sector relationship; that is collaborative, consultative and devoid of suspicion, unethical practices and responsive to the needs of the society;
- instill a culture of courtesy, honesty, selflessness, loyalty, reliability, commitment, dedication, impartiality and above all transparency and accountability in the Nigerian public service; and
- implement immediately the recommendations of the Public Service and the Vision 2010 joint Workshop;

- training and retraining of public servants should be strengthened.

(iv) **Capital Mobilisation:** Adequate capital mobilisation is critical for the successful implementation of the Vision. The following measures, amongst others, are required for effective capital mobilisation:

- Enacting new Pensions law;
- establishing and popularising Save As You Earn (S.A.Y.E.) scheme. Contributions to the scheme should be tax exempt;
- reducing VAT on insurance premium on life or insured pension schemes;
- reducing withholding tax on interest income and de-emphasise tax on income generally;
- Adopting a win-win attitude to foreign investors starting with the existing investors in Nigeria;
- putting in place a deregulated pricing regime that reflects demand/supply interaction and competition while government's involvement should be limited to regulations and provision of the enabling environment to attract, retain and reward the right private investors;
- aggressively implementing appropriate fiscal incentives;
- improving overall external image and credit rating; and
- aggressively marketing Nigeria.

(v) **Human Capital:** This is the basis for the wealth of the nation because it is human beings who exploit material resources, build social, economic and political organisations and carry out national development.

(vi) **Privatisation:** Privatisation represents one of the major strategic imperatives to support a more liberal, and enabling environment for private sector led growth and development. In addition, privatisation of public enterprises will yield considerable funds for development, and release public resources which would otherwise have been devoted to subsidising loss making enterprises.

While recognizing the direct and indirect benefits of privatisation of enterprises, implementation of any privatisation plan must first address a wide variety of

specific issues concerning the enterprise, the employees, the public, the government and prospective investors. How to handle the debt of the enterprise, whether to rehabilitate the enterprise prior to privatisation, whether to privatize as is, what method is appropriate for privatisation in Nigeria, what should be the criteria for privatisation, how and when to privatise are a few of the issues that should be resolved prior to privatisation of public enterprises.

Action in this regard should include:

- Announcement of the definite date and time for the recommencement of the privatisation programme.
- subject to the protection of national interest and security prepare the public enterprises for ultimate privatisation.
- Implement the programme through an independent agency of government, drawing on the expertise and experience of Bureau of Public Enterprises (BPE).

(vii) **Corruption:** No nation can make progress with the cancer of corruption corroding its moral, social, cultural and economic fabric. Corruption must, therefore, be eliminated if the society is to make any meaningful progress. Consequently, the following actions are proposed:

- Government should lead an enlightenment campaign, on a sustained basis, to inculcate desired values and educate the citizenry on their rights, responsibilities, duties and desired behaviour. All Nigerian stakeholders – government institutions, political institutions, professional, trade, religious and other non-governmental organisations, educational institutions, family units, traditional rulers etc. – must be enlisted as vehicles for instilling desired behaviour; and
- strengthen all laws on corruption, corrupt practices and related crimes and make the punishment harsh enough to deter would-be corrupt officials from engaging in corruption and all forms of economic crimes.

(ix) **Protection of existing sources of oil revenue:** The following measures are identified and proposed to protect the existing sources of oil revenue:

- Adequate funding of oil operations;
- elimination of gas flaring;
- consultation with industry partners;
- appropriate pricing of petroleum products;
- better community relations;
- effective steps/sanctions against corruption; and

- consistency of sound policies.

(x) **Restructuring Government Expenditure Pattern go focus on Priority**

Programmes: A major challenge of the Vision is the need to restructure government expenditure towards the social sectors so as to give greater emphasis on:

- Creation and maintenance of an enabling environment for optimal operations of private individuals and organisations;
- expansion of the scope of economic opportunities available to private individuals and organisations;
- reduction in the proportion of transfers in both the recurrent and capital budgets at all levels of government; and
- fully meeting debt obligations as a means of reducing the proportion of transfers in the recurrent expenditure over the short-term and eventually reducing the proportion of transfers in total expenditure.
- In order to move from the present state of pervasive government participation in economic activities and the associated high external and internal indebtedness, government should embark on systematic restructuring of its expenditure pattern. Government should move away from directly participating in the production of goods and services and focus efforts towards human resource development and the supply of efficient infrastructural facilities in such areas as:
 - * Education
 - * water and sanitation
 - * health
 - * housing
 - * transport (roads, rail and waterways, infrastructure for oil transportation etc.)
 - * communication and power
- Furthermore, it is necessary for government to take full account of the recurrent expenditure implications of its capital programmes. In this connection, it may be necessary to shift toward programme budgeting. Moreover, in order to ensure that government expenditure programme do not constitute a constraint to the development of a virile market-oriented economy and private sector led growth. Government should:
 - * Avoid extra-budgetary expenditures;
 - * pursue a balanced budget as a long-term goal and in the meantime, adhere strictly to a deficit-ceiling of not more than 3 per cent of the GDP; and

* reduce reliance on the money market and use more capital market instruments in financing government operations.

Implementation of the Vision.

9. For the proper implementation of the Vision project, there is the need for the following institutions to be established.

- (i) The National Council on Nigerian Vision (NCNV) chaired by the Head of State, should be established as a statutory body and should, amongst other things:
 - Supervise the implementation of the Vision;
 - ensure harmonisation of existing policy measures with the Vision objectives and strategies;
 - ensure effective and consistent dissemination of the Vision to institutions and the wider public;
 - establish strategic alliances and continue the process of continuous dialogue and consensus building with specialized constituencies such as traditional rulers, religious organisations, the Civil Service, private sector operatives and non-governmental organisations; and
 - co-ordinate and monitor all inter-sectoral related activities spanning rural development, poverty alleviation, water supply, urban and rural environmental sanitation, health, education, agriculture, control of population growth, electricity supply, communications, transportation, etc.
- (ii) The Nigerian Vision Foundation Government should promulgate legislation to create. The Nigeria Vision Foundation (NVF) to be run as a private institution.
- (iii) The NCNV should be put in the schedule in the Constitution of the Federal Republic of Nigeria.

SECTION III: MASS COMMUNICATION AND MOBILISATION

10. Mass Communication and effective mobilisation are major requirements for the realisation of the Vision. The methodology outlined below suggests the sequence of activities in mobilizing Nigerians for action:

- Creation of awareness;
- stimulation of understanding and interest;
- securing public acceptance;
- adopting an action plan for marketing implementing the Vision;
- defining the means of delivering the message, for instance through the print, and electronic media, (film, radio, television) bill boards, stickers, etc.;
- having a well-articulated structure for the implementation of the action plan;
- delivering the message in the right language to the various target groups for effective communication; and
- continuously monitoring and evaluating communication cycle for impact assessment.
- Using the media as a powerful tool for mass mobilization.

Problem areas in Mass Mobilisation

11. In the Nigerian context, the problem areas presented below would constitute barriers to effective mobilisation and should be adequately addressed.

- (a) **Cynicism and Scepticism:** There is a high degree of cynicism and scepticism as to what the Vision process is all about. Cynicism and scepticism about the Vision anchor on disbelief and doubt and even mistrust in the general public who are unable to see the difference between the Vision and previous ineffective programmes. This invariably breeds frustration and apathy.
- (b) **Frustration:** There is frustration and a sense of missed opportunities in the land. The lingering political crisis and the attendant socio-economic problems have left many people frustrated and disillusioned to the point where they care little about any exhortation.

- (c) **Ignorance:** Whereas the educated elite and urban dwellers may be aware of the Vision but would rather remain skeptical regarding its sincerity of purpose, there are many Nigerians who are totally ignorant of it. They may be found in the slums in major cities, among market women and men, as well as in the rural areas where teeming Nigerians are yet to hear or receive the message. This category of people must be reached by all means.
- (d) **Poverty:** With the severe decline in real income and inequitable distribution of income and wealth in the country, most Nigerians are pre-occupied more with daily survival than any homilies about a better future.

12. Other problems include prejudice, complacency, pessimism, bad leadership and lack of motivation. The proposed campaign and mobilisation may not achieve much unless the aforementioned problems are attended to.

SECTION IV: LINKAGE OF THE VISION TO PLANS AND BUDGETS

13. The Vision recognises the roles of, and the need for, adherence to plans and budgets in effective management systems. For Nigeria, these instruments will be relied upon for the implementation, monitoring and performance measurement of the Vision programmes and goals, on a continuous and persistent basis.

14. In assessing the performance of past development planning efforts, the general conclusion has been that the plans were largely in the right direction, but that implementation was often faulty, monitoring weak and evaluation poor. The Vision should learn from the past experiences in designing its strategies, monitoring and evaluation systems.

Implementation Co-ordinating Agency

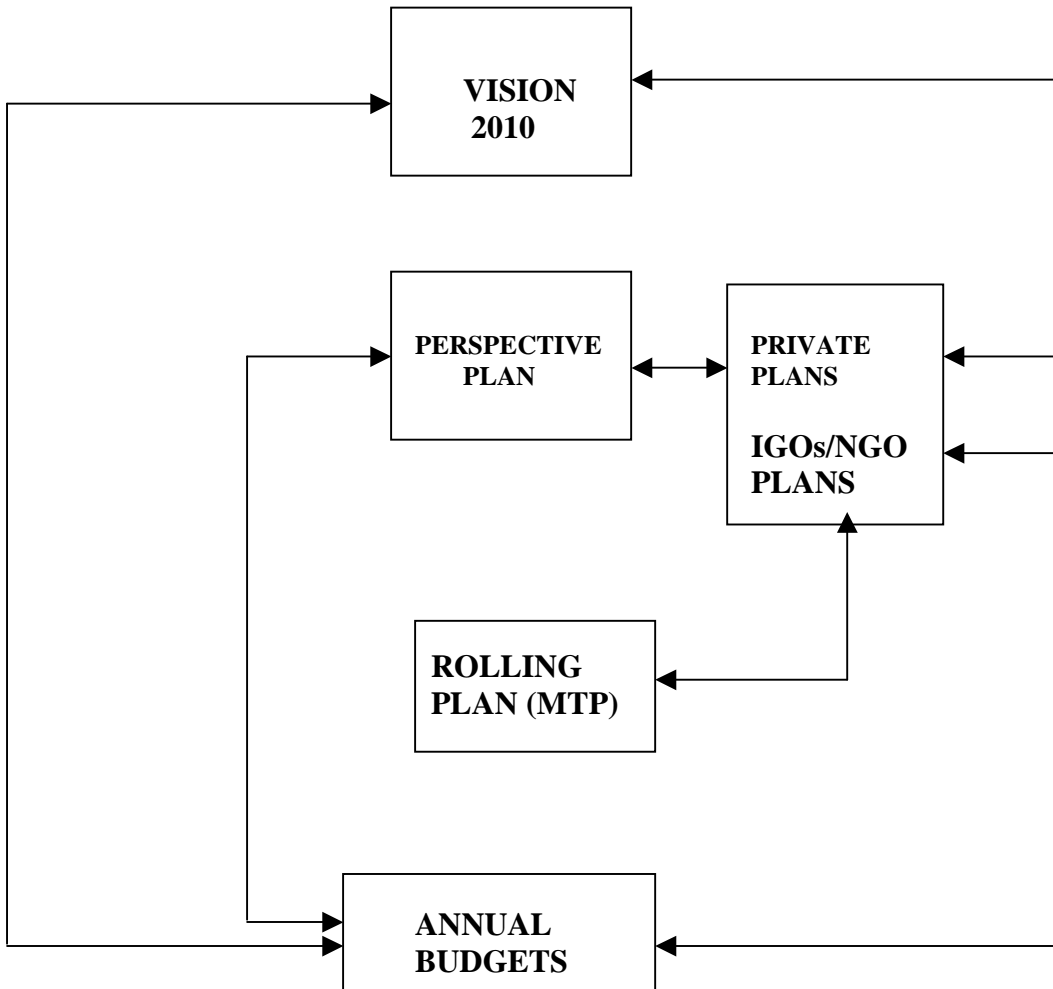
15. The proposed National Council on Nigerian Vision should be the main agency to promote and co-ordinate the implementation and monitoring of the Vision, in collaboration with other appropriate government agencies and the private sector.

Co-ordination and Monitoring Instruments

16. The Vision provides focus and inspiration for all future plans; be it long term, medium (rolling) or short-term (including annual budgets). This is applicable to the public sector, private sector, inter-governmental, as well as non-governmental plans and budgets. These have to be linked and harmonised with one another at all levels. The imperatives of effective coordination and monitoring of the Vision require the following relationships to hold:

- The draft Perspective Plan should be reviewed and readapted to be in line with the objectives, strategies and action plans of the Vision 2010;
- the Rolling Plan should be based on the Vision and the Perspective Plan;
- the annual budgets should be based on the Vision, The PP and the Medium term (Rolling Plan).
- the Private Sector, NGOs and IGOs should also base their plans and programmes on the main thrust of the Vision, the Perspective Plan and the budget, with which should be in line always; and
- policy and programme formulation, implementation, monitoring and evaluation should be co-ordinated and done appropriately in collaboration with relevant stakeholders as much as possible. The schematics for the envisaged linkage is shown in Figure 3 below:

Figure 3 : **Flow of Linkage to Plan**



Source: Linkage to plans and budgets sub-committee

Implementation, Monitoring and Coordination

(i.) The Public Sector

17. For the public sector, the key instruments through which the vision will be implemented are:

- The Long Term Perspective Plan (1998-2010)
- The Medium Term (Rolling) Plan (1998-2000)
- The Annual Budgets, starting with 1998
- Any short/medium term arrangements, including legislation.

18. These instruments should be linked and indeed integrated with the Vision and be consistent with one another. The thrusts of these instruments should be presented to the National Council on Nigerian Vision to assess and advise on how well public sector plans and budgets reflect vision goals, strategies and action plans.

(ii.) The Private Sector

19. For a private sector-led economy, implementation, monitoring and evaluation should be broad based. In this regard, the private sector should also regularly monitor its performance and report its achievements and constraints. These should be done through the National Council on Nigerian Vision.

Vision Review

20. The National Council on Nigerian Vision should subject the Vision to periodic reviews. In addition, the next visioning exercise should commence before the year 2010.

SECTION V: STAKEHOLDERS' ROLES AND RESPONSIBILITIES

21. The roles and responsibilities of stakeholders in translating the Vision into reality cannot be over-emphasised.

Broadly defined, the stakeholder comprises the following:

- Public Sector
- Private Sector
- Nigerian citizens
- Non-Governmental Organisations (NGOs)
- Specialised Institutions and Groups
- Foreign stakeholders

22. Some of the roles and responsibilities of each category of stakeholders are identified below:

- (a) **Public Sector:** The public sector comprises government, at various levels and their agencies which exercise power and authority to ensure proper functioning of societal institutions, guide social and economic relations and facilitate the harnessing and effective mobilisation of the nation's resources for sustainable development. Under the new dispensation, the public sector must shed its role as the pre-eminent driver of the economy. The thrust of the new direction is for government to become the enabler of an environment for enhanced private sector involvement in economic activities. All of this would take place within the framework of a strong public – private sector partnership. It is necessary to underline here that the success of the Vision largely hinges on government's political will.

As the main facilitator of the new direction, government must, first and foremost, ensure that its principal functionaries understand and accept the Vision. In addition, government must encourage and support the private sector to develop capacity to be able to lead the economy in the next century.

- (b) **Private Sector:** The private sector comprises those organisations or individuals committing their resources to satisfy societal needs with a view to making profit in accordance with laid down policies and regulations. The philosophical underpinning of the Vision is in favour of public – private sector partnership, in the context of a private sector-led economic growth strategy. The private sector has enormous responsibilities under the new dispensation. The private sector must therefore, mobilise its members, build more capacity and become the engine of growth in the next millennium and beyond. Amongst others, the organised private sector (OPS) must strive to inculcate a new mind-set of the future in its corporate and individual members. The OPS should encourage all stakeholders to move in the same direction, promote wide consultations

with the public sector, and support the effective co-ordination and monitoring of public policies and the implementation of the Vision.

- (c) **Nigerian Citizens:** For the Vision to become truly a people's Vision, the generality of Nigerians must believe in it and support its implementation. Actually, the key to the success of the Vision is everybody working together as a team in the national interest. Therefore, the citizens must understand and exercise their rights, discharge their responsibilities and support reforms and democratic institutions.

