



Yobe State Government

**YOBE STATE SOCIO-ECONOMIC REFORM AGENDA (YOSERA)
III
2012 – 2015
(DRAFT 0)**

List of Acronyms

BMPIU	Budget Monitoring and Price Intelligence Unit
CBDA	Chad Basin development Authority
COFOG	Codification of Functions of Government
CSOs	Civil Society Organizations
EFCC	Economic & Financial Crime Commission
EITI	Extractive Industries Transparency Initiative
ESA	External Support Agencies
EU	European Union
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GFC	Global Financial Crisis
GFS	Government Finance Statistics
ICPC	Independent Corrupt Practices and other Financial Related Commission
IGR	Internally Generated Revenue
LEEDS	Local Economic Empowerment and Development Strategy
LGA(s)	Local Government Area(s)
M & E	Monitoring and Evaluation
MCH	Maternal and Child Health
MDAs	Ministries, Departments, and Agencies
MDAs	Ministries, Departments and agencies
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
MTSS	Medium Terms Sector Strategies
NAPEP	National Poverty Eradication Program
NBS	National Bureau of Statistics
NDHS	Nigerian Demographic and Health Survey
NEEDS	National Economic Empowerment and Development Strategy
NGO	Non-governmental Agency
ODA	Overseas Development Assistance
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PHC	Primary health Care
PPP	Private Public Participation
PRRINN	Program for Reviving Routine Immunization in Northern Nigeria
RUWASA	Rural Water Supply and Sanitation Agency (RUWASA)
SAO	State Authorizing Officer
SEEDS	State Economic Empowerment and Development Strategy
SHoA	State House of Assembly
SRIP	Support for Reforming Institutions Program
SWAP	Sector Wide Approach Planning
TWG	Technical Working Group
VAT	Value Added Tax
VLOM	Village Level Operation and Maintenance
WCA	Water Consumer Association
WHO	World Health Organization
WSSSRP	Water Supply and Sanitation Sector Reform Program

YBSG Yobe State Government
YOSERA Yobe Socio-Economic Reforms Agenda
YSETA Yobe State Environmental Protection Agency (YSEPA)

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SECTION I

Introduction

- **Yobe State**
- **YOSERA III**

Chapter 1

Yobe State: The People, the Economy and Resource Profile

Introduction

Yobe State was created out of the old Borno State by the military regime of General Sani Abacha on August 27, 1991. It has its capital at Damaturu. As indicated in Table 2, the state has 14 local government areas. It is located within latitude 11 North and longitude 13.5 East with a total land area of 47,153 square kilometers. It shares common boundaries with Borno state to the east and south – east, Jigawa state to the northwest, Bauchi and Gombe states to the south-west. It also shares an international border with the Republic of Niger. This boundary stretches over 323km to the north of the State. The population of the State according to the National Head Count conducted in 2006 is 2.5 million.

Climate and Vegetation

In contrast to the thick vegetation forest of the coastal states in Nigeria, the vegetation of Yobe State is generally Savannah Grassland. Grasses, sparse dwarf trees and shrubs are the most common features of the State. Yobe State has a wide range of climate variation. It has both warm and cool days in the rainy seasons. The state is heavily influenced by the relatively stable tropical continental air mass that originates from the Sahara Desert and brings the dusty northeast winds (also known as Harmattan). The dryness lasts for about seven months with severe cold and hazy harmattan wind from the Sahara Desert around November and lasts up to February. Hot climate sets in about March and lasts till around May/June when the rains set in. Annual rainfalls in this region totals between 100mm to 400mm. The rains last from May/June to about September/October.

Desertification is currently a major environmental problem affecting the state within the Sudano-Sahelian parts that constitute the dry lands of the country. In 1999, UNCCD estimated that the country loses about US\$5.11 billion to environmental degradation and desertification. This region to which Yobe State belongs accounts for 73% of this annual loss. Human activities and grazing of animals (which is a major source of household wealth and income) worsen desert encroachment. Yobe State government supports tree planting campaigns to check desert encroachment particularly at the northern margins of the state.

Culture

By 2006 National Population census, Yobe has a total population figure of about 2,321,591 million. This is made up of 1,206,003 Male and 1,115,588 Female. However, given its high population growth rate estimated at about 3.2% per annum, the population of the state is expected to rise to about 3.1 million in 2015. Children under the age of 5 constitute about 20% of the population suggesting that the state needs to take urgent steps to grow the economy and invest heavily in social and physical infrastructure to sustain even the current standard of living of the population.

The state is multi-ethnic with Kanuri, Bade, Fulani, Ngizim, Bolawa, Kare, Ngamo, Babur/Maga, Hausa and other Nigerian groups constituting the main groups in the

state. The Hausa language is widely spoken in the state. English is the official language of communication in schools and official functions. The combination of all these features creates a state that is diverse in culture and ethnic composition. The most colorful celebrations in the state are the annual fishing festival popularly known as the Bade Fishing Festival, Machina annual Cultural Festival, Barakau Festival, Durbars and installation ceremonies, which attracts local and international tourists. The fishing festival also makes significant contribution to economic activities of the state.

The Economy

Yobe State's economy is relatively small when compared to big state's, such as Lagos, Kano and Borno in Nigeria. The Gross State Product (GSP), which measures the output of annual economic activities in the state, was estimated to be about N60.57 billion in 2005. The per capita GSP was equally estimated to be about US\$222.99 compared to the national average for the same year put at US\$887.63. Yobe's economy makes contributes about 0.42% to the national Gross Domestic Product (GDP). The economy of the state is largely driven by agriculture. Yobe State is generally agrarian with more than 80% of the citizens engaged in small-scale subsistence farming.

Food crops such as millet, sorghum, beans, and maize are grown by small-scale farmers to generate household income. Cash crops that are commonly grown by peasant farmers in the state include groundnut, sesame seed, cotton and Benny seed. In the past these crops were exported to earn foreign exchange. Local industrialists also used them as raw materials. Tree crops such as shear butter, Gum Arabic that has potentials for export are also being produced (the state is noted to be the largest producer of Gum Arabic in Nigeria). A significant proportion of the population is pastoralists rearing livestock including cattle, sheep, goats, donkeys and horses at commercial level.

The State has some of the largest cattle markets in West Africa. It supplies meat, hides and skin particularly to the southern parts of the country. Thus the state has the potentials to be not only an agricultural base of the country but also a net foreign exchange earner. Yet, a lot needs to be done in terms of agricultural investments to realize these potentials. The major business centers in the state include Potiskum, Nguru, Gashua, Geidam and Damaturu. However, informal trading flourishes among communities in the state.

Mineral Resources

Yobe state has not only agricultural potentials it is also blessed with a number of solid minerals. The solid minerals that have been proven to exist in commercial quantities in the state include limestone, kaolin, diatomite, gypsum, clay shale, trona, sandstone, silica sand and granite. These solid minerals have remained largely unexplored and unexploited although illegal miners are making a fortune out of them. Thus, investment in solid mineral exploration could transform the economic fortune of the state by creating job opportunities for the population and attract investors to the State. .