- (d) **Non-Governmental Organisations (NGOs) :** Non-Governmental Organisations (NGOs) are non-political and non-profit making registered entities formally established for the purpose of undertaking economic, social, cultural and philanthropic activities to further enhance the orderly growth and development of a nation in a manner that complements the activities of the government and the profit-oriented private sector organisations. The NGOs as organized groups in the society constitute a key group of stakeholders in the implementation of the Vision. The NGOs should legitimately become pressure groups on government to ensure effective execution of the Vision. The NGOs ought to be involved in the monitoring of the Vision at the local, state and federal levels. Together with the media, NGOs should become the conscience of the nation.

- (e) **Specialised Institutions and Groups:** This category of stakeholders includes the military, the police, traditional rulers, women, youth organisations, political parties, trade unions, religious institutions and the media. Many of them, either as individuals or as groups, participated in the process which gave birth to the Vision. They should market the Vision and canvass its acceptance and implementation by the government. They ought to support the reforms engendered by the Vision. They should insist on transparency and accountability as the irreducible standards of public stewardship.

- (f) **Foreign Stakeholders:** Foreign stakeholders include foreign agencies, organisations and individuals, who have a stake in the future of Nigeria. They should spread the message of the Vision to organisations, people and governments interested in the future of Nigeria. Having been exposed to the visioning process, the international institutions, companies and persons should increase their technical and financial support to enable Nigeria implement the Vision. In particular, UN agencies, the IMF and the World Bank should be more supportive of Nigeria and the implementation of the Vision.

SECTION VI: THE ACTION PLAN

Overview

- 23.** The Action Plan presented in this chapter are the specific measures to be taken by all stakeholders. The arrangement of this chapter has been guided by the following:
- (a) The need to rebuild trust and confidence in the leadership;
 - (b) The importance of achieving macroeconomic stability as a precursor sustainable economic growth and development;
 - (c) The funding requirements and constraints; and
 - (d) The need to protect existing sources of revenue
- 24.** Accordingly, the action plan is divided into four major time horizons as follows:

Immediate Actions (October- December 1997)

- 25.** These are actions that will convey clear signs that the Vision has taken off and will confirm fundamental change of attitude, the actions are summarised below:
- The launching of the vision by the Head of State.
 - The establishment of the National Council on Nigerian Vision (NCNV)
 - The establishment of the Nigerian Vision Foundation (NVF) by government, but to be run as a private institution.
 - Commencement of enlightenment campaign to disseminate information on the Vision:
 - Announcement of special allocation of funds for the rehabilitation of all primary schools and hospitals.
 - Announcement of full payment of all outstanding pensions and gratuity in the public service latest by December 31st 1997. Declaration that the regular operators of government such as the Civil Service, the Police and other parastatals will resume full implementation of government policies and decisions, whilst the use of task forces and military personnel on civil matters will cease henceforth.
 - Declaration that henceforth full salaries, allowances and pensions should be paid latest seven days to the end of relevant month.
 - Reconfirmation of the decision to open up major government parastatals to competition.
 - Timely announcement of the 1998 Budget, preferably before 31st December 1997

Short Term Actions (1998 - 2000)

26. These are the following:

- The successful conclusion of the transitional programme;
- building the required skills to compete in an increasingly changing and challenging global environment;
- creating the right macroeconomic environment for the way forward;
- setting priorities in the resource allocation process and sending the right signals to the national and to the international community that Nigeria is ready to change for the better;
- generating the resources required for accelerated growth and development;
- providing necessary infrastructural, legal and institutional support to sustain the Vision objectives;
- starting investments in activities such as health, education and agriculture;
- establishing a single Naira exchange rate;
- continuing the process of strengthening the public sector to meet demands of the Vision;
- putting in place the enabling environment to encourage competition and further liberalisation;
- enhancing CBN's autonomy;
- continuing the process of reducing the country's population growth rate to under 2 per cent per annum;
- continuing the process of diversification away from and dependence on oil;
- continuing the process of building a domestic savings base as a means of providing funding for rebuilding Nigeria;
- protecting the country's existing investments in the oil and gas industry;
- beginning a major reform of the educational system;
- continuing the process of reorienting the citizens to internalise the core values;
- adopting a true fiscal federal structure, allocating revenue commensurate with the powers and responsibilities devolved to the States and Local Governments and complying with constitutional provisions on revenue allocation;
- amending the draft constitution to strengthen the Federal System, Judiciary, legislature and the entire law enforcement machinery and promulgating the Draft Constitution before the end of the first quarter 1998;
- modernising and restructuring the military to provide satisfying career opportunities for all members of the armed forces; the Armed Forces should return to strict professionalism;
- using the media to build trust and confidence of people in themselves, their communities and their country; and
- implementing other related actions.

Medium Term Actions (2001-2005)

27. These represent activities required to ensure rapid accumulation of human and physical capital, backed by efficient resource allocation process and pursuit of appropriate policy instruments.

Long Term Actions (2006- 2010)

28. These are required to remove constraints and to build on the successes of the immediate, short-term and medium term actions.

DESIRED VISION TARGETS

29. The following are the desired milestones:

- (i.) GDP growth rate of not less than 10 per cent over the period to the year 2010.
- (ii.) Inflation Rate of less than 5 per cent by the year 2010.
- (iii.) Population growth rate of less than 2.0 per cent per annum by 2010.
- (iv.) Attain a ratio of annual Gross Domestic Savings to Gross Domestic Product of not less than 30 per cent (currently 9.5 percent).
- (v.) Share of education should not be less than 26 per cent of the national budget, and not more than 20 per cent of the education budget should be deployed for administrative expenses and overheads.
- (vi.) Attract at least 10 per cent of Direct Foreign Investment (DFI) to developing countries.
- (vii.) Share of health of the federal budget should not be less than 10 per cent and not more than 15 per cent of this deployed as administration expenses and overhead.
- (viii.) Balanced Budget; Deficit (if at all) not to exceed 3 per cent of GDP.
- (ix.) At least 50 per cent local content of factor input in oil and gas activities by 2010.
- (x.) Fifty per cent of aggregate downstream capital requirements to be locally sourced by year 2010.
- (xi.) There should be 100 industrial clusters, each located near the primary raw material all over the country by year 2010.
- (xii.) All gas flaring to stop by year 2010.
- (xiii.) Gas to be the fuel of first choice for industry and households by 2010
- (xiv.) Complete self-sufficiency in primary petrochemicals production and substantial self-sufficiency in secondary petrochemicals production.
- (xv.) Agriculture and tourism as a major foreign exchange earners and large employers of labour.
- (xvi.) Self sufficiency in the production of food, drugs, manufacture of beverages, textiles and building materials.
- (xvii.) Domestic self-sufficiency in the production and use of metal goods, basic chemicals, metal manufacturing and transport equipment by the year 2010.

- (xviii.) Acquisition, adaptation and mastery of technologies related to oil and gas, petrochemicals, and the domestic manufacture and assembly of information technology hardware/software by the year 2010.
- (xix.) Acquisition, adaptation and mastery of high technology related to

biotechnology, electronics and other electrical goods and solar energy by the year 2010.

(xx.) Human Development Index (HDI) to rise to 0.8 by the year 2010.

(xxi.) Proven oil reserves to reach 40 billion barrels and production to reach 4 million barrels per day by the year 2010.

DETAILS OF ACTION PLAN

S/N	Activity	Sector(s)	Primary Action By	Time
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A	VISION IMPLEMENTATION			
1	• Launch Vision 2010	General	Presidency	Immediate
2	<p>Establish National Council on Nigerian Vision (NCNV), to be chaired by the Head of State, to:</p> <ul style="list-style-type: none"> • Supervise implementation of the Vision. • Ensure harmonisation of existing policy measures with the Vision's objectives and strategies; • Ensure effective and consistent dissemination of the Vision plans to institutions and the wider publics; • Establish strategic alliances and continue the process of continuous dialogue and consensus building with specialised constituencies such as traditional rulers, religious organisations, the civil service, private sector operatives and non-governmental organisations; • Coordinate and monitor all intersectoral related activities spanning rural development, poverty alleviation, water supply, urban and rural environmental sanitation, health, education, agriculture, population growth control, electricity supply, communication, transportation, etc. 	General	Presidency	Immediate
3	<p>Establish the Nigerian Vision foundation (NVF), to be run as a private institution. The Foundation is to:</p> <ul style="list-style-type: none"> • Have a board of trustees comprising members, majority of whom will come from the private sector and the NCNV; • Engage in activities to enlarge membership; • Devise process for achieving consensus in relation to economic and non-economic policy proposals of the vision; • Promote good corporate citizenship through joint public and private sector activities; Engage in informed and effective public advocacy for the vision; • Emphasise Research and Development by member organisations to support the vision implementation process. • Undertake baseline studies to identify and assess the profile of the Nigerian Private Sector; • Identify options for the effective satisfaction of capacity building requirements of the private sector in relation to the Vision projects; 	General	Presidency/ private Sector	Immediate

	<ul style="list-style-type: none"> • Appraise laws and regulations affecting private initiatives and suggest areas for review and reform; • Facilitate mutual understanding and cooperation between the public and private sectors through joint conferences, seminars, training, workshops and study reports, cross postings, continuous dialogue; joint participation in the Vision projects; • Provide technical assistance to public and private sector organisations in the process of implementing vision projects. • Mobilise the private sector to "buy in" vision projects; and • Integrate the informal sector into the national planning process. 			
4	Replace the Perspective plan "vision" with Vision 2010. On-going work on the. Perspective plan should be reviewed, readapted and harmonised with the approved contents of the Vision.	Public Sector	FGN	Short Term
5	Initiate work on a new visioning exercise in 2008	General	FGN	Long Term
6	Periodically review performance of the Vision programmes and targets	General	FGN	Long Term
B	CORE VALUES			
7	Set aside a "Recognition Day" to recognise exemplary conduct based on very clear and well implemented criteria.	General	All Employees	Immediate
8	Encourage the development of and celebrate indigenous role models; enact and implement legislation to establish officially recognised National HALL OF FAME AND ACHIEVEMENT where the names of identified Sector	Inform.	FGNS SGs LGs Private	Short Term
9	Censor films and publications which encourage sexual and other forms of immorality and review the relevant existing laws to impose stiff penalties on infringements	Inform.	FGN	Short Term
10	.Ensure independent and adequate funding for Rights Commission, Code of Conduct Bureau, Code of Conduct Tribunal, Public Complaints Commission, National Orientation Agency	Finance	FGN	Short Term
11	Enact and implement legislation to ensure that no Nigerian is deprived of his/her Rights to Residency, with all rights and privileges, in any state in the Federation, on meeting generally applicable and specified residency requirements.	General	FGN	Short Term

12	Ensure protection of fundamental human rights and respect for the Rule of Law. Identify decrees which attack fundamental human rights and repeal or modify them. Amend relevant legislation to bring tribunals under the Judiciary. Respect laws and contractual and other obligations.	Judiciary	FGN	Short Term
13	Streamline and Strengthen the four organs of cultural administration: <ul style="list-style-type: none"> • National Commission for Museum and monuments • National gallery of Arts • Arts Council of Nigeria • National theater troupe 	Culture and tourism	FGN	Short term
14	Review and fully implement the National Cultural, tourism and film policies	Culture and tourism	FGN	Short term
C	GOVERNING SYSTEM			
15	Amend the draft constitution to transfer responsibility for education, health-care, agriculture and similar areas to states and local governments so that the federal government will concentrate on its core functions such as defence, conduct of foreign relations, maintenance of national highway system, etc. Amend revenue allocation formula so that states~ and local governments will have the funds to perform the additional functions to be transferred to them.	Finance, Fiscal	FGN	Immediate
16	Adopt true fiscal structure - allocate revenue commensurate with the powers and responsibilities devolved to the States and Local Governments and comply with constitutional provisions	Finance, Fiscal	FGN	Immediate
D	PUBLIC SERVICE			
17	Immediately implement Ayida Panel Report on the civil service reform and immediately follow- up the recommendations of the Civil Service/Vision 2010 joint workshop; Use NCNV for continuous assessment and review of civil service reform	Public Service	Presidency	Immediate
18	Continue reform of the Customs Service to promote greater efficiency; run a 24-hour Customs Service and strictly enforce the 48-hour clearing of goods rule; ensure that Customs and Immigration are headed by trained professionals from within those services.	Finance	FGN	Immediate to short term

19	Increase basic minimum salary payable to lowest level employees	Fiscal	FGN	Immediate
20	Improve remuneration for all levels of public servants and: <ul style="list-style-type: none"> • Monetise public service benefits; • Make necessary adjustments to Personal Income Tax (PITA) rate to cushion the tax effects of monetisation; • Make provisions to improve facilities for public servants at all levels; • Increase remuneration and improve condition of service of teachers at all levels of education; and • Firmly establish a system of periodic review of conditions of service. 	Public Service	Public Service	Immediate
21	Strengthen relationship between the National Planning commission and the Federal Ministry of Finance.	Public Sector	FGN	Short Term
E	MACROECONOMIC ISSUES			
22	Enact and implement legislation prohibiting the use of tax contractors/consultants and armed forces to collect taxes.	Finance, Fiscal	FGN	Immediate
23	Adhere to a policy of improving government's fiscal operations through revenue mobilisation and transparent accounting of same, prudent spending, efficient payment system and budgetary discipline	Finance, Fiscal	FGN	Immediate
24	Government should borrow from the financial Finance, markets at market determined rates to instill fiscal discipline	Finance, Fiscal	FGN	Immediate
25	Improve audit, consultative and investigative services to ensure effective and efficient utilisation of funds.	Public Service	FGN, SGs, LGs	Immediate
26	Agree on the Medium Term Economic Strategy (MTES) with the World Bank/IMF as quickly as possible so as to resolve the Paris Club debt overhang.	Finance, Fiscal	FGN	Immediate
27	Adopt one exchange rate policy	Finance	FGN	Immediate to short term
28	Develop an appropriate and well coordinated training programme to improve manpower support for debt management and for operators in the capital market	Finance	FGN& Private Sector	Immediate Short Term
29	Further liberalise the Debt Conversion Programme (DCP) to make it more attractive.	Finance, Fiscal	FGN	Immediate and Continuous

30	Co-operate with our creditors in debt restructuring talks rather than resort to unilateral actions which often result in penalties and stiffer debt service	Finance, Fiscal	FGN	Immediate and Continuous
31	To enhance CBN's autonomy: Finance FGN Immediate\ <ul style="list-style-type: none"> • Restore the provisions of the CBN Decree 1991 to make the Governor Chief Executive and Chairman of the Board of Directors of CBN and have the Governor report directly to the Head of State; • Provide in CBN Decree that appointment of the Governor and other members of the Board should be by the President, while that of the Governor should be confirmed by the Senate, and structure the composition of the Board of Directors in favour of executive members. 	Finance	FGN	Immediate
32	Conduct study to <ul style="list-style-type: none"> • establish the existing ratio of public expenditure to real GDP, and the ratio of the productive to non-productive expenditure and ascertain the shift required; • determine all fiscal incentives in place 	Finance Fiscal	FGN	Immediate and Continuous
33	Fundamentally restructure government expenditure to align with the aspirations of the Vision	Finance	FGN	Short Term
34	Amend the draft constitution to provide limit of one hundred and twenty (120) days within which the Accountant-General must submit the accounts of government to the Auditor-General, who is required to audit the accounts and lay them before the legislature	Finance	FGN	Short Term
35	Train and improve remuneration of regular tax administrators.	Finance	FGN SGs LGs	Short Term
36	Rationalise taxes and excise duties	Finance	FGN SGs	Short Term
37	Effective corporate tax rate under CITA, inclusive of all other tax, should not exceed 30% taxable income in any year of assessment.	Finance	FGN	Short Term
38	State and Local Government to enhance their tax revenue from improved economic growth and better administration of taxes and avoid multiple taxation of the same tax base.	Finance	SGs LGs	Short Term
39	Maintain low tax rates and effective tax administration.	Finance, Fiscal	FGN	Short Term
40	Issue higher denominations of the Naira	Finance	FGN	Short Term

41	Review current debt portfolio and reduce the Debt\GDP ratio to below 10%	Finance, Fiscal	FGN	Short Term and Continuous
42	Establish a programme for the gradual elimination of subsidies of subsidies.	Finance, Macro	FGN	Long Term
F	LAW ENFORCEMENT AND DEFENCE			
43	Enact and implement legislation to create an insurance fund for policemen, soldiers and other public officers engaged in risky work	Public	FGN	Immediate
44	Enact and implement legislation to establish a Prison Prisons Service Commission to oversee the welfare of prison official and review their conditions of service from time to time.	Prison	FGN	Immediate
45	Improve effectiveness of border patrols and other anti- smuggling measures	Internal Affairs	FGN	Immediade
46	Enact and implement legislation to set up a Judicial Performance Commission - to monitor the performance of judges and enforce discipline to be headed by a retired Chief Justice of Nigeria or Justice of the Supreme Court.	Judiciary	FGN	Short Term
47.	Enact and implement legislation a Code of Conduct for judicial officers.	Judiciary	FGN	Short Term
48.	Amend the draft constitution to provide that funds for the Judiciary should come directly from the Consolidated Revenue Fund	Judiciary	FGN	Short Term
49.	Amend the draft constitution to remove the requirement of Attorney General's fiat before judgments can be enforced against government	Judiciary	FGN	Short Term
50.	Depoliticise the military and enhance its professionalism. To do that: <ul style="list-style-type: none"> • Ensure effective political re-orientation of Military the military • Have a constitutional provision against coup d'etat • Guarantee the on-going democratisation Presidency process so that by the year 2010 Nigeria would be a stable democratic society • Entrench national core values which Presidency emphasise democratic principles in the curricula of our schools and all military institutions • Intensify the re-training of Armed Forces Military personnel, and improve their equipment to ensure greater professionalism • Involve the military in humanitarian disaster relief operations 	Military Military Presidency Presidency Military	FGN\ Defence FGN FGN\ Defence " FGN/Defen ce FGN/ Defence	Short Term Immediate Immediate Short Term Short Term Medium!