Industries

Ordinarily, the competence of a state should be defined in terms of its ability to effectively deliver social services and provide public infrastructure to motivate private enterprise and not on its ability to manage industries that are better suited for private sector enterprises. However, Yobe State Government has also had to get involved in enterprises in order to motivate the private sector and also provide jobs for the growing population. It is for this reason that the state has set up a number of production firms in the state. These include Yobe Flour and Feed Mills located in Potiskum, Nguru Oil Mills, and Food Processing Plants located in Nguru, Polythene and Woven Sacks, Block Making Firm, and a modern Abattoir located in Damaturu, the state capital, Fertilizer Blending Plant located in Gujba, Dofarga Spring Water Plant, Dokshi, Soda Ash Processing Plant, Yusufari and Aluminum Roofing Sheets Factory located in Potiskum. Of these only the abattoir, fertilizer blending plant, spring water plant and aluminium roofing sheets factory are functioning. The others are currently not operational due to technical and management problems.

Infrastructure

The provision of basic infrastructure has been a cardinal policy of the State Government. Although progress in this effort has been resource-constrained, significant progress has been made particularly since the advent of the current democratic dispensation in 1999. Damaturu, the state capital has witnessed significant improvements in road network, electrification, improvement of water supply and establishment of schools and hospitals among others. Private sector managed telephone companies including MTN, Glo, Zain, among others, provide GSM networks coverage in the state.

Human Development Indicators and Poverty Situation

From this perspective the National Bureau of Statistics estimates that about 54.7% of Nigerians were living in absolute poverty in 2004. The World Bank 2007 Poverty Assessment of Nigeria highlights that poverty is higher in rural areas (63.8%) than urban areas (43.1%). It is estimated that if no dramatic changes takes place, by 2011, 89 million¹ Nigerians will be living below the basic requirement of equivalent of US\$1 per day. By the same token and assuming that the poverty incidence in Yobe State was 78%² as estimated from the Nigerian Living Standard Survey (2004) and also given Yobe's population of 2.3 million in 2006 with a growth rate of about 3%, it would mean that about 2.1 million of Yobe's projected population of 2.7 million people in 2011 will be living in poverty. Yosera III is about how to effectively mobilize and apply available scarce resources not only to stop more people falling into poverty but to provide the needed economic and social structures to help as many as possible overcome precedence of poverty.

Governance

²

Good governance is fundamental to peace and orderly development of any society. The constitution of Nigeria provides for three tiers of Government: the Federal, State and Local Governments. Following the provisions of the constitution of the Federal Republic of Nigeria, Yobe State has three arms of government: the Executive arm comprising the Governor and the State Executive Council. The Legislative arm is the second, which is the Yobe State House of Assembly that enacts laws for the smooth and orderly governance of the state and the third arm is Yobe State Judiciary. The Ministries, Departments and Agencies (MDAs) are the major organs of government through which policies and programme of the State Government are implemented. Their level of efficiency and capacity to translate policies into action is therefore critical for achieving the goal and objectives of Government.

The state’s MDAs are listed in Table I below:

Table I:1 MDAs in Yobe State

MDAs in Yobe State	
Governor’s Office Deputy	Ministry of Integrated Rural development
Governor’s Office	Ministry for Local Govt. & Chieftaincy
House of Assembly	Affair
Office of the Secretary to the State	Ministry of Water Resources
Government	Ministry of Housing
Office of the Head of Service	Ministry of Religious Affairs
Ministry of Agriculture	Ministry of Budget and Economic
Ministry of Animal & Fisheries	Planning
Ministry of Environment	Ministry of Special Duties
Ministry of Education,	Judiciary
Ministry of Sport	State Audit Department
Ministry of Finance,	Local Government Audit Department
Ministry of Health	Civil Service Commission
Ministry of Justice	Local Govt. Service Commission
Ministry of Works	Pilgrims Commission
Ministry of Transport & energy	House of Assembly Service
Ministry of Home Affairs Information & Culture	Commission
Ministry of Youth and Social Dev.	State Independent
Ministry of Commerce	Electoral Commission
Ministry of Land and Survey	• Judicial
	Service Commission

The state has a total of seventeen local governments. Each local government comprises, an executive, headed by a Local Government Chairman, and a legislature, made up of elected community councillors. The local government areas and their populations according to 2006 national census are shown in Table 1.2.

Table 1:2: LGAs in Yobe State and their Population Distribution

LGA	Pop	Male	Female	LGA	Pop	Male	Female
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Machina	61,606	31,608	29,998	Fune	300,760	153,249	147,511
Nguru	150,632	78,777	71,855	Tarmuwa	77,204	40,099	37,105
Yusufari	111,086	56,504	54,582	Damaturu	88,014	48,919	39,095
Yunusari	125,821	64,349	61,472	Gujba	130,088	71,951	58,137
Geidam	157,295	82,110	75,185	Gulani	103,510	52,653	50,857
Bursari	109,124	55,959	53,165	Fika	136,895	69,994	66,901
Karasuwa	106,992	55,203	51,789	Potiskum	205,876	106,861	99,015
Bade	139,782	73,123	66,659	Nangere	87,823	45,219	42,604
Jakusko	229,083	119,425	109,658	Total	2,321,59	1,206,00	1,115,588

In Yobe State there is equitable distribution and spread of social development programmes including health, education, water resources etc on local government basis. The local government structure facilitates grass-root mobilization of the population for development purposes.

Traditional Institutions

Relation with Development Partners

General

Since its creation in 1991, Yobe State has been grappling with the fundamental development challenges of providing institutions and physical infrastructure to improve the welfare of the people. Various administrations have tried to overcome severe resource constraints to improve human resources, the economy, education, health, agriculture, security and the general political and social welfare of the population.

In view of the daunting task of developing the state, the administrations embarked on social and governance institutional reforms to address the critical development needs of the state. This chapter attempts to profile and highlight the challenges of the state in some critical dimensions including the area of poverty, health, security and education. The purpose is to indicate the 'where we are today' relative to where we should be in the future, the enormous challenges ahead in moving the state to the desired development outcomes.

The Yobe State Government has taken two important policy leaps that are commendable. One is the Free Maternal and Child Healthcare (MCH) program in the state. The second is devoting 26% of the state's budget to education. These are certainly commendable steps. However, without appropriate road maps and directions, the allocation on these critical programs will yield little results. The resources will not reach the service delivery units: the schools and health facilities that improve the lives of people.

Chapter 2

Yobe Socio-Economic Reforms Agenda (YOSERA) III

Introduction

The preparation of Yosera III started with the felt need by Yobe State Ministry of Budget and Planning to consolidate and build on the gains of previous efforts of the State Government to develop medium term plans under YOSERA and YOSEED II which will guide the State Government's development efforts. Several discussions and consultations with stakeholders crystallized into support from EU-SRIP in Yobe state. Unlike the previous versions of YOSERA, it was decided from the onset that YOSERA III should be as participatory as possible. To ensure this, two important stakeholders' workshops were held. The first involved f the MDAs, and civil society in the technical formulation of the plans and strategies to be carried out and their costing.

The second phase of the stakeholder participation involved a wider consultation with community representatives, traditional rulers, bureaucrats, civil societies and key policy makers including the legislature and executive arms of government. The inputs of the second stakeholders' consultation led to the production of the final copy of YOSERA III by the Ministry of Budget and Economic Planning.

The EU-SRIP supported capacity building for the TWG to enable them to undertake their assignment. Technical tools, such as MTEF templates and guidance on preparation and drafting of YOSERA III were provided. This process included in a five-day workshop involving senior members of the Ministries, Departments and Agencies (MDAs) as well as the Civil Society Organizations.