	<ul style="list-style-type: none"> • Create an indigenous military technological base • Reorganise Defence Industries Corporation of Nigeria (DICON) to make it more productive • Create an enabling environment for private sector participation in the local manufacture of most of our military needs • Invest heavily in Research and Development (R&D) that focuses on military applications • Commit at least 5% of the defence budget to R&D • Establish a faculty of technology at the NDA where officers/cadets could undertake graduate/post graduate studies in marine/aeronautical engineering, armament technology and computer science. • Improve terms and conditions of service of personnel to ensure retention • Accredite courses offered in military institutions to ensure that personnel could be gainfully employed after retirement • Ensure adequate logistic support for sea lift and air-lift to support our land forces outside Nigeria • Commence the modernisation of existing platform and training infrastructure (1998-2000) • Vigorously pursue the harmonisation of professional and educational schools and medical services • Plan and execute joint warfare exercises and training, and also establish a joint warfare school • Ensure adequate force levels to meet domestic and international commitments • Ensure adequate welfare of serving and retired military personnel • Immediately commence a well-funded Military contributory pension scheme for the Nigeria Armed Forces • Construct adequate barracks accommodation for the Armed Forces with essential welfare facilities 		Pri. .Sector FGN/ Defence FGN/Defen ce	Long Term Short! Medium Term Short! Medium Term
51	<p>Achieve sufficiency in both quantity and quality of policemen:</p> <ul style="list-style-type: none"> • Ensure proper screening of background of all prospective recruits. • Commence the recruitment of additional 120,000 recruits to achieve an overall strength of 250,000 by the year 2010. • Charge the Management Services Department 	Law and Order “ “ “	FGN/ NPF “ “ “	Immediate to Short Term “ “

	<p>of the Nigeria Police Force with responsibility to constantly review the manpower requirements of the Force without having to go through Establishments and Management, Services Office of the Presidency</p> <ul style="list-style-type: none"> • Empower the Police Academy, Kano and upgrade it to a degree-awarding institution • Expand the existing Police Colleges to enable them meet the training needs of the Force • Equip all Police training institutions with modern teaching aids and training equipment. • Work out a scheme of incentives for the personnel in the training institutions to motivate them. • Encourage indigenous communications companies to produce suitable communications gadgets for the Police Force. • Constantly review the arms and ammunition requirements of the Police Force in order to be abreast with latest technological development and be able to effectively combat crime. • Procure arms and ammunition for the Police Force from D.I.C., where available. • Encourage indigenous companies to produce vehicles for the NPF. • Provide adequate office and residential accommodation for the Police. • Set up Salaries and Wages Commission to constantly review salaries and allowances of the Police. • Work out a house ownership scheme for the Police. • Set up an insurance scheme payable on death or retirement for Police personnel. • Significantly increase Federal Government budgetary allocation to the Police. • Consult the Council of State and obtain a simple majority in the Senate before appointing the IGP. 	“	NUC\NPF	Immediate
		“	NPF	Short Term
		“	FGN	“
		“	NPF	“
		“	FGN\Private Sector	Short\Medium Term
		“	FGN/NPF	Immediate & Continuous
		“	FGN Private sector	Short Term
		“	FGN	Short to Medium Term
		“	FGN	Short Term
		“	“	“
		“	FGN	Short Term
		“	“	Immediate
		“	“	Short Term
52	Enact and implement legislation to merge the Federal Road Safety Commission with the Police	Law & Order	FGN	Long Term
G	TRADITIONAL RULERS			

53	<p>Traditional Rulers should be given functions in the following areas:</p> <p>Boundary Adjustments</p> <ul style="list-style-type: none"> Should be part of these committees in their respective communities and should be consulted in the creation of new states and local governments. <p>Education</p> <ul style="list-style-type: none"> Should be empowered to monitor and advise on moral standards in their communities Should continue to be used as Chancellors of universities <p>Security</p> <ul style="list-style-type: none"> They should be involved in security matters in their local governments and states <p>Protocol</p> <ul style="list-style-type: none"> They should be given their proper places in order of precedence The provisions of the Third Schedule, Part I Section 154 “B” should be implemented The 5% Statutory Allocations due to Local Governments/Area Councils deducted at source and paid direct to the respective Emirate/Traditional Council should also be reflected in the Revenue Allocation Formula <p>They should be consulted in matters relating to traditional rulers</p>	Law & Order	FGN SGs LGs	Short Term
H	LABOUR (INCLUDING UNIONS AND NGOs)			
54	Use check off system to fund Trade unions	Labour	Trade Union Employers	Short Term
55	Publish audited accounts of trade unions annually for the benefit of members	Labour	FGN Union Employers	Short Term
56	Ensure that education is a continuous process for members and officials of Trade Union	Labour	FGN, Private Sector	Short Term
57	<p>Reinforce factory inspection under the Workmen Compensation Decree of 1987 to ensure compliance By all employers</p> <ul style="list-style-type: none"> Define categories of workers for compulsory insurance against death or injury arising in the course of employment 	Labour	FGN	Short Term

58	<p>Amend Labour Laws to be fair, and consistent with the ratified ILO conventions</p> <ul style="list-style-type: none"> • Repeal or amend all labour laws that contravene the Conventions of ILO already ratified by Nigeria, especially those core Conventions Nos. 87 and 98 dealing with freedom of association and collective bargaining without legal restriction • Amend Sections of Trade Union Act CAP 437 of 1990 as it affects the formation of only one central labour organisation to which all industrial unions must affiliate with. • Make affiliation voluntary in line with ILO standard • Repeal Decree 9 and 10 of 1994 that dissolved the Executive council of NIC, NUPENG and PENGASAN, the unions should be allowed to freely return to their constitutional activities. • Repeal all sections of Decree 4 not connected with trade union merger exercise of 1995/96 • Repeal in its entirety Decree 26 of 1996. The law violates the ILO Conventions and undermines the growth and development of independent and responsible trade unions. • Repeal Decree 29 of 1996 which puts legal restraints on the international interactions between Nigerian workers and their counterparts world-wide • Allow affiliation with international organisation • There should be less recourse to statutory intervention in labour affairs. • Prohibit child labour and protect women against unfair labour practices • Amend the Trade Union Dispute Act to allow a party to a dispute a right of appeal directly to the Industrial Arbitration Panel, and a party objecting to the award of the panel to appeal to the National Industrial Court (NIC). • Encourage greater reliance on dialogue and consensus-building between the social partners 	Labour	FGN	Short Term
59	<p>Attain self-sufficiency in vaccine production. Privatise Vaccine production facilities</p>	Industry, Health	FGN, private sector	Short Term and immediate
60	<p>Encourage employers of more than five employees, to provide the following benefits – Medical Care, Maternal and Child Care, Educational Assistance etc</p>	Labour	Private Sector	Short Term

I	PUBLIC - PRIVATE SECTOR RELATIONSHIP			
61	Enhance management training. Encourage interchange of managers between public and private sectors	Public Service\Private	FGN\Private Sector	Short Term
J	MANUFACTURING			
62	<ul style="list-style-type: none"> •Promote an industrial culture whereby large scale depend on medium and small scale •Develop indigenous multinational corporations 	Industry	FGN SGs\Private Sector	Immediate
63	Promote joint research among research institutions, private companies and universities on technological requirement of targeted manufacturing industries.	Industry, Education	Private Sector	Immediate
64	Strengthen Nigerian Industrial Development Bank (for large enterprises) and Nigerian Bank of Commerce and Industry (for Small and Medium Enterprises) to be able to assist in meeting at least 50% of the financial requirements of targeted manufacturing projects.	Industry	FGN	Immediate
65	Review Standards Organisation of Nigeria Decree and NAFDAC Decree and other relevant laws in order to streamline inspection procedures	Trade	FGN SGs	Immediate
66	<p>Establish a comprehensive set of fiscal incentives to encourage the development of our high potential industries e.g. rubber, palm oil, solid minerals, petrochemicals, cotton/textiles, leather products, gas , plastics and sugar. The incentives should be for:</p> <ul style="list-style-type: none"> • Participating in primary extraction, in the manufacturing industry research; • Participating in manufacturing in the specified industry; • Participating in the exports in the specific industry; • Investing a minimum level of capital fund in research in these industries <p>For the incentives to be effective and, to avoid past mistakes, they must be significantly large and the procedures must be simple; promote these incentives through public enlightenment and dissemination of information to both local and foreign investors</p>	Trade Industry	FGN Private Sector	Immediate
67	Develop and acquire technological processes for the production of higher value products targeted at domestic and export markets.	Industry, Trade	Private Sector	Medium Term

68	Encourage research into and exploit Nigerian plants for drug manufacture. Promote the local fabrication of equipment for drug production.	Health, industry	FGN, Private Sector	Medium Term
69	Construct metro lines in major cities.	Industry	FGN, Private Sector	Medium Term
70	Increase the capacity and type of drug manufacturing facilities and accelerate the provision of relevant petrochemical raw materials so as to achieve self-sufficiency in provision of good quality drugs	Health, Industry	FGN	Short Term
71	Expand Technology Business Incubator Centres (TBICs) to serve as bridges between universities and polytechnics, large corporations and SMEs	SME, Education	FGN Private Sector	Short Term
72	Launch new investment in strategic/targeted Industry industries - i.e. rubber and rubber products, leather and leather products, footwear, basic chemicals, petrol-chemicals, building materials, etc. with selective time bound protection of local industries and review of tariff policy to enable •selective and time-bound protection of local manufacturing industries, especially those in the targeted sectors; Review tariffs to stimulate local industries and foster competitiveness of products to targeted industries in the international market	Industry	FGN Private Sector	Short Term
73	Generate domestic linkages among small, medium and large enterprises with focus on specialty products and specialised firms. Go beyond assembling, targeting machinery and capital goods production to support competitive industrial sectors (rubber, plastic, cement, sugar , textile, clothing, leather and leather products)	Finance	Finance	Short Term
74	Establish a programme for technology training for Nigerians in specific overseas countries with technological expertise in the targeted manufacturing industries and other areas of the country's technology requirements	Trade Industry, Foreign Affairs	FGN Private Sector	Short Term
75	Promote the use of Made in Nigeria goods by the generality of Nigerians and ensure that government agencies use Made in Nigeria goods as much as possible.	SME Industry, Trade	FGN Private Sector	Continuous
76	SON should be better funded and equipped to enforce internationally accepted standards	Finance	FGN	Long term
K	EXTERNAL SECTOR INCLUDING EXPORT AND IMPORT			

77	Repeal Pre-shipment Inspection Decrees to reduce bottlenecks and eliminate added costs	Trade	FGN	Immediate
78	Publicize and disseminate more widely; • Inventory of export incentives. Study to ascertain national and international standards for export\raw materials	Trade	FGN Private Sector	Immediate
79	Simplify and computerize export\import procedures to meet international standards	Trade	FGN	Immediate
80	Reduce multiplicity of regulatory agencies checking goods at the Ports to just Customs, NDLEA, NAFDAC and Immigration.	Finance	Finance	Immediate
81	Provide all necessary infrastructure for the E Z	Trade, Industry	FGN	Immediate to Short Term
82	Declare Year 2005 as the Visit Nigeria Year in efforts to promote tourism. Set up planning committee immediately to actualise the declaration.	Culture and Tourism	FGN SGs LGs Private Sector	Medium Term
83	Train and develop appropriate manpower for tourism administration at the National Tourism Development Corporation (NTDC), States and Local government levels as well as for hotels and the hospitality industry.	Culture and Tourism	FGN SGs LGs	Medium Term
84	Reduce all tariffs on imported Media production materials and equipment.	Inform.	FGN	Short Term
85	Harmonise the number of export incentives and simplify the procedure, to enhance their effective implementation: Widely publicise the incentives and facilities available at the EPZ. In addition, proactively target and encourage potential investors	Trade, Industry	FGN	Short Term
L	OIL AND GAS			
86	Encourage private sector investment in the proposed West African Gas Pipeline and other planned or on going gas projects	Oil and Gas Finance	FGN ECOWAS	Medium to Long Term
87	Enact and implement legislation to encourage common carrier status on oil and gas pipelines. However, make adequate provisions on tariff structure and control of quality of gas allowed into the pipeline to protect the interests of both investors in gas pipeline projects and users of pipelines.	Oil and Gas Finance	FGN	Short Term
88	Provide incentives to encourage technology joint venture companies in the downstream petroleum industry by granting pioneer status. Reduce import	Oil and Gas Finance	FGN	Short Term

	duties placed on materials, tools and equipment required for establishing joint venture companies			
89	<ul style="list-style-type: none"> • Encourage and support local contracting capability to achieve competition with foreign service providers in quality and price; • Direct oil companies to target a specific Percentage of contracts to local contractors and provide quality assurance assistance to ensure target standards are met 	Oil and Gas Finance	FGN	Short Term
90	Increase proven oil reserves from 22 billion in 1996 to 40 billion by year 2010; oil production from the current 2.2 to 4 million barrels per day; Establish and adopt a routine process to annually fund government participating share for the Joint Venture operations, OR, reduce government equity in phases over a period of time to a predetermined level, whereby government can pay share of funds required to develop the industry.	Oil and Gas Finance	FGN Private Sector	Short to LongTerm
91	Provide gas infrastructure for commercial, industrial and domestic use and; Develop an ECOWAS regional infrastructure that will deliver Nigerian Gas to users in the Region	Oil and Gas Finance	FGN	Short Term
92	Encourage Nigerian participation in the upstream industry by amending the Marginal Fields Decree to provide tax incentives to make marginal fields attractive.	Oil and Gas Finance	FGN	Short Term
93	<ul style="list-style-type: none"> • Establish a sound commercial framework for domestic gas sales which makes the development of gas gathering and distribution grid commercially viable; • Provide incentives for the conversion of oil-fired commercial I industrial thermal power plants and the construction of new gas fired plants; • Enact and implement legislation to provide the following incentives for gas development: <ul style="list-style-type: none"> • Allow tax holidays under pioneer status; • Allow income tax rate of 30%; • Allow capital allowance to be offset against oil income at 85%; • Increase investment tax credit to 10% for flare reduction projects; • Allow accelerated depreciation. • Codify all new and existing incentives for gas development. 	Finance, Fiscal	FGN	Short Term
M	SOLID MINERALS			

94	Create a computerised database to provide information on the country's solid minerals	Solid Minerals	FGN Private	Immediate
95	Resolve existing conflicts arising from Federal Government ownership of mineral rights and State Government control of land title	Solid Minerals	FGN SGs	Immediate
96	Provide adequate funding for solid mineral development especially in the following areas: <ul style="list-style-type: none"> • Creating a Solid Minerals Loan Scheme managed by reputable banks; • Properly equip the Geological Survey Department; • Provision of motorable roads to minerals sites, rehabilitation and modernisation of Enugu - Port Harcourt - Rail line, upgrading of Port- Harcourt to berth bigger vessels, and the progressive provision of water and electricity to identified strategic and viable mineral sites 	Solid Minerals	FGN	Immediate
97	Review and, promulgate the Draft Solid Minerals Policy and the Draft Revised Laws and Regulations on Solid Minerals including the Regime of Fees, Rents and Royalties.	Solid Minerals	FGN	Short Term
98	Conclude the feasibility studies of selected solid mineral commodities under Nigerian Mineral Appraisal and Monetisation Programme (NIMAMOP)	Solid Minerals	FGN	Short Term
99	Encourage private sector participation in the development of bitumen deposits	Solid Minerals	FGN	Short Term
N	AGRICULTURE			
100	Repeal the laws setting up commodity boards since they have been abolished	Agric.	FGN	Immediate
101.	Implement the Strategic Grains Reserve Programme for greater food security <ul style="list-style-type: none"> • Evolve a system of redistributing food from surplus to deficit areas • Increase public & private sector investment in preservation and processing facilities of agricultural produce 	Agric	FGN Private Sector	Immediate to Short Term
102.	Update forestry management regulations and ensure co-ordination of forestry practices	Agric.	FGN SGs LGs	Short Term

103.	Provide incentives for agricultural extension services to improve yield per input unit by using improved management techniques, and high quality inputs	Agric.	FGN SGs LGs	Short Term
104.	Restructure and revamp the Nigerian Agricultural Co-operative Bank to be able to provide soft loans to small, medium and large scale farmers of food and cash crops	Agric.	FGN	Short Term
105.	Embark on aggressive development of appropriate technologies for livestock production	Agric.	FGN	Short Term
106.	Allocate land to farmers under the NALDA programme for the production of hybrid and improved seeds and seedling.	Agric.	FGN	Short Term
O	EDUCATION			
107.	Provide special schools for the physically and mentally handicapped and abandoned children. Provide for the treatment and upkeep of lunatics	Education Youth	FGN SGs LGs	Immediate
108.	Expand and improve the quality of Science, Engineering and Technology education/training at the vocational, secondary and tertiary levels.	Education	FGN SGs LGs	Immediate to Short Term
109.	Encourage French as a second language in our educational curriculum.	Education	FGN SGs LGs	Immediate to Short Term
110.	<ul style="list-style-type: none"> • Commence the spending of the accumulated revenue from the education tax. • Encourage private sector to fund independent research institutes in Universities 	Finance, Education	FGN	Immediate to Continuous
111.	. Inaugurate a Teacher's Registration Council to support and promote professionalism, continuing education and high standards	Education	FGN	Immediate to Short Term
112.	Create more schools for girls in science and technology and encourage NGOs to stimulate interest in scientific courses for women	Education Women	FGN	Medium Term
113.	.Make compulsory and free, primary and secondary education by year 2003 and 2009 respectively, for all Nigerian children between the ages of 6 and 18 years.	Education	FGN	Medium Term
114.	Improve the quality of the educational management in various Universities.	Education	FGN SGs Private Sector	Medium Term

115.	Amend the draft constitution to delineate responsibility for education funding as follows: (a) Funding of primary education should be the responsibility of the local governments; (b) funding of secondary education should be the responsibility of the States with the exception of unity schools which should be funded by the federal government; (c) tertiary education should be appropriately priced and fees charged to partially recover cost; (d) Governments should provide grants, loans and scholarships for the needy and gifted students; provide basic infrastructure and support research.	Finance Education	FGN SGs Private Sector	ShortTerm
116.	Fund and support research on oral tradition and contemporary history	Education	FGN SGs Private Sector	Short Term
117.	Promote indigenous book production in all fields and promote a reading culture and use of libraries; encourage the writing of books for the citizenry, especially the young underscoring the importance of these values	Education Finance, Inform.	FGN	Short Term
118.	Review the mandate of the Nigerian Bank for Commerce and Industry (NBCI) to make it a major source of loans for SMEs and properly fund it.	SME Education	FGN	Short Term
119.	Ensure funding of primary and secondary level of education take priority over tertiary education. Primary and secondary levels should be free while tertiary levels should charge fees to partially recover costs.	Finance Education	FGN	Short Term
120.	Allocate not less than 26% of the national (Federal, State and Local Governments) budget to Education and deploy not more than 20% of the education budget for administrative expenditure and overheads	Finance Education	FGN	Short Term
121.	Make computer education compulsory in all schools in the Federation	Education	FGN	Short Term
122.	Fight examination malpractice and other youth crimes by using the Parents Teachers Associations, WAI brigade and the electronic and print media	Education	FGN All State- Holders	Short Term
123.	Strictly enforce free and compulsory primary education and rid our schools of cultism.	Education	FGN SGs LGs	Short Term

124.	Provide short training (in principles and practices of education) to NYSC members during camp and assign them to local Schools as required.	Education	FGN	Short Term
125.	Reform the primary and secondary education curricula, technical and vocational skills agenda, and Science, Mathematics, Computer science and Technology content to ensure that school leavers meet the standards required for the nation's development. Provide on-going independent inspection and take effective remedial action where necessary	Education	FGN SGs LGs	Short Term
126.	Establish institutions to absorb JSS3 graduates who do not go on to SSS under apprenticeship schemes. Treat such institutions as secondary education institutions; and link them with vocational schools, mass literacy and adult education, and other programmes	Education	FGN SGs LGs NGOs	Short Term
127.	Organise excursions and exchange programmes amongst schools; Introduce entrepreneurship development programmes in schools starting from the secondary to the tertiary educational level	Youth; Education	FGN	Short Term
128.	Restructure and make tertiary educational institutions efficient <ul style="list-style-type: none"> • Emulate successful private sector programs such as out-sourcing non-core services, streamlining internal processes • Rationalise the number of supervisory institutions, educational institutions and programmes • Introduce activity-based costing, and effective internal auditing • Determine the level of service to be provided by tertiary educational institutions to ensure that they meet international standards and that the associated level of public funding that can be afforded on a sustainable basis to maintain the quality of service. • Solicit private and Public sector groups for students. Charge fees to bridge any gap, between the available fund and the level of funding required.	Education Finance	FGN SGs LGs	Short Term
129.	Establish facilities in universities and polytechnics for training in technology acquisition and SME management schemes.	SME Education	FGN	Short Term

P	POVERTY ALLEVIATION, RURAL DEVELOPMENT AND SMEs			
130.	Restructure existing small business information/industrial centers (and establish additional ones as necessary) to offer legal, business advisory, technical assistance, skill development and information dissemination	SME NGOs	FGN	Immediate
131.	Increase funding of micro-credit institutions up to the year 2003, after which they should be self-sustaining. Channel Family Economic Advancement Programme (FEAP) funds through micro-credit institutions.	FEAP	FGN	Immediate
132.	Enhance capacity of FEPA to meet national objectives	Environs	FGN	Immediate
133.	Provide adequately for the upkeep of the disabled and mentally retarded.	Poverty alleviation	FGN SGs LGS	Immediate
134.	Promote further development of Small / Medium Enterprises clusters	Industry, Inform.	FGN SGs LGS & Private Sector	Immediate to Short Term
135.	Rationalise Poverty alleviation programmes distinguishing between those aimed at provision of infrastructure and support services from the micro-credit institutions. Loanable funds going to NDE, SMEs, should be channeled through micro credit institutions. Approve and implement the recommended organogram for the coordination of poverty Alleviation Policy (PAP)	Poverty Allev; SME	FGN SGs NGO Private Sector	Immediate to Short Term
136.	<ul style="list-style-type: none"> • Provide the following incentives for SMEs: • Tax credits for research and Development (R&D) expenses; • 10% tax rate for first 15 years of operation • Accelerated depreciation of industrial machinery 	SMEs Industry Trade	FGN	Short Term
137.	A minimum of 30% of the total budget should go to social and community services , while 50% of all aid flow should go to poverty alleviation programmes. Target to be achieved in three phases to the year 2010	Poverty Allevia- tion Finance; Education Health	FGN SGs	Short Term
138.	Institute FSP / FEAP collaborative initiative for the design and implementation of an Integrated Rural Energy Programme (IREP) to reduce demand for firewood as the dominant energy	Environs	FGN SGs LGS NGOs	Short Term

	source for rural dwellers			
139.	Construct 100,000 units of houses by Federal Govt. 50,000 by State govt., and 1,000 by Local govt. per year from 1998 to 2003 to be funded in the short term by PTF and later through the capital market.	Finance Poverty Allevia- tion	FGN SGs LGS NGOs private sector	Short Term to Medium Term
140.	Establish rural housing schemes with community, State and Local Govts. and NGOs participation using mainly local inputs	Poverty Allevia- tion	FGN SGs LGS NGOs private sector	Short Term to Medium Term
141.	Implement the National Borehole Scheme in the 1997-2000 national rolling plan and co-ordinate at State level of the federation to achieve maximum benefits; subsequently expand programme to achieve the target of 80% access by year 2010	Water	FGN	Short Term to Medium Term
142.	Improve rural transportation by providing networks of pick-up vans and three-wheel vehicles	Finance	SGs LGS NGOs Private Sector	Short Term to Medium Term
Q	HEALTH AND POPULATION			
143.	Provide more primary healthcare services in each, Health Community and promote awareness towards improvement of health education and family planning	Health Environ	FGN SGs LGS	Immediate
144.	NGOs and community based organizations should be encouraged to dispense medication in remote rural areas	Health Environ	FGN	Immediate
145.	Channel more funds to enhance disease prevention and eradication, such as mass immunization, AIDS, etc	Health Finance	FGN SGs LGS	Immediate
146.	Commission a study to determine the effectiveness of the family planning programmes in place. The focus should be on scheme such as Planned Parenthood Federation of Nigeria (PPFN), and family planning in community health care centers.	Population Health	FGN	Short Term
147.	Re-launch the revised 1988 National Population policy	Population	FGN	Short Term
148.	Enact and implement legislation and establish a functional National Medical Emergency	population	FGN	Short Term
	Preparedness and Response system (EPR) • Establish a multi - sectoral committee to formulate policies, guidelines and programme on EPR.	Health	FGN	Short Term

	<ul style="list-style-type: none"> • Establish appropriate procedures for management of medical emergencies and disasters • Identify training needs and provide local training for personnel. • Establish 7 zonal locations and Abuja for responding to emergencies: North East - Maiduguri, North West - Kano, Middle - Jos, South West - Lagos, West - Ibadan, South South - Port-Harcourt, South East - Enugu, and FCT - Abuja (National Headquarters Coordinating Centre). <p>Set up a national emergency and blood transfusion service, and other infrastructure and equipment for disaster detection, response and plan coordination with existing services e.g. hospitals, blood transfusion services (major priority), national emergency relief services, communication network, transportation system including ambulatory services, rescue services, as a matter of urgency</p>			
149.	Establish Federal and State Ministries of Population Management- To oversee population matters.	Population	FGN SGs	Short Term
150.	Provide tangible incentives to back current voluntary family planning scheme	Population	FGN NGOs	Short Term
151.	Significantly increase the proportion of total budgets and funding of Primary Health Care (PHC) and Expanded Programme on Immunisation (EPI) with more intensive training of personnel and logistic support	Health	FGN, SGs LGs NGO	Short Term
152.	Prescribe and monitor minimum hygiene standards for all public places	Culture; Health; Education	FGN SGs LGs	Short Term
153.	Enact implementation legislation to make health reporting mandatory at all levels (health information system) e.g. in areas such as data collection, disease reporting, etc.	Health	FGN SGs LGs Private Sector	Short Term
154.	<p>Provide adequate funding, not less than 10%, 25% and 30% respectively of Federal, State, and Local Government annual budgets and comprehensively restructure the secondary and tertiary health sector to improve efficiency and meet international standards</p> <ul style="list-style-type: none"> • Provide adequate facilities and equipment • Align personnel remuneration and condition of service more closely with the private sector • Emulate successful private sector programme such as out-sourcing non-core services (i.e. security, maintenance, laundry, catering, etc.) streamlining internal processes, implementing modern accounting techniques (i.e. activity-based 	Health	FGN SGs LGs	Short Term

	<p>costing) and effective internal auditing .</p> <ul style="list-style-type: none"> • Determine the level of service required to be provided by categories of health institutions and the associated cost required to maintain their services. • Charge fees to bridge gap between what can be provided by the government and the cost of recovery programmes • Health Insurance scheme should be used as a means to spread the cost of treatment. • Provide high quality affordable secondary and tertiary healthcare using central audit method • Adopt effective referral system 			
155.	Develop guidelines for traditional medicine practitioners. Register and integrate them into the primary health care system.	Health	FGN	Short Term
156.	.Implement the legislation on National Health insurance scheme and also enact and implement legislation setting out guidelines and supervisory mechanism for private health insurance schemes	Health	FGN	Short Turn
R	CAPITAL MOBILISATION			
157.	Establish a regulatory framework for the operation of credit rating agencies.	Finance	FGN	Immediate
158.	<p>Provide incentives to promote and support specialized institutions for easy access to capital through:</p> <ul style="list-style-type: none"> • Direct Grants to deserving SME companies in selected High Growth sectors • SME loan scheme • Venture Capital Companies, • Mortgage institutions sourcing funds from the capital market, • Micro-credit and investment vehicles, 	Finance	FGN	Immediate
159.	Enact and implement legislation to set up National Mortgage Guarantee Agency - To issue mortgage bonds which would be guaranteed by government.	Finance - Fiscal	FGN	Immediate
160.	Repeal section 93 of the Insurance Decree No. 2 of 1997 and other legal provisions on insurance which contain elements of monopoly	Finance	FGN	Immediate to Shot Term
161.	Promote banking habit to attract at least 70% of the total currency in circulation into the banking system.	Banking	FGN	Medium Term
162.	Abolish banker's tariffs and allow bank charges to be determined by market forces.	Finance	CBN	Medium Term

163.	Repeal the old and enact and implement a new pensions law to provide for, amongst others: <ul style="list-style-type: none"> • Compulsory participation of employees in organizations employing five or more employees (including public sector) • Total Employer and employee contributions not less than 20% of Monthly Basic Salary such that employer/employee are free to negotiate the allocations <i>inter se</i> • Provide Tax breaks for contributions • Individual Capitalization System, such that an account is maintained for individuals and allow for free choice and switching of Pension Fund Managers (PFM). 	Finance	Presidency	Short Term
164.	Amend Trustees Investment Act to allow flexibility in investing pension funds but retain mechanisms for protecting pension funds against imprudent management	Finance	FGN	Short Term
165.	Amend the Nigerian Social Insurance Trust Fund (NSITF) to make the Body registerable as a Professional Pension Fund Manager under the new pension law. Also allow companies with pension schemes to opt out of the current NSITF programme if they so desire.	Finance	FGN	Short Term
166.	Establish a statutory Regulatory Agency to regulate the Pension Industry and administer the new Pension Law. The body will, among other roles, license, supervise and control professional Pension Fund Managers, etc.	Finance	FGN	Short Term
167.	Put in place fiscal incentives to encourage savings: <ul style="list-style-type: none"> • Establish and popularise Save As You Earn (S.A.Y.E.) scheme. Contributions to the scheme should be tax exempt; • Abolish or zero rate VAT on insurance premium on life insurance or insured pension schemes; • De-emphasise income-based tax generally. 	Finance	FGN	Short Term
168.	Further deregulate the system to allow for the establishment of more banks and branches	Banking	FGN	Short Term
169.	Review and increase the capital adequacy requirement of insurance companies and enforce compliance by the end of 1998	Insurance	FGN	Short Term
170.	Allow non-residents to open and maintain bank accounts in Nigeria	Banking	FGN	Short Term
171.	Reform, modernize and internationalize the capital market: <ul style="list-style-type: none"> • Reduce cost of public issues to be within 6-7% of proceeds of issue (excluding underwriting 	Finance	FGN	Short Term

	<p>fees) in line with international practice, and make cost of issue tax deductible.</p> <ul style="list-style-type: none"> • Reactivate the government bond market; encourage private sector participation in preferred economic activities through government bonds. • Enhance transparency, efficiency, speed of trade, settlement and delivery system in the Capital Market. 			
172.	<p>Review, update and implement existing provisions in the relevant laws and regulations designed to ensure professionalism and probity of operators and regulators of financial institutions;</p> <ul style="list-style-type: none"> • Clear Definition of Roles • Review and enforce the Bankruptcy law • Improve Technology and Skills base of the entire industry. 	Finance	FGN	Short Term
173.	<p>Encourage foreign participation in our capital market by establishing custodial relationships by Nigerian institutions with foreign banks and investment houses</p>	Finance	FGN	Short Term
174.	<p>Make determined efforts to resolve the lingering distress in the financial services sector</p>	Finance	FGN	Short Term
175.	<p>Promote self-regulation through formation of active trade associations amongst the financial institutions</p>	Finance	FGN CBN	Short Term
176.	<p>Establish a framework for the development of such capital market instruments as Derivatives, Futures and Options</p>	Finance	FGN	Short Term
177.	<p>Promote international listing of Nigerian quoted companies on stock markets of major international financial centers.</p>	Finance	FGN Private	Short Term
178.	<p>Seek and retain more re-insurance business in Nigeria, at least, 60%.</p>	Finance – Fiscal	FGN	Short Term
179.	<p>Allow use of offshore guarantees.</p>	Banking	FGN	Long Term
180.	<p>Amend Nigerian Deposit Insurance Corporation (NDIC) Decree to give the CBN final authority on winding up of banks; also amend the CBN Decree and the Banks and Other Financial Institutions Decree (BOFJD) to confer on CBN final authority on licensing of new banks.</p>	Banking	FGN	Long Term
181.	<p>Amend all banking laws to give CBN further apex regulatory powers over all participants in banking and non-bank financial activities.</p>	Banking	FGN	Long Term