The outcome to the workshop is the identification of priority sectors and the forming of groups to set targets and decide objectives for the priority areas. The groups were: Agric; Education; Health; Water Resources and Governance. These were the focal sectors during the preparatory processes of MTEF and much of the costed programs were drawn from them. The total cost of achieving the program targets was part of the wider stakeholders' workshop, which reviewed the initial drafts of YOSERA III and made further inputs.

Review of YOSERA II

YOSERA II outlined four critical goals for the development of the Yobe State within the plan period. These include: wealth creation, employment generation, poverty reduction and value re-orientation. These goals were intended to be achieved through:

- (a) Improvement of agricultural production
- (b) Quality service delivery
- (c) Improvement in basic infrastructure
- (d) Rebuilding human and institutional capacity

The medium term plan aimed at achieving economic growth, effective service delivery and changing the way government does its business through reform programs. For each sector of the economy, the plan highlighted the prevailing

situation through a situation analysis and policy objectives. However, the resources required to achieve the objectives were not costed thereby making it difficult to realistically implement the plans. Monitoring and evaluation was almost non-existent and there were no mechanisms put in place to ensure that outputs and outcomes were consistent with set policy goals. Moreover, the state continued with the system of annual incremental budget plans, which failed to link expenditure outlays to policy goals. This disconnect between policy goals and objectives on the one hand and annual budgets on the other implied that the state policy priorities were not effectively addressed through the budget system.

A measure of this lack of synch between goals and resource allocation is the poor credibility of the budget. Over the period, there were significant variances between the budget outlays and actual implementations. A Public Expenditure and Financial Accountability (PEFA) assessment of the state for 2006-2008, which was undertaken in 2010 noted several other weaknesses of the public expenditure management system. These include lack of detailed provisions on tax liabilities, assessment and collection of tax revenue as well as weaknesses in the internal revenue generation and administration. It also noted significant differences between both planned revenue and expenditure against outturns in the three years.

Actual expenditure outturn was below planned levels for nearly all the MDAs and for all the years under its review period. An important policy implication of these large variances across sectors was lack of stringency between availability of resources and expenditure projections. It also means failure to protect the priorities of the state particularly those that aim at addressing the key MDGs such as education and health related MDAs. The government is determined to address these lapses in this plan period. To begin with, the policy thrust of government in the medium term have been identified and presented in detail in the next chapter.

Policy Thrust of YOSERA III

YOSERA 3 is based on the following policy objectives and trusts:

- To empower every citizen of Yobe State by creating institutions an environment that will enable citizens of Yobe state to be self-confident, self reliant and able to implement their own creative strategies to achieve their goals and ambitions in the context of a shared vision of prosperity for the state. These institutions will include the basic principles of integrity, responsibility, respect for the rule of law, respect for the rights of other people, hard work and striving for saving and investment.
- To provide effective and efficient management of the scarce human and material resources of the state for the provision of basic social, economic and infrastructural needs of Yobe that will enable the State to make significant progress in the attainment of the Millennium Development Goals (MDGs). To this end, the State relying on the various studies that have been undertaken in governance and public finance and recommendations arising

from these commits itself to far-reaching reforms that will facilitate the achievement of its goals and objectives.

- To reduce the dehumanizing culture of begging through the provision of social security for the most vulnerable members of the population of Yobe State.

To this end, the priorities of Yobe State government under YOSERA III shall be to:

- (a) Improve the management of public resources to reduce corruption to the barest minimum and save resources for the achievement of government objectives.
- (b) Improve the provision of legal and business regulatory services as well as the overall business environment of the state to foster the growth of private enterprises and initiatives.

In order to empower every citizens of the state to function effectively the State Government accords the provision of education, healthcare and agriculture the topmost priorities. To this end, the Government of Yobe State, under the framework of YOSERA III commits itself to providing the following services, which are critical to the attainment of the universally accepted MDGs:

- (i) Free and compulsory Primary school education for every citizen of Yobe State;
- (ii) Free medical treatment for every child below the age of 5;
- (iii) Free maternal health care services.

Other key priorities of the State Government under YOSERA III will include

- (a) Poverty Reduction,
- (b) Entrepreneurial Development,
- (c) Water Supply and provision of Basic Infrastructure
- (d) Commerce and Industry to facilitate job creation
- (e) Effective road networks for enhanced physical mobility
- (f) Fostering peace and harmony within the State and with our neighbours
- (g) Encouraging communities to imbibe the spirit of self-help to complement Government efforts

The Vision Statement

Mission Statements

Development Strategy – A conceptual Framework

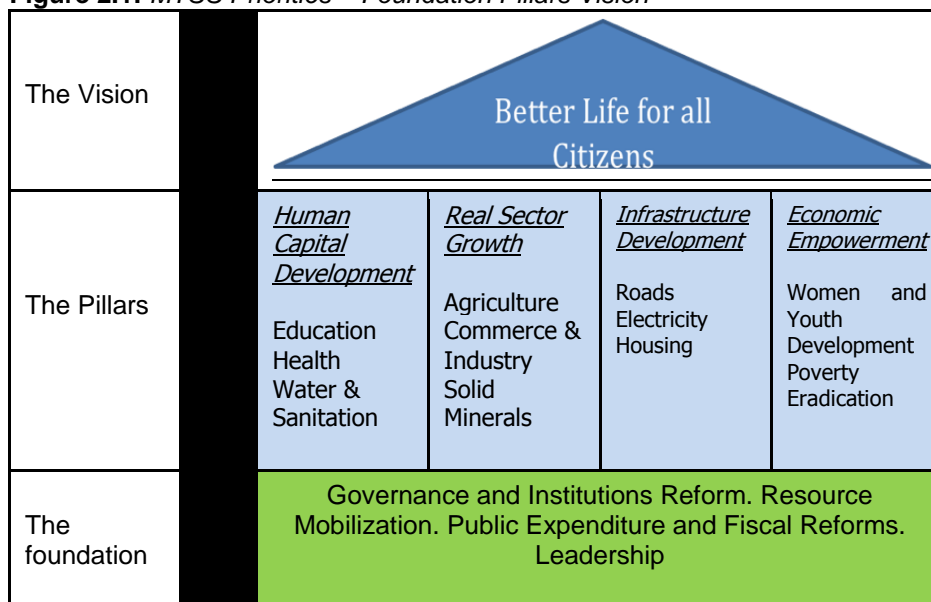
Development is concerned with the transformation of society in the true spirit of human advancement. In this wise, development encompasses economic growth the broader human development issues such as freedom, justice and equity – where the benefits of growth are widely distributed among the population. In this

respect strategy should not only be designed to raise per capita income levels but should be designed to also raise the State’s ranking on the Human Development Index in general. In addition, the state development strategy, as defined by the YOSERA III, would serve other management purposes such as:

- Set priorities in a sequential manner specifying what comes first
- Define objectives or goals, set targets and define the strategies for attaining those targets;
- Provide a framework for effective coordination - that is coordination between government agencies, between different levels of government, and between public and private sector; and between the state and Development Partners;
- Be a consensus builder – that is to say, it should build a consensus among the various segments of the society on the broad vision of the state over the short and medium term and how to actualize the vision.

The objective of the conceptual framework is to set out the context and logic of YOSERA III to define and or capture the various priorities as defined by government together with their inter-relationships.