182.	Review insurance premiums and level of NDIC cover of funds deposited with banks as appropriate.	Banking	FGN	Long Term
183.	Repeal all laws infringing on bank/customer relations.	Banking	FGN	Long Term
184.	Liberalize entry/exit into the financial system	Finance	FGN	Long Term

S.	INVESTMENT PROMOTION			
185.	Sign and implement bilateral / multi-lateral agreements; investment protection agreements with countries that are strategic to Nigeria's industrial and technological development	Industry, Foreign Affairs	FGN	Immediate
186.	Amend the Land Use Act to: <ul style="list-style-type: none"> • Eliminate requirement for governor's consent for mortgages, leases and all other transactions other than out right purchases; • Reduce consent fee in States where it is too high and set consent fee; • Set a time limit of three months within which an application for Certificate of Occupancy must be processed and issued 	Land	FGN SGs	Immediate to Short Term
187.	Repeal section 8 of the Immigration Act which requires business permits - registration with the Companies Affairs Registry and notification to the NIPC should suffice, and abolish alien registration requirements which are now obsolete	Trade	FGN	Immediate
188.	Establish one-stop business information centers in strategic locations - Trade centers, Export Processing Zones, Ministry Of Trade and Commerce. This information center should have comprehensive data base of information of investment opportunities in Nigeria, the procedures, tariffs, directory of businesses etc.	Trade	FGN SGs	Immediate
189.	Amend the National Office of Industrial Property (NOJP) (now NOTAP) Decree and improve the source and skill base of NOTAP, to enhance its effectiveness particularly technological assessment and technological negotiations	Trade	FGN	Immediate
190.	Liberalize expatriate quota, work visas and permits	Trade	FGN	Medium to Long term
191.	<ul style="list-style-type: none"> • Give effect to the Decree establishing the Nigerian Investment Promotion Commission. § Amend the Nigerian Investment Promotion Commission Decree No. 16 of 1995 as follows: <ul style="list-style-type: none"> • To encourage competition in the petroleum sector, delete "petroleum enterprises" from section 18 of the Decree, and amend section 2 to include the Ministry of Petroleum Resources as one of the Ministries represented in the Council; ♦ Amend section 20 (1) which requires double registration i.e. with the Companies Registry and then with the Commission. Foreign enterprises already incorporated with the Companies Registry should only have to notify the Commission before they commence business; 	Finance	Presidency	Short Term

	<ul style="list-style-type: none"> Delete section 21(2) which says that shares in Nigerian companies should be purchased through the stock exchange. The provision cannot apply to private limited liability companies whose shares are not traded on the stock exchange, and for public limited liability companies whose shares are so traded, the provision is superfluous; Delete section 27 which is superfluous; In section 32, the interpretation section, insert a definition for “authorised dealer” which is used in section 24 			
192.	Promote trade/technology missions to countries important to trade, technology acquisitions and industrial development in Nigeria.	Trade, Industry, Foreign Affairs	FGN, Private Sector	Short to Medium Term
T	COMPETITION AND PRIVATISATION			
193.	Enact and implement legislation to set up Competition Commission and other regulatory institutions to ensure fair and ethical competition, supported with anti-trust law	Trade	FGN	Short Term
194.	Continue the process of eliminating laws and regulations inhibiting competition; implement the recommendations of the Legal Committee set up by the Federal Ministry of Finance to identify laws inhibiting competition by amending the NEPA Decree, Electricity Act, Petroleum Act and Memo and Articles of Association of NITEL.	Trade, Finance	FGN	Short Term
195.	<ul style="list-style-type: none"> Review the laws setting up the Bureau of Public Enterprises (BPE) such that it is seen as an Independent focal point, organized to report to the highest executive authority, the President, to execute next phases of privatization; to be seen and perceived as transparent, credible and an efficient privatisation implementation agency; Embark on public enlightenment campaigns and review legal framework for privatisation by amending BPE Decree 18, of 1993, as appropriate Complete the design of and the preparation for the next phase of the privatisation programme by 1998. 	General	Presidency	Short Term
196.	Activate the Consumer Protection Commission (CPC) and make it a viable Organisation for the protection of consumer rights, but without price control powers: Also strengthen Utilities Services Commission	Trade, Industry	FGN	Short Term

197.	Delete provisions granting immunity from prosecution and other restraints on legal action against government companies.	Power & Steel	Presidency	Short Term
U	INFORMATION SYSTEM AND MEDIA			
198.	Establish locally-based, low cost and widely accessible Internet connections.	Commun.	FGN NGO	Immediate
199.	Develop information technology applications in areas with highest impact on socio-economic development at the National, State and Local Government levels.	Commun.	FGN NGO	Immediate to Short Term
200.	Promote the use of information technology in all aspects of human activity	Finance, Inform.	FGN, SG. LG, & NGOs	Immediate and Continuous
201.	Produce and disseminate information on Vision 2010: <ul style="list-style-type: none"> • Multi-media computerised version of the Vision 2010 documents for distribution to ; Libraries, Universities / research institutes; • Introduce Nigeria Vision 2010 website on the internet; • Acquire Vision 2010 exhibition space at local and international fora and trade fairs; • Develop teaching materials based on Vision 2010 report, and revise educational curriculum as appropriate; and Continuously and widely communicate in different languages, through the media. 	General	Presidency NCNV/ NVF	Immediate & Continuous
202.	Review, adopt and implement where applicable as from 1999 various recommendations of the African Information Society Initiatives (AISI).	Inform.	FGN	Medium Term
203.	Repeal all regulations inhibiting ownership and operations of mass media. <ul style="list-style-type: none"> • Review the Official Secrets Act to properly define what is classified information • Repeal Newspaper Registration Decree 43 of 1993. • Expunge National Mass Media Commission from 1995 Draft Constitution. • Abolish Press Court 	Inform.	FGN	Short Term
204.	Use the media to build trust and confidence of people in themselves, their communities and their country	Inform	Public and Private Sectors	Short Term

205.	Acquire satellite facilities to make the National Data/Information System a reality. Integrated information system needs satellite positioning. This should be done within the next two years.	Inform	FGN	Short Term
206.	Standardise Statistical Information system such that it is acceptable and usable globally within the next two years	Planning	FGN	Short Term
207.	Streamline the number of statutory bodies regulating the media into four: <ul style="list-style-type: none"> •Merger of NBC and Nigeria Film and Video Censors Boards (NFVCB) to regulate the electronic media. •Merger of Nigeria Press Council (NCP) and Newspaper Registration Board (NRB) to regulate the print Media. •The National Communications Commission (NCC) to regulate copyright in both the print and broadcast media. •APCON to regulate advertising in the print and broadcast media 		FGN Private Sector NGOs	Short Term
V	ENVIRONMENT			
208.	<u>Business\NGO actions on the environment</u> <ul style="list-style-type: none"> • Improve awareness on all legislation on environment (FEPA, DPR, EIA) and through staff training and awareness • Initiate and support public and community enlightenment programmes on the environment, (e.g. desertification, municipal waste, water and land pollution) and support conservation efforts. • Adopt and sponsor R&D on environmentally sound technologies, practices and programmes. • Set aside a proportion of profits for environmentally sound management of waste. • Implement Health, Safety and Environmental Management Systems and Quality Assurance Controls. • Implement procedure to address damages to third parties • Make available and publish environment audit r reports on regular basis. • Establish green accounting systems. 	Finance, Environ	FGN, NGO Private Sector	Immediate to Short Term
209.	Review and enforce sanitation and anti-litter laws at the State level and provide facilities to ensure compliance	Environ	FGN, SGs, LGs	Immediate
210.	Promote and develop public awareness programmes on the environment e.g. waste minimisation, prevention, recovery, recycling and disposal; Support the development of local technologies for waste management	Environ	FGN	Immediate

211.	Establish inter-ministerial committee to review national guidelines on pollution	Environ	FGN	Immediate
212.	Intensify research and investment in alternative sources of energy, mainly solar energy and gas to reduce dependency on wood and electricity;	Environ	FGN, All Stake holders	Medium Term
213.	Carry out inventory of all biotic resources, e.g. woodlands, traditional groves. Identify and declare at least two sites of ecological and environmental importance as community reserves by the year 2010	Environ	FGN	Short Term
214.	Review and implement laws and international protocols and/or relevant legislation on natural resources conservation and management	Environ	FGN	Short Term
215.	Revive, strengthen, and adequately fund research institutes to effectively accomplish their mandates on the environment, its management and monitoring.	Finance, Fiscal, Environ	FGN, SGs, Private Sector	Short Term to Medium Term
216.	Provide adequate infrastructure, training and funding for municipal waste management.	Environ	FGN SGs LGs Private Sector	Short Term
217.	Train officers to liaise with community on conservation of national resources, e.g. forests, water, and soil.	Environ	Environ-ment	Short Term
218.	Make all governmental organizations and agencies more environmentally responsive: <ul style="list-style-type: none"> • Embark on a campaign of reclaiming all hazardous waste sites; • Participate in the review and implementation of procedure for addressing damages to third parties • Reflect environmental costs in economic analysis of projects; • Allocate sufficient resources and strengthen agencies to combat environmental degradation and monitoring and establish Polluter Pays Principle; • Establish local, State and city urban development master plans.; • Integrate national environmental issues in the educational curriculum.; 	Environ	FGN SGs LGs	Short Term
219.	Implement the following environmental actions at State level: <ul style="list-style-type: none"> • Review conditions for issue of logging permits. Encourage industrial large scale plantation projects. • Create awareness and establish institutions on sustainable management of local environment, e.g. forests, reserves, water sources, soil etc. • Implement national policies on environment and enforce, monitor and evaluate conservation programmes and train personnel for 	Environ	SGs NGO Private Sector	Short Term

	<p>implementation.</p> <ul style="list-style-type: none"> • Encourage private sector/NGO participation on environmental projects. • Collaborate with other States on environmental issues. • Create inventory of environmental organisations for exchange of information. 			
220.	<p>Undertake community level environmental actions:</p> <ul style="list-style-type: none"> • Mobilize communities on environmental awareness issues, management techniques and conservation, e.g. afforestation, bush burning, illegal logging, water pollution, soil erosion. • Ensure management of the environment according to National Guidelines and Blueprint. • Designate sanitary land-fill sites. • Establish environmental liaison desk to coordinate environmental CBOs and NGOs. • Adopt the use of environmentally sound practice and efficient technologies e.g. efficient wood stoves and alternative sources of energy, CFC free refrigeration, bio-degradable products etc. • Participate in the design, implementation and management of natural resources through local environmental associations and groups. • Intensify tree planting campaigns, • Co-operate with and participate in your local area and national response mechanisms in reporting emergency incidents and environmental hazards to the authorities. • Patronise environmentally friendly products. • Endeavour to understand the environmental hazards in your locality, i.e. flooding, mining residues, sanitation etc. 	Environ.	FGN SGs LGs NGOs Individuals	Short Term
X	WOMEN, YOUTH AND SPORTS			
221.	Establish a Ministry of Youth Affairs.	Youth	FGN	Immediate
222.	Establish youth centers and vocational schools in every LG council area and equip the centers with infrastructure where primary school pupils can acquire various technical skills.	Youth	NGOs	Immediate to Short Term
223.	Establish financial institutions and programmes to improve access to loans and grants for the development and their access to existing ones.	Finance, Women	FGN NGO	Immediate to Short Term

224.	Upgrade and lease out zonal stadia for management to the private sector; accruing rental income should be used to maintain the structures and develop sport generally.	Sport	FGN	Immediate to Short Term
225.	Set aside a special sports development award for individuals, institutions or organisations who make significant contributions or support home-based sportsmen and women who win at least a medal at the Olympics	Sports; Finance	SGs LGs NGOs Private Sector	Immediate to Short Term
226.	Provide incentives to facilitate the establishment of 15,000 -20,000 seater stadia in all States of the federation with a nine track synthetic running track	Sports; Finance	FGN Private Sector	Medium to Long Term
227.	Review all discriminatory laws and regulations against women and effectively persuade traditional rulers to change all traditional practices (facial marks, genital mutilation, widow's rights etc.) inimical to women development; implement the UN conventions on the elimination of all forms of Discrimination against Women (CEDAW) of which Nigeria is a signatory.	Women	FGN	Short Term
228.	Enhance entrepreneurial and leadership training for women to increase their investment and productive capacities.	Educat.	FGN SGs LGs NGOs	Short Term
229.	Each State should hold a sports festival every two years and should precede the National. Sports festival	Sports	SGs	Short Term
230.	Provide incentives to National institutions such as - armed forces, police, paramilitary institutions, parastatals and educational institutions, to enable them revitalise and develop their sporting programmes	Sports; Finance	FGN NGOs	Short Term
231.	Ensure football is self financing and self accounting from now onwards; Gradually reduce government funding in other sporting activities, beginning with at least 40% self funding to the year 2000 and declining thereafter	Sports; Finance	FGN NGOs	Short Term
232.	Seek for private sector funding through the establishment of private sports clubs, selling of television rights, a national sports lottery, endorsements, royalties from sports promotional items, advertising and fund raising activities	Sports; Finance	NGOs	Short Term
233.	Encourage Private and NGO efforts in sports development	Sports	FGN NGO	Short Term

234.	Make provisions for recreational facilities and play grounds in the planning of all towns; Provide demarcated fields for recreation places in urban areas. Lease out fields in highly developed areas to the Private sector to provide and manage recreational and leisure parks as commercial venture.	Urban Dev.; Environ	FGN SGs LGs Private Sector NGO	Short Term
235.	Formulate and implement a national policy on women that is in consonance with the UN convention and Beijing declaration.	Women	FGN	Short Tam
236.	Strengthen the Nigerian Youth Enterprise Development Fund	Youth	FGN	Short Tam
237.	Organise National Youth Talent Fair to spotlight youth inventions	Youth	FGN NGO	Short Term
238.	Ensure adequate representation of Nigerian Youth in all national activities	Youth	FGN	Short Term
239.	Revise the 1989 National Youth Policy	Youth	FGN	Short Term
Y	EXTERNAL IMAGE/LEADERSHIP ROLE IN AFRICA			
240.	Restructure the Ministry of Foreign Affairs in line with the demands of national objectives defined in the Vision and the changing international environment <ul style="list-style-type: none"> • Appoint our most senior diplomats to strategic countries. • Appoint ambassadors to the many important countries where Nigerian missions are now being manned by officers; • Reinforce policy on regular posting of foreign service officers for a period of three to four years; • Establish a forum for the periodic appraisal of the country's foreign policy especially its economic components; • Establish economic/technology/trade desks on key diplomatic missions to facilitate the acquisition of technology, as well as promote trade and investments; • Ensure the presence of Nigerian Personnel in International institutions at all levels; • Effectively employ the services of private sector individuals and institutions in promoting 	Foreign Affairs	FGN	Immediate

	the country's foreign policy objectives			
241.	Ensure speedy resolution of all regional trade related issues including: Customs, Transportation, Monetary Transfers and Banking, Telecommunications and Harmonisation of Commercial Laws and Practices across the region	Foreign Affairs, Trade	FGN	Immediate to Short Term
242.	Pursue the implementation of ECOWAS protocols, treaties, agreements and decisions	Foreign Affairs,	FGN	Short Term
243.	Initiate programme to counter adverse propaganda against Nigeria.	Foreign Affairs; Inform.	FON	Short Term
244.	Initiate moves to include Chad, Cameroon, and Equatorial Guinea in ECOWAS and eventually expand to include other Central African countries..	Foreign Affairs	FGN	Short to Medium Term
245.	Develop Nigeria as the air transport hub, trans-shipment sea port and regional warehouse in Africa.	Foreign Affairs; Trade	FGN	Medium Term
Z	INFRASTRUCTURE			
246.	Establish the Nigerian Urban and Regional Planning Commission in line with the provisions of Decree 88 of 1990.	Infrastruct ure	FGN	Short Term
247.	Expand rail and road network and properly maintain the existing infrastructure	Infrastruct ure	FGN Private Sector	Medium Term

SCHEDULE OF PUBLIC ENTERPRISES

S/N	ENTERPRISES
1.	National Electric Power Authority
2.	Electricity Meter Company Ltd.
3.	Nigerian Telecommunications Ltd.
4.	Nigeria Postal Ltd. (NIPOST)
5.	Warn Refinery and Petrochemicals Co. Ltd.
6.	Kaduna Refinery and Petrochemicals Co. Ltd.
7.	Port Harcourt Refining Co. Ltd.
8.	Nigeria LNG Co.
9.	Nigerian Gas Co. Ltd..
10.	Pipelines & Products Marketing Co. Ltd. (PPMC)
11.	International Trading and Marketing Co. Ltd.
12.	Eleme Petrochemicals Co. Ltd.
13.	Calson (Bermuda) Ltd.
14.	Hyson Nigeria Limited
15.	Unipetrol Plc
16.	National Oil & Chemical Company Ltd (NOLCHEM)
17.	African Petroleum Plc
18.	Nigeria Petroleum Development Co. Ltd
19.	Integrated Data Services Ltd (IDSL)
20.	National Engineering & Technical Co. Ltd.
21.	SCHLUMBERGER - 40%
22.	FLOPETROL -36%
23.	DOWELL SCHLUMBERGER - 36%
24.	FOREX -36%
25.	KEYDRILL -36%
26.	BAROID-36%
27.	DRESSER (NIO) LTD.-36%
28.	SOLUS SCHALL-36%
29.	ACM MG. LTD.-36%
30.	BAKER-36%
31.	DCPLTD -36%
32.	Nigerian Ports Authority
33.	Nigeria Airways Ltd.
34.	Aluminum Smelting Co. of Nig.
35.	Calabar Cement Co. Ltd.
36.	South-East Romania Wood Industries Co. Ltd.
37.	Nigeria-Romania Wood Ind. Ltd.
38.	Ore-Irele Oil Palm Co. Plc.
39.	Ihechiowa Oil Palm Co. Plc.
40.	Nigerian Airports Authority
41.	National Clearing & Forwarding Agency
42.	Jos Steel Rolling Mill
43.	Katsina Steel Rolling Mill
44.	Oshogbo Steel Rolling Mill
45.	Nigerian National Paper Manufacturing Co. Ltd.
46.	Nigeria Paper Mills Ltd
47.	Savannah Sugar Co. Ltd.

48. National Shipping Line
49. Anambra Motors Manufacturing Co. Ltd
50. Nigerian Uranium Mining Co.
51. Nigerian Agricultural Cooperative Bank
52. National Center for Agricultural Machanisation
53. National Maritime Authority
54. Niger Dock Co. Ltd.
55. Nigerian College of Aviation Technology
56. Federal Civil Aviation Authority
57. Nigerian Aviation Cargo Handling Co.
58. International Airport Consultants Ltd.
59. Nigerian Superphosphate Fertiliser Co. Ltd
60. National Fertiliser Company of Nigeria (NAFCON)
61. Sunti Sugar Company
62. Lafiagi Sugar Co Ltd
63. Ashaka Cement Plc.
64. Benue Cement Company PLc.
65. Cement Company of Northern Nigeria Plc (CCNN)
66. Ajaokuta Steel Company Ltd.
67. Delta Steel Company Ltd.
68. Nigerian Bricks & Clay Production Ltd.
69. Associated Ores Mining Company Ltd.
70. Nigerian Mining Corporation
71. Nigeria Coal Corporation
72. Leyland Nig. Ltd.
73. Nigeria Truck Manufacturing Co. Ltd.
74. Peugeot Automobile of Nig. Ltd. (PAN)
75. Volkswagen of Nig. Ltd.
76. Steyr Nig. Ltd.
77. National Land Development Authority
78. Nigeria Railway Corporation
79. Federal Urban Mass Transit Authority
80. Nigerian Security, Printing and Minting Co. Ltd
81. Govt. Coastal Agency
82. National Economic Recovery Fund (NERFUND)
83. Nigerian Newsprint Manufacturing Co. Ltd
84. Nigeria Hotels Ltd.
85. Festac 77 Hotels Ltd
86. National Directorate of Employment
87. NICON Insurance Corporation
88. Nigeria Re-insurance Corporation
89. Tafewa Balewa Square Management Board
90. National Social Insurance Trust Fund (NSITF)
91. Nigerian Machine Tools Ltd.
92. Federal Housing Authority
93. Federal Radio Corporation of Nigeria
94. Nigerian Television Authority
95. News Agency of Nigeria
96. New Nigerian Newspapers Ltd.
97. Daily Times of Nigeria Plc.
98. Nigerian Film Corporation

SECTION VII: CONCLUSION

The success of the Vision depends on how effective its strategies and action plans are implemented. Historically, the country has relied on development plans and budgets system for the management of its economy. These have, however, been shown to be inadequate, hence the need for change.

28. The targets set in this chapter are the practical steps towards that change. These targets, though very ambitious and challenging, can be achieved if all stakeholders show commitment and are prepared to make necessary sacrifices. A strong partnership between the public and private sectors is a very important aspect of this commitment, as that is the only way of bringing about the total and exemplary shift. The Vision is to occupy the apex of the various instruments used in managing the economy. Both public and private sector plans should be derived from the Vision.

29. The 1998 Annual Budget should similarly derive its direction from the Action Plans of the Vision and there has to be total mobilisation of everyone to do all it takes to support its implementation. A National Council on Nigerian Vision, to be chaired by the Head of State, should be established to spearhead the required mobilisation. The Council should arrange further articulation of the Vision.

APPENDICES

APPENDIX 1

NAMES OF MEMBERS OF VISION 2010 COMMITTEE

CHAIRMAN	-	Chief. E.A. O. Shonekan, CBE
CO-ORDINATOR	-	Alhaji Gidado Idris, OON, Secretary to the Government of the Federation
SECRETARY	-	Alhaji Ibrahim M. Ida, Director-General (Economic Affairs), Presidency

MEMBERS

1. Chief (Dr) A.A. Ani, MON (*Hon. Minister of Finance*)
2. Chief Dan Etete (*Hon. Minister of Petroleum Resources*)
3. Lt. Gen. M.B. Haladu (*Hon. Minister of Industry*)
4. Chief Ayo Ogunlade (*Hon. Minister of National Planning*)
5. Major Gen. Sam Momah (*Hon. Minister of Science and Tech.*)
6. Alh. Muhammadu A. Gambo (Jimeta) (*Hon. Mm. Of Agric. & Nat. Resources*)
7. Alh. Bashir M. Dalhatu (*Hon. Minister of Power & Steel*)
8. Major Gen. I.D. Gumel (*Hon. Minister of Transport*)
9. Major Gen. A.T. Olanrewaju (*Hon. Minister of Communications*)
10. Dr. M. T. A. Liman (*Hon. Minister of Education*)
11. Alh. Muhammad Kaloma Ali (*Hon. Minister of Solid Minerals*)
12. Chief Jim Nwobodo (*Hon. Minister of Youth & Sports*)
13. Vice Adm. Jubril Ayinla (*Hon. Minister of Commerce & Tourism*)
14. Chief Tom Ikimi (*Hon. Minister of Foreign Affairs*)
15. Dr. Walter Ofonagoro (*Hon. Minister of Information & Culture*)
16. Major Gen. Abdulkarim Adisa (*Hon. Minister of Works & Housing*)
17. Dr. Paul A. Ogwuma (*Governor, Central Bank of Nigeria*)
18. Sultan of Sokoto, HRH Alhaji Mohammed Maccido Abubakar
19. Ooni of Ife, His Imperial Majesty, Oba Okunade Sijuwade
20. Shehu of Bornu, HRH Alhaji Umaru Mustapha Ibn El-Kanemi

21. Oba of Benin, His Majesty Omo N’oba Erediauwa*
22. Obi of Onitsha, HRH Igwe Ofala Okechukwu Okagbue
23. Emir of Gwandu, HRH Alhaji Mustapha Haruna El-Rashid Jokolo
24. Emir of Kano, HRH Alhaji Ado Bayero
25. Etsu Nupe, HRH Alhaji Umaru Sanda Ndayako
26. Tor Tiv, HRH Dr Alfred A. Torkula
27. Olu of Warn, HRH Ogiame Atuwatse II
28. Akarigbo of Ijebu Remo, HRH Oba Adeniyi Sonariwo
29. Oba of Ogbaland, HRH Chukwuemela Obi
30. Chief Olu Akinkugbe
31. Dr Pius Okigbo
32. Alhaji Liman Ciroma
33. Dr Michael Omolayole
34. Alhaji Ibrahim Damcida
35. Prof. O. Ransome-Kuti*
36. Amb. George Dove-Edwin
37. Dr Bukar Shaib
38. Prof. E. A. Elebute
39. Prof. Umaru Shehu
40. Alhaji Ahmed Joda
41. Dr Christopher Kolade*
42. Alhaji Aliko Mohammed
43. Dr H. R. Zayyad
44. Alhaji Aminu Dantata
45. Chief P. C. Asiodu
46. Justice Muhammed Bello (rtd)
47. Lt.Gen. T. Y. Danjuma (rtd)
48. Dr C. N. Isong
49. Justice Kayode Eso (rtd)
50. Chief Arthur Mbanefo
51. Dr Peter J. Akinola (Anglican Bishop of Abuja)
52. Most Revd. Dr Gabriel G. Ganaka (Catholic Bishop of Jos)
53. DR. A. Noibi (Unibadan)*
54. Sheik Ahmed Lemu
55. Justice M. Bashir Sambo (rtd)

56. Sheikh Ibrahim Saleh
57. Major Gen. C.A. Garuba
58. AVM A.M. Daggash
59. Major Gen. J. M. Inienger
60. Alhaji Bashir Albasu (AIG)
61. Prof. Nur Alkali
62. Dr. George Obiozor
63. Prof. Adedotun Phillips
64. Prof. F. S. Idachaba
65. Prof. Omoniyi Adewoye
66. Prof. Julius Onah
67. Prof. Sheikh Ahmed Abdullahi
68. Prof Anya O. Anya
69. Prof. (Mrs) Grace Alele-Williams
70. Prof. Albert Alos
71. Chief Kola Daisi
72. Mr Felix Ohiwerei
73. Chief Chris Ezeh
74. Mr Joseph Sanusi
75. Mr Basseyy Ndiokho
76. Dr Shamsudeen Usman
77. Dr Uduimo Itsueli
78. Alhaji M. I. Yahaya
79. Mr Dayo Lawuyi
80. Alhaji Yusuf Ali
81. Alhaji Aliko Dangote
82. Chief Rufus Giwa
83. Apostle Hayford I. Alile
84. Alhaji Dalhatu A. Bayero
85. Chief (Mrs) O.O. Olakunni
86. MrAdekunle Olumide
87. Mr Pascal G. Dozie
88. Mr Bunmi Oni
89. Mall. Mohammed Hayatu-Deen
90. Mrs Funke Osibodu

91. Engr. Vincent Maduka
92. Mr Atedo Peterside
93. Mr Udoma Udo-Udoma
94. Mr Henry Okolo
95. Mr Sam Oluabunwa
96. Mr Brian Anderson
97. Mr Dick Kramer
98. Mr Daniel Debreuilly
99. Mr Jim Massey
100. Mr Faysal El Khalil
101. Mr Theo Oerlemans
102. Mr Yngvar B. Heide
103. Mr Freddie Scott
104. Chief Oshiomole
105. Mall. Mamman Daura
106. Dr MahmudTukur
107. Chief Dennis Odife
108. Amb. M. B. Dogon-Yaro
109. Alh. Mohammed Kani
110. Mr Ambrose A. Feese
111. Mr David Olorunleke
112. Engr. Mansur Ahmed
113. Alh. Wada Maida
114. Mrs K. H. Hoomkwap
115. Vice Adm. M. Nyako (rtd)
116. Lt.Gen. G. S. Jallo (rtd)
117. Air Vice-Marshall Muktar Mohammed (rtd)
118. Vice Admiral D. Omatsola (rtd)
119. Alh. Aminu Saleh
120. Alh. Aliyu Mohammed
121. Mr John Ebhodaghe
122. Otunba Ayora, H. H. (Dr) Bola Kuforiji-Olubi
123. Mrs Hamra Imam
124. Dr (Mrs) Toyin Phillips
125. Alhaji Rufai Mohammed

126. Alh. Kassim M. Bichi
127. Maj.Gen I.B.M. Haruna (rtd)
128. Alh. S. S. Baffa
129. Mr Isaac Aluko-Olokun
130. Alh. S. Y. Kasimu
131. Dr Ibrahim Suleiman
132. Alh. Ballama Manu
133. Alh. Shehu Kaikai
134. Mr Afolabi Oladele
135. Alh. Halilu Ahmed Getso
136. Alh. A. Ibrahim (SAN)
137. Dr Saad Usman
138. Mr Peter Enahoro
139. Dr. J.C. Eluogu
140. Prof. B. Nnaji
141. Alhaja Abibatu Mogaji
142. Dr Haroun Yusuf
143. Alh. Ahmed Maiturare (Zannan Kano)
144. Dr Ladi Hamalai
145. Mr Sylvester O. Z. Ejiofor
146. Chief H. Dappa-Biriye
147. Senator D. Dafinone
148. Mr Frank Aigbogun
149. Mr Nduka Obaigbena
150. Mr E. E. Izeze
151. Engr. Mustapha Bulama
152. Dr Bunu Alibe
153. MrB aba Adi
154. Alh. AbiduYazid
155. Alh. Ismaila Usman
156. Mr Yemi Ade-John
157. Alh. M. T. Usman
158. Mal. Mohammed Haruna
159. Dr Walter Ollor
160. Alh. Umar Abba Gana (MD, AP)

161. Hajjya Gambo Sawaba
162. Alhaji Umaru Shinkafi
163. Alhaji Lateef Jakande
164. Dr Dalhatu S. Tafida
165. Prof U. Damachi
166. Dr Ibrahim Ayagi
167. Prof. Tam David-West
168. Chief (Mrs) Uju Uchendu-Ozoka
169. Engr. Bunu Sherrif Musa
170. Alh. Abubakar Hashidu
171. Mr Allison Ayida
172. Alh. Bamanga Tukur
173. Mr Frank Olize
174. Mr Bisi Olatilo
175. Mrs Abike Dabiri
176. Mr Orji Ogbonnaya Orji
177. Mr Emmanuel Amatokwu
178. Miss Ofonze Evelyn
179. Mr Robert Cessac
180. Mr Jean Pierre Lamarque
181. Mr Jean Yves Caux
182. Mr Claude Dectot
183. Mr Philippe Leny
184. Mr Jacques Zymelman
185. Mr Francois Huguenin
186. Chief Molade Okoya-Thomas
187. Amb. Peter Afolabi
188. Mr George Kirkland
189. Chief Kola Jamodu
190. Alh. O. Ayandipo
191. Prof. O. Adekunle
192. Chief (Mrs) Nike Akande
193. Chief O. Osunkeye
194. Mr L. Hausnann*
195. Alhaji Lawal Bawa (MG)

196. Alh. Bello Maitama Yusuf
197. Alh. Ali Sa'ad Bimin-Kudu
198. Mal. Mohammed Shehu Birma
199. Mr J. J. Engels
200. Dr Bukola Saraki
201. Alabo Tonye O. Graham-Douglas
202. Mr B. I. Mahtani
203. Engr. J. O. Makoju
204. Mr P. Healey
205. Dr Musa Inuwa
206. Alh. Saidu Barda
207. Chief E. Enwerem
208. Dr O. Nwodo
209. Alhaji Isiaka Adeleke
210. Mr Chinedu Nwoko
211. Mr. Ron Van den Berg
212. Mr Rudi Kornmayer
213. Brig. Gen. S. O. Ogbemudia (rtd)
214. Air Comm. Anthony Ikazoboh (rtd)
215. Air Comm. Sampson Omeruah (rtd)
216. Col. Abdulmumini Aminu (rtd)
217. Alh. R. A. Adejumo
218. Chief F. C. Okonta
219. Alh. Buba Abmed
220. Alh. Ibrahim Galadima
221. Mr A. Ojora
222. Prof Gadzama,
223. Dr Adegoke Adegoroye
224. Mrs. M.R.A. Adeleke
225. Mrs. Olugbolahan Abisogun-Alo
226. Alh. Kamal Ahmed-Arabi
227. Dr (Mrs) E.O. Sote
228. Chief N.O. Idowu
229. Dr. Yinka Gbajumo
230. Major Gen. Ike Nwachukwu (rtd)

231. Prof A.F. Ogunsola
232. Mrs Violet Odogwu-Nwajei
233. Mr. P.L. Caldwell
234. Mrs~. Zainab Mama
235. Mr. A.A. Alabi
236. Ahmed Zabadne, Esq
237. Mr. Alfred O. Keshinro
238. Alh. Ahmed Omar
239. Mr. F. Theunissen
240. Capt. A. Okon
241. Capt. M. Joji
242. Amb. Chief Segun Olusola
243. Prof. Bashir Ikara
244. Chief M. Amachree
245. Mrs. Theresa Ezobi
246. Mr. Ignatius Atigbi
247. Mr. Steve Rhodes