Figure 2.1: MTSS Priorities – Foundation Pillars Vision



Human Capital Development

Policy objective: literate, skilled, productive and healthier people

1. Reposition the education sector to make it more efficient and functional, with quality teaching staff, standard classrooms, workshops and laboratories, well-equipped libraries and enhanced ICT capacity.
2. Provides a healthcare delivery system that is efficient, affordable and above all accessible by a greater majority of people.
3. Improve water supply and sanitation services to ensure healthy environment

Real Sector Growth

Policy objective: to lay a solid foundation for the development of a productive, synergized and diversified economy.

1. Improve the EE to attract new investments in agriculture and manufacturing, reverse de-industrialization and improve competitiveness of firms in key sectors of the economy.
2. Ignite the potential of domestic and international trade
3. Create synergy between the industrial and agricultural sectors
4. Acknowledge the constraints to informal sector growth and providing solutions
5. Generally enhance the capacity of the private sector to take risk and invest capital

Infrastructure Development

Policy objective: provide sufficient, reliable and qualitative infrastructure to support socio – economic programmes and attract private sector investment in key sectors.

1. Roads
2. Housing development
3. Electricity Development
4. Support rural communities with rural infrastructure

Economic Empowerment

Policy objective: To empower women, youth and people with special needs through functional, vocational, technical and entrepreneurial training that will contribute to economic and social development of the individuals and the state.

1. Promote and support actively rural productive activities especially in agro – allied ethnological and industrial activities, including village crafts and industries.
2. Eliminate gender disparity in access to education, especially in the rural areas by providing special incentives for the girl – child education in enrolment and retention
3. Creating the economic base and social support system that enables young people to sustain life, wealth, and wellbeing.

SECTION II

Human Capital Development

- **Education**
- **Health**
- **Water Supply and
Sanitation**

Chapter 4 EDUCATION SECTOR

Introduction

We live in a knowledge age and education is the currency of this age. Any society that does not give adequate emphasis on education is left behind. Any child that is denied modern education cannot function effectively in the society. His/her functions and capabilities are undermined and effectively compromised. The performance of the education sector is fundamental not only for making progress towards achieving the MDGs, but also for the future development of Yobe State. No society can be integrated in the fast globalizing world without adequate investment in education. It is in realization of this that the 2008 Yobe State Economic Summit recommended that education should be made available to every child of Yobe state.

Situation Analysis

National statistics show that Yobe State remains one of the most backwards states in education in Nigeria. Statistics shown in Table 7.1 derive from the Nigerian Demographic and Health Survey (NDHS, 2008) shows that among women aged 15-49 years, 80.8% never attended school at all. Only 5.6% completed primary, 3.6% completed secondary education and only 0.9 had more than secondary education. In comparison, only 0.9% of the population of women of the same age bracket in Imo state had no education, and in Delta and Anambra only 4.0% and 1.5% respectively had no education. How long will it take us to bridge this gap? Under YOSERA III, effort would be geared towards bridging this gap so that the generations to come are not disadvantaged.

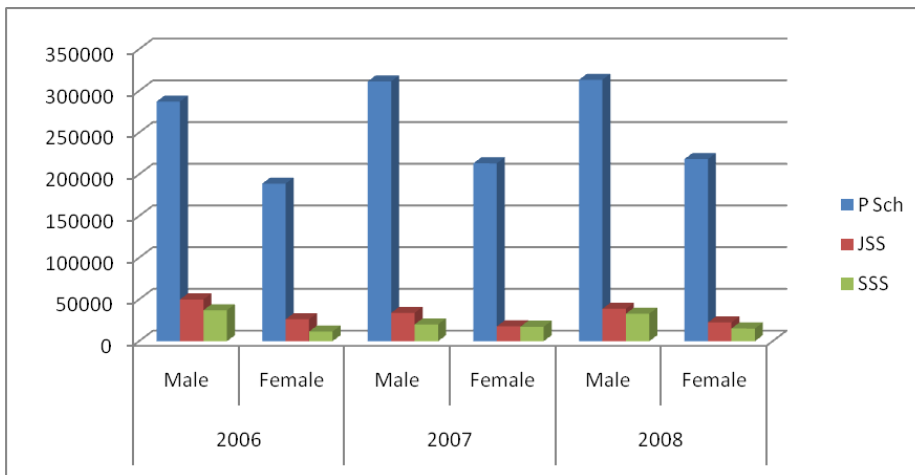
Table 7.1: Education Achievement for Women 15-49 Years in Yobe State

State	No educ	Some primary educ	Completed Pri school	Some sec educ	Completed Sec educ	More than Sec
Yobe	80.8%	3.7%	5.6%	5.5%	3.6 %	0.9

Table 7.2 shows the data on school enrollment including Primary, Junior Secondary School, and Senior Secondary School (SSS). Total enrollment rate increase from 476,043 to 524,626 between 2006 and 2007 representing an increase of about 9.1%. Similarly, total enrollment increased from 524,626 to 531,699 between 2007 to 2008. This represents an increase of about 10%. The challenge is not only to sustain the momentum but also to surpass it if the state is going to make appreciable progress towards achieving the MDGs.

Table 7.2 : School Enrollment into Primary, JSS and SSS

	2006			2007			2008		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
P Sch	287,187	188,856	476,043	311,430	213,196	524,626	313,340	218,359	531,699
JSS	50,077	26,238	76,315	33,992	17,771	51,763	38,822	22,459	61,281
SSS	37,148	11,561	48,709	20,185	17,387	37,572	32,889	15,210	48,099



The NDHS survey shows that primary school gross attendance ratio is only 43.6% implying that more 57% of children who are supposed to be in school are out of it. Their future is bleak and their ability to make progress in an increasingly competitive world is highly compromised.

Figure 7.1 graphically shows that while primary school enrollment rates for both boys and girls are increasing the rates of increase in enrollment into secondary schools are not increasing at similar rate. For example total secondary school enrollment fell by about 32% between 2006 and 2007, and increased by about 18% in the following year. A similar pattern is noticed even for enrollment into the SSS, where the rate of enrollment dropped from 48,709 to 37,572 (a decrease of about 22%) before recovering to about the 2006 rate in 2008.

Table 7.3: No of Primary and Secondary Schools and Classrooms in Yobe State 2004-2008

	2004	2005	2006	2007	2008
No Pr Schools	950	950	949	949	949
No Pr Classrooms	1,871	1,871	4,360	4,360	4,360
No Sec Schs	57	57	289	289	289
No of Sec Sch Cl	533	533	533	533	533

Source: National Bureau of Statistics, Annual Abstracts 2009

The quality of learning is among other things determined by the quality of the environment in which learning takes place. Table 7.3 shows the number of primary and secondary schools and classrooms in Yobe State for 2004 – 2008 periods. These confirm reports of overcrowding of students in classrooms and poor supervision because of inadequate teaching staff in many schools. These poor learning conditions reflect on the poor performance of students in the West African Schools Examinations. Results for 2005/2006, 2006/2007, 2007/2008 show that only 1.37%, 1.90% and 1.38% of the students that sat for the examinations secured credits in five subjects including Mathematics and English which are pre-

requisites for entry into Nigerian Universities. This poor state of affairs will continue to affect the rate at which the state is able to produce higher-level manpower which is critical for the development of the state.

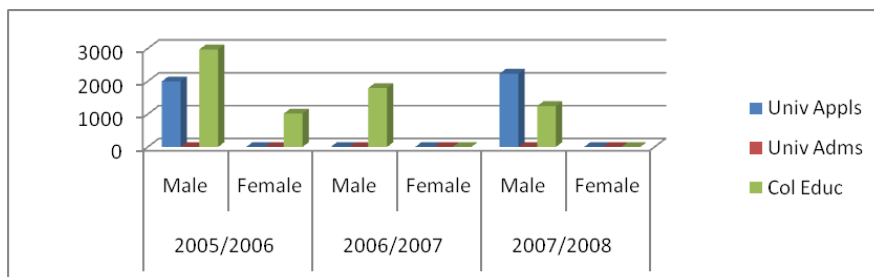


Fig 7.2: Distribution of Yobe State students by university application, and admission to universities and Collages of Education

Figure 7.2 graphs the most recent available data on students of Yobe State in higher institutions in the country. This category of students constitutes the high-level manpower development of the state. The figure shows that of the nearly 2,546 candidates that sat for University Matriculation Exam in 2005/2006 only a total of 63 (or 2.5%) got admitted. In 2006/2007 session the number seeking admission into Universities from the state reduced to 2,516 but the percentage of students getting admission jumped to 26% but the number securing admission out of the 2,938 in 2007/2008 declined to 5.6%. There is also a large disparity between male and female population seeking admission into universities highlighting the levels of disparities in the gender, which makes the attainment of MDG no 3 difficult. The number that secured admission into Collages of Education declined from nearly 4000 in 2005/2006 to less than 2000 in 2007/2008 session. Thus, it appears that at almost all educational dimensions in the state, gains made in previous years are not built upon and sustained in subsequent years. It also indicates low build up in terms of high level of manpower in the state. However with the establishment of a Yobe state University, there is likelihood that the production of higher-level human recourses would proceed at faster rate. The university already in the second year of its academic operation is reported to have about 1500 students in its various programs.

Problems and Challenges

The 2008 Yobe State Economic Summit noted that among the key problems militating against the development of the education sector in the State are as follows:-:

- (a) Schools in the urban areas have high population without corresponding facilities for effective teaching and supervision.
- (b) Most schools in urban and semi-urban areas have relatively higher rates of enrollment than schools in rural areas.
- (c) Schools were sited in some rural areas without considering sustainability from the demand side. In other words, a number of schools were constructed in communities without sufficient targeting in terms of recruitment. This led the phenomenon of schools without pupils and these have contributed to overstretching of government resources.

- (d) Weak supervision arrangement of the activities of primary schools in the state;
- (e) Absence of enforceable laws that will compel parents to enroll their school-age children in schools;
- (f) Inadequate application of modern technologies in teaching and learning in the schools.

The Economic Summit also noted several infrastructural inadequacies for the secondary schools in the State ranging from insufficient classrooms, to lack of laboratories, libraries and hostel accommodation all of which impede the development of secondary education in Yobe state.

Policy Trust

The policy trust of YOSERA III is to make the attainment of education-related MDGs the top priority of the state. This includes

- A commitment to make primary education available and accessible to all children of the state through free and compulsory primary education for all children below the age of 15.
- To improve provision of infrastructure and human resources required for quality education that will help bridge the increasing gap between Yobe State and the more educationally advanced states in Nigeria.
- Encourage girl child education at all levels through public enlightenment and support

On the basis of the different goals implicit in providing access, equity, quality and gender balance in education, the following broad strategies will be adopted in the sector:

- (i) Education for all through expansion of facilities to increase enrolment and transition rates.
- (ii) Expansion of facilities for the training of teachers and other educations' human resources
- (iii) Strengthening institutions for management of schools and use of financial and physical services mobilized for the sector.
- (iv) Strengthening the inspectorate system, enforcement of standards and monitoring of performance.
- (v) Reviewing school curricular at all levels to enhance relevance, impact skills and promote balance development of policy formulation and of facing the challenges of existing culture through innovations.

Details of how this will affect the different levels of education are discussed below:

Primary Education

It is expected that by 2015, 100% of school age children will be in primary schools, (0% transition rate will be expected from primary to junior secondary schools as a way of meeting the target set by MDG. The National Policy on Education envisages that 60% of pupils in Nigeria would be completing JSS and proceed to junior secondary schools while 20% would attend technical colleges and the remaining 20% would move to vocational training centres and apprenticeship schemes. This reflects that, the State planned to increase

enrolment to 78% expand technical schools by 35%, increase girl-child enrolment to 40%. It is towards these that government pursued a policy of gradual improvement in infrastructure, recruitment of teachers, providing more equipment and providing more instructional materials, hostel facilities, boreholes and electricity to schools in addition to providing free meals to student in secondary schools.

As a way of achieving the target on education by 2015, MDG plans to attain 90% transition from primary to junior secondary school, 80% reduction in the percentage of out-of-school children of school and access to all children to junior secondary schools and all young/adult and 80% of youths. In order to achieve the set target, NEEDS set nine targets, which are synomous with YOSERA.

Policy Targets

Specific targets to be achieved during the planning period are:

1. Increase enrolment rate into Primary schools from the current 56% to 78% by 2015
2. Reduce Gender disparity in Primary Schools by 50% by 2015.

Strategies

1. Increase capacity of Schools to cope with increased enrolment by 35% by 2015

Secondary Education

Policy Targets

- Increase enrolment rate in secondary schools by 50% by 2015.
- Reduce gender imbalance in Secondary School enrolment by 25% by 2015.
- Increase transition rates from primary to Junior Secondary schools to senior secondary schools by 30% by 2015.

Strategies

Science, Technical and Vocational Education:

Policy Targets

Strategies

- Encourage and support promotion of science and technical education
- Improve, expand and establish more vocational centres
- Train more science and technical teachers
- Pay special attention to introducing entrepreneurship course into curriculum in science and technical colleges including polytechnic.
- Improve working environment by providing practical equipment and tools like workshops, laboratories, chemicals, computers etc.

Adult and Non Formal Education

Policy Targets

- Increase literacy rate of the adult population from the current level of to 75% by 2015

Strategies

- Expand physical Infrastructure by 20%
- Provide additional Instructors by 40% by 2015
- Create more awareness in communities on the importance of non-formal education.
- Provide adequate working tools and additional materials.
- Increase funding to this sector.
- Increase enrolment rate of non-formal education by 35% by 2015.
- Increase Quality of non-formal education delivery by 25%.

Higher Education

Tertiary education institutions in the state are:

1. College of Nursing and Midwifery, Damaturu and College of Administrative and Business Studies, Potiskum;
2. College of Education, Gashua;
3. College of Agriculture, Gujba;
4. School of Health Technology, Nguru and Atiku Abubakar College of legal and Islamic Studies, Nguru;
5. Yobe State Polytechnic, Geidam;
6. And Yobe State University, Damaturu.

These tertiary institutions supply higher-level manpower for the development of the state. They also suffer from several inadequacies including lack of equipment and operational space and qualified staff.

Policy Targets

- Increase tertiary enrolment rate by 40% in 2015
- Increase the number of accredited courses in tertiary institutions to 75% by 2015

Strategies.