(*These Members did not participate in the assignment)

APPENDIX II
VISION 2010 COMMITTEE

LIST OF RAPPORTEURS

1. Alhaji Wada Maida
2. Mr. Allison Ayida
3. Mr. A. Peterside
4. Mr. Felix Ohiwerei
5. Prof. Elebute
6. Chief P. C. Asiodu
7. Alhaji Ahmed Joda
8. Dr. Shamsudeen Usman
9. Chief Rufus Giwa
10. Prof. Anya O. Anya
11. Sen. D. O. Dafinone
12. Vice Admiral M. Nyako (rtd)
13. Mr. Dayo Lawuyi
14. Mr. Bassey Ndiokho
15. Alhaji Ibrahim Damcida
16. Alhaji S. Y. Kasimu
17. Dr. H. R. Zayyad
18. Mrs. K. Hoomkwap
19. Prof. Tam David-West
20. Alhaji Yusuf G. Ali
21. Dr. Uduimo Itsueli
22. Alhaji Dalhatu Bayero
23. Dr. Pius Okigbo
24. Mr. Pascal G. Dozie
25. Alhaji K. Musa Bichi
26. Alhaji M. I. Yahaya
27. Chief Arthur Mbanefo
28. Dr. Ladi Hamalai
29. Mr Robert Cessac

30. Prof. Sheik Abmed Abdullahi
31. Dr. Paul Ogwuma
32. Mr. Ambrose A. Feese
33. Mr. D. Olorunleke
34. Chief Kola Daisi
35. Amb. M. B. Dogon-Yaro
36. Engr. Vincent Maduka
37. Engr. Bunu Sheriff Musa
38. Mr. Isaac Aluko-Olokun
39. Mr. Freddie Scott
40. Mr. Dick Kramer
41. Alhaji Mohammadu Gambo (Jimeta)
42. Alhaji Mohammed Kaloma Ali
43. Mallam Mohammed Haruna
44. Dr. (Mrs) Toyin Phillips
45. Prof. Julius Onah
46. Prof. Grace Alele-Williams
47. Mr. Frank Olize
48. Amb. G. Dove-Edwin
49. Mrs. Hamra Imam
50. Mr Henry Okolo
51. Chief Olu Akinkugbe
52. Alhaji Aminu Saleh
53. Prof. Dotun Philips
54. Lt. Gen. T. Y. Danjuma
55. Chief (Mrs.) Nike Akande
56. Dr. D. S. Tafida
57. Chief Dennis Odife
58. Dr. Michael Omolayole
59. Mr Sylvester O. Z. Ejiofor
60. Mr Yemi Ade-John
61. Engr. Ahmadu Rufai Mohammed
62. Mr Emmanuel Amatokwu
63. Mallam M. Hayatu-Deen
64. Mr Paul L. Caldwell

65. Alhaji Bashir Albasu (AIG)
66. Mr Udoma Udo Udoma
67. Dr. Bukola Saraki
68. Chief (Mrs) O..O. Olakunri
69. Mr Dayo Lawuyi
70. Mr Frank Aigbogun
71. Alhaji Aliko Mohammed
72. Mr Adams Oshiomole
73. Mrs. Funke Osibodu
74. Mallam M. Shehu Birma
75. Amb. Peter Afolabi
76. Mr. Yngvar B. Heide
77. Dr. J. Sanusi
78. Capt. Augustine Okon
79. Alhaji Shehu M. Kaikai

APPENDIX III

LIST OF MEMBERS OF THE SECRETARIAT

SECRETARIAT

1.	Dr. S.O. Adeoye	Presidency
2.	Alh. Musa Shafi'i	“
3.	Dr J. J. Bala	BPE
4.	Mrs. M.L. Yunusa	UNDB
5.	Rev. P.1. Odiachi	Presidency
6.	Mrs E.A Apeji	“
7.	Mr. Moses ENEGELA	“
8.	Mr. J.A. Olawale	“
9.	Mr. Zac Ade	“
10.	Dr M. Ismaila *	BPE
11.	Alh. Yusuf Abdullahi	FMFA
12.	Mall.Rabiu Khalid	RMDC
13.	Mall. Suleyman Habu	Presidency
14.	Mr. G.N. Ogo	“
15.	Mrs. Helen Ojih	“
16.	Mr. Bola Adebisi	“
17.	Mr. Idris Mohammed	FMI&C
18.	Mr. David Attah	Presidency
19.	Mr. S.Y. Pepple	“
20.	Mrs. A.O. Eborah	“
21.	Mrs. C.U. Anyim	“
22.	Mr. Innocent A. Ofikwu	“
23.	Miss Grace U. Okoye	RMDRC
24.	Miss Nnennanya Udonsi	Presidency
25.	Mrs. Igey Ikata	“
26.	Mr. S.A. Disu	“
27.	Mr. Emmanuel Emusa	“
28.	Mrs. Christy Adeboye	“

29.	Miss Hauwa Bako	Presidency
30.	Mr. Sunday Ameh	“
31.	Mr. Lawal Dahiru	“
32.	Miss Nonye Agwulozuzu	“
33.	Mr. Longinus Unaegbu	“
34.	Mr. Parkinson Abugor	“
35.	Mr. P.B. Akpan	“
36.	Mr. S.O. Okpotu	“
37.	Alhaji Lawal Usman	NASS
38.	Mall. Sani D. Ahmad	“
39.	Mr.A.I.Ojeifo	BPE
40.	Miss Josephine Suru	“
41.	Miss Balogun Felicia	NASS
42.	Mrs. Chinyere Chukwuma	“
43.	Miss Amina Ajanah	Presidency
44.	Mr. Solomon Chindo	“
45.	Mr. C. Eke	“
46.	Mr. F.A. Akindinsoye	“
47.	Miss Bilikisu Ganiyu	“
48.	Mr. Hussaini Abdullahi	“
49.	Mr. AnyanwuUgoeze	RMRDC
50.	Miss Helen Olatunji	Presidency
51.	Miss M.Folayan	
52.	Mr. Abel Oguche	“
53.	Mrs.B.Akoko	“
54.	Mr. P.A.Umoh	“
55.	Mr. London Okpotu	“
56.	Mr. Effiong Adaise	“
57.	Mr. Bako Adegurusi	“
58.	Mr. John Okeme	“
59.	Miss Eunice Odagbali	Vision 2010 Secretariat
60.	Mrs. Grace Ben-Okezie	BPE
61.	Mrs Debbie Showumi	BPE
62.	Mr. Tunde Wey	Presidency
63.	Mr. Yusuf Oladipo	“

- | | | |
|-----|-------------------------|--------------------|
| 64. | Mr. Victor Bassy | Presidency |
| 65. | Mr. Sylvester Echerigbo | “ |
| 66. | Mr. Kola Dan Isa | NAN |
| 67. | Mr Ezekiel Uvoh | Strategic Research |
| 68. | Mr. Ifeanyi Enwensi | Mobil |
- (* Died on duty in March 1997)

OFFICIAL REPORTERS

- | | | |
|-----|---------------------|------|
| 1. | Mr. A.O. Sadiq | NASS |
| 2. | Mr. J.E. Ikebude | “ |
| 3. | Mr. S.O.J. Bernard | “ |
| 4. | Mr. J. Wakawa | “ |
| 5. | Mr. P.O. Oloyede | “ |
| 6. | Mrs. G. Osakwe | “ |
| 7. | Mr. D.E.B. Wejeyan | “ |
| 8. | Mr. J. O. Ogunlusi | “ |
| 9. | Mr. B.E. Onyemaechi | “ |
| 10. | Mr. A.O. Ayodele | “ |
| 11. | Mr. C.O. Anwasia | “ |
| 12. | Mr. V.A. Abeka | “ |
| 13. | Mr. J. Onuekwusi | “ |
| 14. | Mr. C. I. Ozodike | “ |
| 15. | Mr. S. J. Gabriel | “ |

PROTOCOL OFFICIALS

- | | | |
|-----|-------------------|------|
| 1. | Mrs. Laraba Tarfa | NASS |
| 2. | Miss Grace Akpan | “ |
| 3. | Mr. Godwin Agada | “ |
| 4. | Miss Angela Pam | “ |
| 5. | Miss Sarah Damara | “ |
| 6. | Mr. Dahiru Ladan | “ |
| 7. | Mr. Saidu Salihu | “ |
| 8. | Miss Martha Nom | “ |
| 9. | Mrs. Naomi Dodo | “ |
| 10. | Mr. Samuel Bwahat | “ |

PRINTING STAFF

1.	Mr. Lawan Maikano	NASS
2.	Mr. J. Saka	“
3.	Mrs Monica Okundaye	“
4.	Mr. A. Salako	“
5.	Mr. M. Oyewo	‘
6.	Hajara Dangiwa-Pyeng	“
7.	Mr. Amadi Hyginus	“
8.	Mr. Enweazu A Felix	“
9.	Mr. Kwagbha Gideon	“
10.	Mr. Bukar Audu Mshellia	“
11.	Mr. Rotimi O. Akilosotu	“
12.	Mr. Raphael Emefiene	“
13.	Miss Ifeoma P. Anidobu	“
14.	Mr. Solomon Mshellia	“
15.	Mr. Moses Anele	“
16.	Mr. Adamu Mamman	“
17.	Mr. E. U. Idong	“
18.	Miss Asabe Sule	“
19.	Mr. Ya’u Adamu	“

LEGISLATIVE SECRETARIES

1.	Alhaji Aminu Umar	NASS
2.	Mr. Niyi Ajiboye	“
3.	Mr. Nelson Ayewoh	“
4.	Mr. Ben Efeturi	“

DRIVERS

- | | | |
|-----|---------------------|--------------------------|
| 1. | Mr. Muazu Sanni | NDIC |
| 2. | Mr. F.C. Nwangbe | Presidency |
| 3. | Mr. C.O. Oguntuase | “ |
| 4. | Mr. M. Ekanem | “ |
| 5. | Mr. A. Akinfenwa | “ |
| 6. | Mr. S. Yahaya | NIDB |
| 7. | Alhaji T.A. Salawu | CBN |
| 8. | Mr. C.M. Bongnim | CBN |
| 9. | Mr. N. Yusuf | FMIA |
| 10. | Mr. Umaru Musa | Presidency |
| 11. | Mr. Garba Abdullahi | “ |
| 12. | Mr. M.O. Babalola | FM Education |
| 13. | Mr. Pius Imoisili | RMDRC |
| 14. | Mr. P. Tyodugh | Presidency |
| 15. | Mr. E. Chikezie | “ |
| 16. | Mr. G. Olanrewaju | FM Agric & Nat. Resource |
| 17. | Mr. Uba Baba | RMDRC |
| 18. | *Mr. Mohammed Sanni | Presidency |

(*Died on duty in June 1997)

APPENDIX IV

LIST OF MEMBERS OF THE TECHNICAL TEAM

FACILITATORS

1.	Prof. J. S. Odama	ABU Zaria
2.	Mr. Fola Adeola	Guaranty Bank
3.	Mr. Henry Imashekha	UBA
4.	Mr. Ken Orji	Diamond Bank
5.	Dr. Patrick Merino	ADCG
6.	Chief O. Ajayi	Fed. Office of Statistics
7.	Mr. David Richards	NDES
8.	Mr. Jide Soyode	Private
9.	Mr. Ola Sobande	Shell
10.	Dr. L. Osa-Afiana	Citizen Bank
11.	Mr. Bredan Shehu	NFC
12.	Mr. Kevin Ejiofor	Cadbury
13.	Dr. M.O. Ojo	CBN
14.	Mr. B. Verr	BPE
15.	Dr. A. Aliyu	RMDRC
16.	Mr. George Akhamiokhor	SEC
17.	Mr. Ate Viser	NLNG
18.	Mr. Ben Ovosu	Diamond Bank
19.	Dr. Ademola Ariyo	Uni Ibadan
20.	Mr. Seyi Bickersteth	Arthur Anderson
21.	Mr. David Jack	Private
22.	Mr. Chudi Chukwuani	Private
23.	Brig. Gen. S.O. Ango	NCS
24.	Dr. Ayo Akadiri	Cadbury Nig. Plc
25.	Mr. Ken Blott	Shell
26.	Mr. J.E. Jackson	UPS
27.	Mr. Kayode Asoga	UAC
28.	Mr. Dayo Onibile	Private
29.	Engr. Dahiru Dawaki	NASENI

SCRIBES

1. Dr. S.Y. Ingawa	Uni Abuja
2. Dr. O. A. Uchendu	CBN
3. Mr. M.Y. Dogo	CBN
4. Mr. B.A. Aluko	RMRDC
5. Mall. Umaru Aliyu	RMRDC
6. Mr. D.M. Bitrus	NIDB
7. Mall. Nasir Nasir	Presidency
8. Engr. Victor Ogunmakin	“
9. Dr. BalaYahaya	“
10. Mr. Emmanuel Onyejena	BPE
11. Dr. Maiwada Omar	FEPA
12. Dr. T.B. Ingawa	Presidency
13. Mr. Patrick Ekeji	FMY & Sports
14. Mr. Jude Atoh	Arthur Anderson
15. Mr. Emeka Awobokun	Mobil
16. Mr. Farouk Solola	Private
17. Mr. Tony Edem	NIIA
18. Mr. Ike Oguine	Chevron
19. Mr. Laisi Fashanu	Chevron
20. Mr. Sola Ogunsakin	Mobil
21. Mr. A.F. Oyeyipo	Fed Office of Statistics
22. Mr. Hani Okoroafor	Private
23. Mr. Charles Adeniyi	Chevron
24. Mr. Tex Benibo	Nat. Film Corporation
25. Mr. Yusuf Haruna (DCP)	Nigeria Police Force

RESOURCE PERSONS

1. Prof. P.T. Ahire	ABU
2. Mrs. M.F. Mmakwe	KDSG
3. Prof. Femi Kayode	Uni Ibadan
4. Alhaji Umar Abubakar	Private

5.	Amb. A.A. Ajakaiye	FMFA
6.	Mr. C.A. Osah	“
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8.	Mr. O.T. Okuroumu	CBN
9.	Mr. S.O. Eloho	NPC
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14.	Mr. M.T. Adamu	FMC&T
15.	Mr. G.N. Jafferji	SHELL
16.	Mr. B. Ilori	NPC
17.	Mr. Shehu Bakari	Private
18.	Mr. C. C. Ozumba	NNPC
19.	Princess E. B. I. Oladunni	CBN
20.	Mr. I.F. Olaniyan	NPC



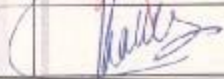
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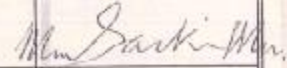
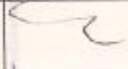
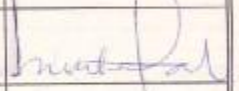

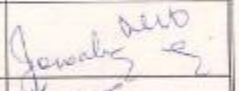
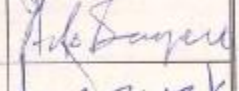
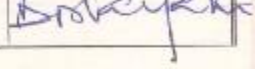
APPRECIATION

Finally, Your Excellency, we wish to once again express our profound appreciation and gratitude for the confidence and the unique opportunity bestowed on us to serve on this historic national assignment.