Cross-Cutting Issues

There are observed disparities between men and women in the educational development of the state. Female population lags behind their male counterparts. Yet it is well known that the education of women is crucial for effective upbringing of children reductions in infant and child mortalities, reduction in malnutrition and proper development of children among others. Inadequate attention to girls' education makes the achievement of MDG No 3 difficult if not impossible. Therefore, it is important to mainstream gender into the education system of the state. To this end Yobe State under YOSERA III shall:

- Promote gender equality in the education system

- Increase effort towards the enrollment and retention of the girl-child in the education system
- Increase the number of women in pursuing scientific education and vocational skills in the state.
- Promote the voice of women in decision making both in the household and the society at large.
- Discourage early girl child marriage in Yobe state
- Provide incentives to encourage the enrolment of women into adult literacy programs in the state.

Chapter 5 The Health Sector

Introduction

Health is a good that is desired not only because of its intrinsic value, an end in itself, but also as a means to other ends. Good health is a precondition for economic productivity and the enjoyment of the fruits of labour. There is an inextricable link between health and poverty or more optimistically, there is a link between health and income/wealth – ‘health is wealth’. In general, healthier populations are economically more productive and happier. The health of a population has thus become an important indicator of development. It is not surprising that three of the 8 MDGs (4, 5 & 6) focus explicitly on achieving health targets.

Furthermore, the way and manner health is financed has serious implications for the level of wellbeing. For example, if households have to utilize health care services according to their ability to pay (i.e., according to their level of income) it frequently leads to the exclusion of many needy households and individuals from the use of health facilities. Also the use of out-of-pocket payments for health services, or user charges at health facilities frequently leads to impoverishment of households

Situation Analysis

Yobe State health care system is currently facing a lot of challenges. There is dearth of current and relevant data about the state that could help for planning purposes. Most of the data about the health system of the state are derived from national surveys, complemented by other sources particularly those available from the state Ministry of Health. Available statistics, however, indicate that there is heavy disease burden in the state just like in the rest of the country. As noted above, infant mortality is estimated to be 105/1000, child mortality is 178/1000 live-births where the national averages are 87/1000 and 92/1000 respectively. Malnutrition has also emerged as a critical health issue in the state as NDHS (2008) data reveal that 52.3% of U5 children are malnourished while 34.8% are severely malnourished. Maternal mortality rates are also very high. Available evidence suggests that maternal mortality rate in some rural areas is about 3,200/100,000 live-births. The Yobe State Summit Health Team document that lifetime risk of a woman dying from pregnancy complication in the state is estimated to be 1 in 6. Similarly, and like in other parts of the country, Malaria, HIV/AIDS and TB are major health challenges. Vaccination coverage against childhood killer diseases has also been very poor. Statistical information available indicate that only 0.7% of children in Yobe were fully immunized (BCG, DPT1, DPT2, DPT3, Polio 1, 2, and 3 and Measles) and 81.5% had no immunizations at all.

The provision of health services depends to a large extent on the availability of health facilities. In Nigeria, there are three main categories of health care facilities: Primary Health Care (PHC) facilities, Secondary Health facilities and tertiary health

institutions. According to NBS (2009) there are about 13703 public, 6575 private PHCs in the country out of which 249 public and 4 private PHCs are located in Yobe state. There are also 845 secondary public health facilities and 11 of these are located in Yobe. All together, there are 14,607 public health facilities in the country and 261 of these are located in Yobe while there are 9,034 private health facilities and only 4 of them are located in Yobe state.

While the existence of facilities is important for geographical access to health services, it is well known that health care is labor intensive and requires the mix of different skills, ranging from medical doctors, to nurses and midwives, to office administrators and cleaners. Table 8.1 in Annex II shows the distribution and population per health worker in the state.

Table 8.1 clearly shows that while there is general insufficiency in the supply of health workers in Yobe state, the available health human resources are skewed in favor of some area than others. For example, while Damaturu has 1:3753 doctor to population ratio, the average doctor to population ratio for Yusufari LGA is 1:123.163. Similarly while Busari LGA has 1:20165 doctor to population ratio, Karasuwa LGA has 1:118624.

There are very few private hospitals in Yobe state (in fact perhaps less than 5% of total health facilities are private). There is need for the government under Yosera III to encourage private sector investment in the health sector in order to augment public sector investment particularly in urban areas. An increase in private health facilities will provide options for those who have ability to pay for private health services, and thus create more opportunities for the poor and those who do not have ability to pay to use public health facilities.

A major source relief to Yobe state health system has been the assistance of the Federal Ministry of Health to hire about 96 nurses from outside the state to supplement the existing pool of health workers particularly in the hard to reach communities. This effort should be sustained in the short and medium term. In the long run the state should increase its production of human resources for the health sector through careful planning and increase emphasis on education.

Problems and Challenges:

The Health Team during the Yobe State Economic Summit (2008) identified some critical impediments to the underperformance of the health system to include:

- Underfunding. It noted that the budget allocation to the health sector does not meet the recommended 15% of total annual budget
- Non-release of budgeted funds for recurrent activities including supervision, monitoring and evaluation
- Non-coordination of donor support which often result to duplications.
- In addition, the team noted that the health information management system of the state lacks the basic capacity to generate and analyze information in good time. Thus, healthcare planning in the state is not evidence-driven

Policy Thrust:

YOSERA III focuses special attention on making progress in the health related MDGs by 2015. The key MDGs includes 4, 5, and 6, which relate to MCH. The aim is to reduce the infant, child mortality and maternal mortality rates, which, as indicated in the situation analysis above, are high. For this purpose, using the report of existing studies in the state commissioned by PRRINN in 2010, Tables 8.2 and 8.3 estimate the target population of children and mothers in the state that are most vulnerable for the years 2009 to 2015.

In recognition of the anticipated increase in utilization required to achieve the National targets it will require a considerable investment in additional facilities and staff to provide the various services throughout the state. Table 8.5 presents the estimated additional cost of minimum additional staff required to implement the envisaged MCH program in the state. The basis for the computation of the additional costs is shown in Annex H.1.

Table 8.5: Estimated cost of minimum additional staff necessary to implement National MNCH targets by 2015 (millions of Naira)

	2010	2011	2012	2013	2014	2015
Doctors	2.9	3.8	4.8	5.7	6.7	7.2
Midwives	2.8	19.7	19.7	19.7	19.7	19.7
Total	5.7	23.6	24.5	25.5	26.4	26.9

The detailed costs and programs designed to achieve the health goals are in the cost template.

Policy Targets

1. Reduce the prevalence of communicable diseases such as polio, malaria, TBL and others by 75% by 2015.
2. Reduce infant mortality rates by 90% by 2015
3. Reduce child mortality rates by 90% by 2015.
4. Reduce maternal mortality rates by 60% by 2015
5. Reduce the rates of HIV/AIDS prevalence by 50% by 2015
6. Increase life expectancy at birth by 10% by 2015
7. Reduce under-nutrition among children and women and aged in particular severe and moderate malnutrition among under-fives by 30% by 2015.

Strategies

1. Improve health facilities by 50% by 2015.
2. Recruit 40% of identified manpower gap- eg of Doctors, pharmacists, nurses, lab-scientists by 2015.
3. Reviewing, updating and harmonizing health and nutrition policies with respect to regulation, resource mobilization, coordination, monitoring and evaluation
4. Strengthening the delivery of efficient affordable, sustainable and qualitative PHC services,
5. Development of a maintenance system for health physical infrastructure and assets,

6. Developing and implementing a pro-poor drug supply and management system in all facilities
7. Clearly delineating roles and responsibilities amongst the three tiers of government and encourage private investment in health sector
8. Defining, delineating and assigning responsibilities amongst key health providers – FGN, States and Local Governments.

Chapter 6

Water Supply and Sanitation

Introduction

There is a complete Water and Sanitation Policy prepared by the Ministry of Water Resources. It includes the priorities and costing of activities, which may be referred to for further details.

Situation Analysis

There is no clear delineation in urban and small towns water supply systems in the State. Two reasons are responsible for this. Firstly, Yobe is one of the states referred to as "rural State" where there are relatively no big towns compared to most of the older States in Nigeria. Secondly, all the existing water supply schemes are small and groundwater based schemes similar to those adopted for Small Towns Water Supply Schemes. Even in the relatively bigger towns in the State (such as Potiskum, Nguru, Gashua and Damaturu) water supply comes from various small boreholes schemes most of which are not fully integrated into a full distribution network for the whole town.

Yobe State Water Corporation is the agency responsible for operation and maintenance of urban water supply. It has about 220 boreholes across the state with Potiskum and Damaturu having over 30% of the total number. It is supported by the State Government's subvention because the Corporation has not been able to generate enough revenue to cover its operational expenses (mainly due to low tariffs and lack of developed billing and collection mechanisms). Local Governments also provide assistance by supplying fuel and lubricants to run the power generating plants of the corporation. Some local governments even undertake the servicing of the generators and repairs of some of the submersible pumps.

There are basically many water supply systems for rural communities such as hand pumps, motorized schemes, solar boreholes and hand-dug wells managed by the Yobe State Rural Water Supply and Sanitation Agency (RUWASA) or the communities. RUWASA is the State agency responsible for rural water supply and sanitation. It is estimated that there are over 2,000 hand pumps, motorized schemes, solar boreholes and hand-dug wells in the rural areas provided mostly by the State Government. Some were provided by local governments and a few by the Federal Ministry of Water Resources through the Chad Basin Development Authority (CBDA). Many of these boreholes are currently not functional because the programme was not adequately supported by community mobilization, capacity building and follow-up. The main service providers for rural water supply are RUWASA, LGAs, CBDA, small independent service providers and the communities themselves. RUWASA, LGAs and the Yobe State ¹Assessing the institutional framework for water supply and sanitation provision 2007

The Chad Basin Development Authority (CBDA) is an agency of the Federal Ministry of Agriculture and Water Resources responsible for the management of

the Chad basin. The Federal Ministry of Agriculture and Water Resources implements rural and Small Towns water supply through the CBDA in the the state.

Private water vendors also play a major role conveying water from the water Corporation public taps, public and private boreholes, and wells and even from rivers and reservoirs to the consumers. They sell water at 5 to 7 times the rate charged by the Water Corporation. There has been an increase in the activities of water vendors in the State especially in the urban areas.

Since the creation of the State, a number of External Support Agencies (ESAs) have been involved in supporting the service delivery agencies by improving the services or in building the capacity of the agencies to improve the effectiveness and efficiency of the their service delivery. At the moment, the major ESAs are the EU (with WSSSRP) and UNICEF in rural water supply and sanitation. Other ESAs are AfDB, JICA, Yobe State Agency for Social and Community Development Project (CSDP) and IFAD.

The Yobe State Environmental Protection Agency (YSEPA) is responsible for Sanitation matters in the state. Health officers from the Ministry of Health also play a role.

Challenges of Water Supply and Sanitation

In spite of all that has been done in the sector, over 50% of the population still do not have access to safe water and basic sanitation. The people are far from being satisfied with the performance of the water and sanitation agencies. Several reasons have been advanced for the current level of performance of the agencies. These include:

1. Low recovery of economic investment due to poverty of the people and low revenue generation;
2. Inadequate water and sanitation infrastructure including erratic power supply, pollution os water sources and non-expansion of existing water and sanitation facilities;
3. Inadequate manpower, weak management and coordination among sector agencies resulting in weak planning and investment in appropriate technology
4. lack of enforcement of sanitation laws;
5. Insufficient participation by the private sector, low awareness of sanitation due, perhaps, to inadequate involvement of communities in planning and implementation;
6. Inadequate operation and maintenance of water and sanitation facilities;

These problems are systemic in nature and they reflect the serious need for a change in the water and sanitation sector. Water and Sanitation policy development provides the framework for stakeholders to reflect and articulate the way forward for improved water and sanitation service delivery in Yobe State within the context of the National Water and Sanitation Policy.

Policy Objective

The goal of Yobe State Water and Sanitation Policy is to make adequate safe water and basic sanitation available to the people at an affordable cost in a sustainable manner. The objectives of the policy are:

1. To improve service coverage and service levels in urban, small towns and rural areas;
2. To enhance service reliability and technical competence of water and sanitation agencies and other service providers;
3. To improve the efficiency of capital investment and financial sustainability;
4. To implement reform of sector agencies;
5. To improve the capacity of communities to own and manage water and sanitation facilities;
6. To enhance the protection of the environment;
7. To enhance hygiene behavior and promote health awareness and understanding; and
8. Poverty Reduction.

Policy Targets

In line with the national policy, water supply service level for the rural areas shall be 30 litres per capita per day within 250metres in the community serving about 250-500 people per water point. For small towns the minimum supply standard shall be 60 litres per capita per day with reticulation and limited or full house connections as determined by the government and the beneficiaries while 90 litres per capita per day is the minimum supply standard for urban areas. It is expected that the water supply service target levels shall be achieved for 75% of the population by 2015.

The policy supports access to safe water and basic sanitation for every household in the State by 2015. Safe water supply coverage targets are stated below:

Table 9.1 Water Supply Coverage Targets

Settlement	Targets for safe Water Supply coverage by the year		Targets for Sanitation coverage by the year	
	2013	2015	2012	2015
Urban	67%	75%	62%	75%
Small Towns	67%	75%	62%	75%
Rural	66%	75%	62%	75%

The policy aims at extending sanitation and hygiene coverage to 75% of the population in urban, small towns and rural areas by 2015

Similarly, by the year 2015, most households are expected to have access to safe sanitation facility depending on the population profile as indicated below:

Table 9.2: Technological Options for Different Population Profiles

Population Profile	Safe sanitary facility
Rural (5000 people and below)	Different technology options – At least traditional pit latrines
Small Towns (between 5000 and 20,000 people)	Different technology options – At least improved latrines with sanplat and ventilation pipes
Urban (Above 20,000)	Different technology options – At least VIP latrines or pour-flush toilets
Institutions and public places	VIP latrines or pour-flush with hand washing, urinals and bath facilities

Policy Strategies

The strategies for achieving the water supply and sanitation targets are:

1. Baseline survey of current water and sanitation facilities to determine number of such facilities, distribution and sustainability with a view to paying more attention to areas that are underserved and areas not served at all.
2. Rehabilitation of facilities that are not operational and the implementation of operation and maintenance arrangement to ensure sustainability;
3. Construction of new facilities in line with policy targets;
4. Development of sector master plan;
5. Review and strengthening of operation and maintenance arrangements
6. Monitoring and evaluation of extent of coverage, preparation of annual reports and dissemination among stakeholders; and
7. Capacity building of institutions and personnel.
8. Increasing capacity of communities to own and manage water and sanitation facilities
9. Enhancing service reliability and technical competence of water and sanitation sector agencies and private operator
10. Improving the efficiency of capital investment and financial sustainability
11. Enhancing hygienic behavior and promoting health awareness and understanding
12. Implementation of reform of water sector agencies and other private operators

SECTION III

Infrastructure Development

- **Roads Development**
- **Electricity**
- **Housing**
- **Environment**

CHAPTER 7

Infrastructure Development

Road Network, Electricity Supply and Communication

Introduction

Yobe State depends exclusively on road transportation for intra-city, inter-city, communal to community linkage, community to farm linkage and other activities. The railways, which used to be of tremendous benefit in the 1970s and 1980s has virtually collapsed. This was partly as a result of federal government neglect and partly as a result of land erosion that have cut many communities away from this facility in the state. This has led to high volume of traffic jumps on major roads in major towns, thereby facilitating the rapid wear and tear of the very few roads in the state.