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S/NO.	NAME	SIGNATURE
1.	Chief (Dr) E. A. Shonekan, CBE (Chairman)	
2.	Gidado Idris, OON (Co-ordinator)	
3.	Ibrahim M. Ida (Secretary)	

S/NO	NAME	SIGNATURE
1.	The Sultan of Sokoto HRH, Alhaji Mohammed Maccido Abubakar	
2.	The Ooni of Ife HRH, Oba Okunade Sijuwade	
3.	The Shehu of Borno HRH, Alhaji Mustapha Umaru Ibn Elkanemi	
4.	The Obi of Onitsha HRH Obi Ifala Okechukwu Okagbue, CFR, LL.D	
5.	The Emir of Gwandu HRH, Alhaji Mustapha H. Jokolo	
6.	The Emir of Kano HRH, Alhaji Ado Bayero	
7.	Etsu Nupe HRH, Alhaji U. Sanda Ndayako	


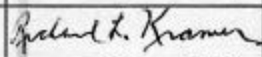

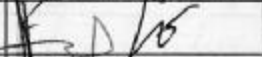
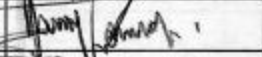
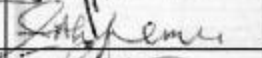
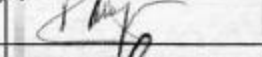
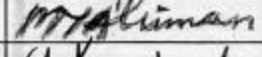
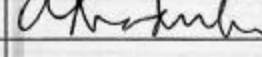
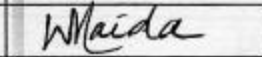
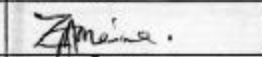
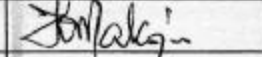

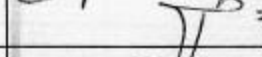
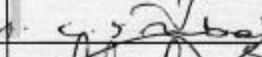
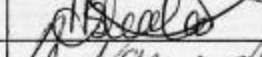
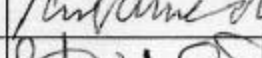
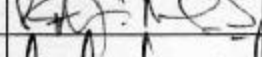
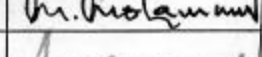
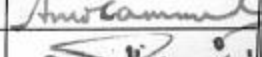
8.	The Tor Tiv HRH, Dr. Alfred A. Torkula	<i>Alfred A. Torkula</i>
9.	The Olu of Warri HRH, Ogiame Atuwatse II	<i>Ogiame Atuwatse II</i>
10.	The Aafin Akarigbo of Ijebu-Remo HRH, Oba M. A. Sonariwo	
11.	The Oba of Ogbaland HRH, Sir (Dr) Chukuemela N. Obi II	<i>Chukuemela N. Obi II</i>
12.	ABBA-GANA, Umar, Alhaji	<i>Umar Alhaji</i>
13.	ABDULLAH, Prof. Sheikh Ahmed	<i>Sheikh Ahmed</i>
14.	ABISOGUN-ALO, O. Mrs.	<i>O. Mrs. Abisogun</i>
15.	ADE-JOHN, Mr. Yemi	<i>Yemi Adejohn</i>
16.	ADEGOROYE, Adegoke Dr.	<i>Adegoke Dr. Adegoro</i>
17.	ADEJUMO, Raheem A. Alhaji	<i>Raheem A. Alhaji</i>
18.	ADEKUNLE, Prof. Ope	<i>Ope Adedunle</i>
19.	ADELEKE, Isiaka Alhaji	<i>Isiaka Alhaji</i>
20.	ADELEKE, Margaret Rose Adetutu (Mrs)	<i>Margaret Rose Adetutu</i>
21.	ADEWOYE, Prof. Omoniyi	<i>Omoniyi Adewoye</i>
22.	ADI, Baba Esq	
23.	ADISA, Abdulkarim Maj. Gen.	
24.	AFOLABI, Amb. Peter	
25.	AHMED, Mansur, Engr.	<i>Mansur Ahmed</i>
26.	AHMED, Buba Alhaji	<i>Buba Alhaji</i>
27.	AIGBOGUN, Frank Mr.	<i>Frank Mr. Aigbogun</i>
28.	AKANDE, Nike Chief (Mrs.)	<i>Nike Chief Akande</i>
29.	AKINKUGBE, Olu Chief	<i>Olu Chief Akinkugbe</i>
30.	AKINOLA, Peter J. Dr.	<i>Peter Akinola</i>

31.	ALABI, Aiyegboyin, Akano Mr.	<i>Gboy Alabi</i>
32.	ALBASU, Bashir A. (A.I.G.)	<i>B. Albasu</i>
33.	ALELE-WILLIAMS, Grace Prof. (Mrs)	<i>Grace Williams</i>
34.	ALI, Kaloma Mohammed Alhaji	<i>Kaloma Mohammed Alhaji</i>
35.	ALI, Yusufu Garba Alhaji	<i>Yusufu Garba Alhaji</i>
36.	ALIBE, Bunu Dr.	<i>Bunu Alibe</i>
37.	ALILE, Apostle Hayford I.	<i>A. Alile</i>
38.	ALKALI. M. Nur Prof.	
39.	ALOS. Albert J. Prof.	
40.	ALUKO-OLOKUN, Isaac Mr.	<i>Aluko</i>
41.	AMACHREE, M. Chief	
42.	AMATOKWU, Emmanuel Mr.	<i>Emmanuel Amatokwu</i>
43.	AMINU, Abudmumini Col. (rtd)	
44.	ANI, A.A. MON, Chief (Dr)	
45.	ANYA, Anya O. Prof.	<i>A. Anya</i>
46.	ARABI-AHMED, Kamal Alhaji	<i>Kamal Alhaji</i>
47.	ASIODU, P. C. Chief	<i>P. C. Asiodu</i>
48.	ATIGBI, Ignatius Mr.	<i>Ignatius Atigbi</i>
49.	AYAGI, Ibrahim A. Dr.	<i>Ibrahim A. Ayagi</i>
50.	AYANDIPO, O. Alhaji	<i>O. Ayandipo</i>
51.	AYIDA, Allison. A. Mr.	
52.	AYINLA, Jubril, Vice-Admiral	
53.	BAFFA, S.S. Alhaji	<i>S. S. Baffa</i>
54.	BARDA, Sa'idu, Alhaji	<i>Sa'idu Barda</i>
55.	BAWA, Lawal, AIG	<i>Lawal Bawa</i>
56.	BAYERO, Dalhatu A. Alhaji	<i>Dalhatu A. Bayero</i>

57.	BELLO, M. Justice (rtd)	<i>[Signature]</i>
58.	BERG, Ron van den Mr.	
59.	BICHI, Kassim Musa Alhaji	
60.	BIRMA, Mohammed Shehu Mallam	<i>[Signature]</i>
61.	BIRNIN-KUDU, Ali Sa'ad Alhaji	<i>[Signature]</i>
62.	BULAMA, Mustapha Engr.	<i>[Signature]</i>
63.	CALDWELL, P. L. Mr.	
64.	CAUX, Jean Yves Mr.	<i>[Signature]</i>
65.	CESSAC, Robert Mr.	<i>[Signature]</i>
66.	CIROMA, A. L. Alhaji	
67.	DABIRI, Abike Mrs.	<i>[Signature]</i>
68.	DAFINONE, D. O. Sen.	
69.	DAGGASHI, A. M. AVM	<i>[Signature]</i>
70.	DAISI, Kola Chief	<i>[Signature]</i>
71.	DALHATU, Bashir Mohammed Alhaji	<i>[Signature]</i>
72.	DAMACHI, Ukanda Prof.	<i>[Signature]</i>
73.	DAMCIDA, Ibrahim Maima Alhaji	
74.	DANGOTE, Aiko Alhaji	<i>[Signature]</i>
75.	DANJUMA, T. Y. Lt. Gen (rtd)	<i>[Signature]</i>
76.	DANTATA, Aminu Alhaji	<i>[Signature]</i>
77.	DAPPA-BIRIYE, H.J.R. Chief (Dr)	<i>[Signature]</i>
78.	DAURA, Mamman Mallam	
79.	DAVID-WEST, Tam Prof.	<i>[Signature]</i>
80.	DEBREUILLY, D. Mr	
81.	DECTOT, Claude Mr.	
82.	DOGON-YARO. M.B.G Amb.	<i>[Signature]</i>

83.	DOVE-EDWIN, George Amb.	<i>[Signature]</i>
84.	DOZIE, Pascal Mr.	
85.	EBHODAGHE, John U. Mr	
86.	EJIOFOH, Sylvester O. Z. Mazi	<i>P.O. 2 E.P. 1</i>
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88.	ELEBUTE, E. A. Prof.	
89.	ELUOGU, Jonathan Chukwunhwoke, Dr NPMA	
90.	ENAHORO, Peter Mr.	<i>[Signature]</i>
91.	ENGELS. J. J. Mr.	<i>[Signature]</i>
92.	ENWEREM, Evan Chief	<i>[Signature]</i>
93.	ESO, Kayode Esq Hon. Justice CON	
94.	ETETE, Dan Chief	
95.	EZEH, Christopher Ikechi	<i>[Signature]</i>
96.	EZOBI, Teresa Mrs.	<i>[Signature]</i>
97.	FEESE, Ambrose A. Mr.	<i>[Signature]</i>
98.	GADZAMA, N.M. (Prof.)	<i>[Signature]</i>
99.	GALADIMA, Ibrahim Alhaji	<i>[Signature]</i>
100.	GAMBO, Muhammadu Adamu (Jimeta) Alb.	<i>[Signature]</i>
101.	GANAKA, G.G. Most Rev, Dr.	<i>[Signature]</i>
102.	GARUBA, Chris Maj. Gen.	<i>[Signature]</i>
103.	GBAJUMO, Yinka Dr.	<i>[Signature]</i>
104.	GETSO, Halilu Ahmed Alhaji	
105.	GIWA, Rufus Chief	<i>[Signature]</i>
106.	GRAHAM-DOUGLAS, Tonye O. Alabo	<i>[Signature]</i>
107.	GUMEL, I. D. Maj. Gen.	
108.	HALADU, M. B. Lt- Gen.	

109.	HAMALAI, Ladi Dr.	<i>Ham</i>
110.	HARUNA, I.B.M. Maj Gen. (rtd)	<i>Haruna</i>
111.	HARUNA, Mohammed Mallam	<i>Haruna</i>
112.	HASHIDU, Abubakar Habu Alhaji	<i>Hashidu</i>
113.	HAYATU-DEEN, Mohammed Mallam	<i>Hayatu Deen</i>
114.	HEALEY, P. Mr.	
115.	HEIDE, Yngvar B. Mr.	<i>Heide</i>
116.	HOOMKWAP, Kathryn Hauwa (Mrs)	<i>Hoomkwap</i>
117.	IBRAHIM, A. Alhaji (SAN)	<i>Abdulrahman Ibrahim</i>
118.	IDOWU, Nathaniel O. Chief	
119.	IKARA, Bashir Ahmad Prof.	<i>Ikara</i>
120.	IKAZOBOH, Anthony Air Cdre. (rtd)	<i>Ikazoboh</i>
121.	IKIMI, Tom Chief	
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123.	INIENGER, John Mark Maj. Gen.	<i>Inienger</i>
124.	INUWA, Musa Dr.	<i>Inuwa</i>
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126.	ITSUELI, Uduimo J. Dr.	
127.	IZEZE, E. E. Mr.	
128.	JAKANDE, Lateef Alhaji (Dr)	<i>Jakande</i>
129.	JALO, G. S. Lt. General	<i>Jalo</i>
130.	JAMODU, Kola B. Chief	<i>Jamodu</i>
131.	JODA, Ahmed Alhaji	<i>Joda</i>
132.	JOJI, Mohammed Capt.	<i>Joji</i>
133.	KAIKAI, Mohammed Shehu Alhaji	<i>Kaikai</i>
134.	KARI, Mohammed Alhaji	

135.	KASIMU, Saidu Yaya Alhaji	
136.	KESHINRO, Alfred O. Mr.	
137.	KIRKLAND, George Mr.	
138.	KORNMAYER, Rudi Mr.	
139.	KRAMER, Dick Mr.	
140.	KUFORJI-OLUBI, H.H (Dr) Otunba Ayora	
141.	LAMARQUE, Jean Pierre Mr.	
142.	LAWUYI, Dayo J. Mr.	
143.	LEMU, Sheikh Ahmed Dr.	
144.	LENY, Phillipe Mr.	
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147.	MAHTANI, B. I. Mr.	
148.	MAIDA, Abdullahi Wada Alhaji	
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150.	MAKOJU, J. O. Engr.	
151.	MANU, Ballama Mr.	
152.	MAITURARE, Aminu Ahmed (Zannan Kano) Alhaji	
153.	MBANEFO, Arthur C.I. Chief	
154.	MOGAJI, Abibatu Chief (Hajiya)	
155.	MOHAMMED, Aliyu Alh. (Wazirin Jama'a)	
156.	MOHAMMED, Ahmadu Rufai Alh. (Engr)	
157.	MOHAMMED, Muktar Air Vice-Marshall (rtd)	
158.	MOHAMMED, Aliko Alhaji	
159.	MOMAH, Sam Major-General	

160.	MUSA, Bunu Sheriff Engr.	<i>B. Musa</i>
161.	NDIOKHO, Bassey Udo Mr.	<i>Bassey Udo</i>
162.	NNAJI, B. Prof.	
163.	NWACHUKWU, Ike Maj. Gen.	<i>Ike Nwachukwu</i>
164.	NWOBODO, Jim Chief	
165.	NWODO, Okwesilieze Emmanuel Dr.	<i>Okwesilieze Emmanuel</i>
166.	NWOKO, Chinedu Prince	<i>Chinedu Prince</i>
167.	NYAKO, M. H. Vice Adm. (rtd)	<i>M. H. Nyako</i>
168.	OBAIGBENA, Nduka Mr	<i>Nduka Obaiyeant</i>
169.	OBIOZOR, George A. Dr.	<i>George A. Obiozor</i>
170.	ODIFE, Dennis O. Chief	<i>Dennis O. Odife</i>
171.	ODOGWU-NWAJELI, Violet Mrs.	
172.	OFONAGORO, Walter Dr.	<i>Walter Ofonagoro</i>
173.	OFONZE, Evelyn Elochukwu (Miss)	<i>Evelyn Ofonze</i>
174.	OGBEMUDIA, S. O. Brig. Gen. (rtd)	
175.	OGUNLADE, Ayo Chief	
176.	OGUNSOLA, Albert F. Prof.	<i>Albert F. Ogunsola</i>
177.	OGWUMA, Paul A. Dr. OFR	
178.	OHIWEREI, Felix Mr.	<i>Felix Ohiwerei</i>
179.	OHUABUNWA, Sam I. Mazi	<i>Sam I. Ohuabunwa</i>
180.	OJORA, Adegboyega Mr.	
181.	OKIGBO, Pius Dr.	<i>Pius Okigbo</i>
182.	OKOLO, Henry C. Mr.	
183.	OKON, Augustine Mr.	<i>Augustine Okon</i>
184.	OKONTA, Frank Chukwuma Chief	<i>Frank Chukwuma Okonta</i>
185.	OKOYA-THOMAS, Molade Chief	

186.	OLADELE, Afolabi O. R. Mr.	
187.	OLAKUNRI, Olutoyin Olusola Chief Mrs.	
188.	OLANREWAJU, A.T. Maj. Gen.	
189.	OLATILO, Bisi Mr.	
190.	OLIZE, Frank Mr.	
191.	OLLOR, Walter Dr.	
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194.	OLUSOLA, Amb. Chief Segun	
195.	OMAR, Ahmed Alhaji	
196.	OMATSOLA, Dan-Preston Vice-Adm (Rtd)	
197.	OMERUAH, Sampson Air Cdre. (rtd)	
198.	OMOLAYOLE, Michael Dr.	
199.	ONAH, Julius O. Prof.	
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201.	ORJI, Ogonnaya Orji Chief	
202.	OSHIOMHOLE, Adams Aliyu Mr.	
203.	OSIBODU, Funke Mrs.	
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205.	OZOKA, Uju Uchendu Chief (Mrs)	
206.	PETERSIDE, Atedo N. A. Mr.	
207.	PHILLIPS, Adedotun Prof.	
208.	PHILLIPS, Toyin Dr. Mrs.	
209.	RHODES, Steve Mr.	
210.	SALEH, Aminu Alh. (Sarkin Yakin Katagum)	
211.	SALEH, Sheikh Ibrahim Alhaji	

212.	SAMBO, Mohammed Bashir Justice (rtd)	Bashir
213.	SANUSI, J. O. Chief	
214.	SARAKI, Bukola Dr.	Bukola
215.	SAWABA, Gambo Hajiya	Gambo
216.	SCOTT, Freddie Mr.	
217.	SHAIB, Bukar Dr. CFR	Bukar
218.	SHEHU, Umaru Prof.	Umaru
219.	SHINKAFI, Ali Umaru Alhaji (Marafan Sokoto)	Ali Umaru
220.	SOTE, E. O. Dr. (Mrs)	E. O. Sote
221.	SULAIMAN, Ibrahim Dr.	Ibrahim
222.	TAFIDA, Dalhatu Sarki Dr.	Dalhatu
223.	TUKUR, Bamanga M. Alhaji	Bamanga
224.	TUKUR, Mahmud Dr.	Mahmud
225.	UDOMA, Udo Udoma Mr.	Udo Udoma
226.	USMAN, M. T. Alhaji	M. T. Usman
227.	USMAN, Shamsudeen Dr.	Shamsudeen
228.	USMAN, Ismaila Alhaji	Ismaila
229.	USMAN, Saad Dr.	Saad
230.	YAHAYA, Muhammed Imam Alhaji	Imam
231.	YAZID, R. Abidu Alhaji	R. Abidu
232.	YUSUF, Haroun Dr.	Haroun
233.	YUSUF, Maitama Bello Alhaji	Maitama
234.	ZABADNE, Ahmed Esq	Ahmed
235.	ZAYYAD, Hamza R. Dr.	Hamza