The state also depends on the federal Power Holding Company for the supply of its electricity. The supply of adequate power for domestic and commercial uses is a crucial input to any socio-economic development. The importance of energy sub-sector plays in our lives needs not be emphasised. But unfortunately both the Federal and State Governments have not been able to meet the demands of electricity for the ever-increasing population. Urbanization has high demands for energy. Apart from electricity needed for the functions of household appliances like fridges, freezers, gadgets, air conditioners etc such power supply is also required for the running of local industries. In addition people in rural areas also require energy supply of different types of needs. Adequate supply of power is therefore crucial to the modernization and social transformation of Yobe State. Inadequacy of supply of electricity is a major de-motivating factor for the growth of small/medium scale industries.

Situation Analysis on Roads

Public Roads in Yobe State are categorized into three: Trunk A, B and C and are the responsibilities of Federal Government, Yobe State Government and the seventeen local Government areas respectively. Most of these roads are either bad or impassable due to serious need for repairs. Both public and private sectors own vehicles plying these roads. But ownership of and responsibilities for road construction and maintenance is vested with these three tiers of governments. Lack of adequate road networks to link the state capital with local government headquarters and rural communities with local government headquarters in the State has made physical contacts difficult and slowed down economic activities. Many communities have no access roads.

The major challenge of poor road network is the time wasted to get to one's destination. As noted, this has slowed down economic and commercial activities and has increased the incidence of poverty in the state.

Situation Analysis on Electricity

Yobe State has three sources electricity supply; electricity from the National Grid or Power Holding Company of Nigeria (PHCN), the diesel power supply from

generators and solar power supply. In the year 1991, the consumption rate for the State Capital was 3 mega watts (3MW), for Nguru – Gashua it was 10 mega watts (10MW), while demand for the whole state stood at 25 Mega Watt (25MW), while network that provided the state capital, Nguru, Gashua, Yusufari stood at 33KV.

Similarly, between 1999 – 2007 there were 250 REB Stations out of these around 55 have been converted and connected to the National Grid. Key challenges on electricity supply include:

1. Poor maintenance in the power supply sub-sector especially in the REB.
2. Lack of steady supply of fuel affects supply in REB Stations;
3. Problem of erratic power supply for PHCN;

Policy Thrust on Roads

The main policy thrust of government is to facilitate economic activities by opening up and linking the rural areas and urban centres with a view to spreading socio-economic development and reduce poverty in the state.

Policy Targets on Roads

1. Increase accessibility and mobility to rural areas from urban centres and vice-versa to within 1 hour travel time (depending on the distance) by 2015

Strategies

1. Construction of twenty kilometres of road networks each in Damaturu, Potiskum, Geidam, Nguru and Gashua towns.
2. Construction of fifteen kilometres of road networks in each of the other twelve local government areas.
3. Rehabilitation of 200 kilometres of impassable rural and semi urban roads in the state
4. Develop community-government partnership in road maintenance and management.
5. Partner with the LGAs on roads maintenance and construction.
6. Equip Ministries of works, Integrated Rural Development, Environment and ADP with adequate facilities and equipment to cope with the present challenges.

Policy Thrust on Electricity Supply

The policy focus of the state will be on connecting towns and villages to the National Grid and minimize supply failures due to poor maintenance or breakages of poles and lines. Alternative sources of electricity supply, such as solar, independent sources, in addition to the National Grid will also be explored.

Targets on Electricity Supply

1. Improve supply and transmission to state capital and environment from **3MW** to 5MW by 2015
- Improve supply to other parts of the state to attain 33MW by 2015

Between these periods the sum of N1,38,925,098 was expended in the energy sub-sector.

Strategies on Electricity

1. Expansion of electricity lines to new settlements in all parts of the state
2. Improve transmission to state capital
3. Encourage partnership with the private sector for major infrastructural projects.
4. Alternative energy source
5. Maintain the existing facilities and replace worn out parts
6. Payment of ongoing projects
7. Supply of working tools, equipment and spare parts
8. Construction of ITC and rehabilitation of TDN and purchase of transformer to supply areas of needs.
9. Install and maintain streetlight in all parts of the state.
10. Purchase of electrical equipment
11. Extension of electricity supply points to all parts in need in the state.
12. Construct new offices, staff quarters and maintain the existing ones.

CHAPTER 8 ENVIRONMENT

INTRODUCTION

Record had shown that twelve (12) out of 17 Local Government Areas are at the thresholds of desert encroachment. The magnitude has resulted in serious loss of vegetation, soil fertility and good agricultural land to deserts. In some circumstance communities had to abandon their ancestral abodes in fear of being swollen up by sand movement. Desert is said to be advancing southward at the rate of 4km each year. A number of factors are blamed for the environmental problems in the state. Some of these factors include: flooding, overgrazing, bush burning, deforestation and erosion. The State Government made several efforts aimed at reversing the situation including:

1. Sand dune fixation
2. Encouraging woodlot plantation
3. Improving solid waste management

4. Dredging the silted water
5. Construction of embankment, Gabion Walls, flood gates and clearing of typha grasses.

Situation Analysis

(What resources are available to the state's Ministry of Environment?)

Policy Thrust on Environment

1. Secure quality environment to sustain good health and well being and livelihood of the population
2. Improve public awareness and development understanding of essential linkages between ecosystem and development.
3. Increasing the state of vegetation cover by reclaiming the lost forest

Policy Targets

1. Reduce by half the annual rate of desert encroachment from 4kms to 2kms by 2015;
2. Bring 20,000 hectares of land under re-forestation programme each year up to 2015.

Strategies

1. Rehabilitate 20 Arid Zone Nurseries
2. Survey and demarcate eight Games reserves.
3. Provide boreholes along the expanse of the new game reserves.
4. Raise 10 million seedlings of nurseries
5. Control wildfire outbreak
6. Control floods, erosion, desertification
7. Regulate and control pollution
8. Encourage research, planning and data collection about the environment
9. Construct waste centres in various locations.

Other strategies under each type of environment challenge in the state are listed below:

Desertification

1. Enhance the scope of activities of the Ministry of Environment and Environmental Protection Agency
2. Public awareness in form of enlightenment on the dangers of bush burning, indiscriminate felling of trees, large scale clearing of forest for farming, and over grazing
3. Designing and implementing conservation programmes.
4. Research into forest resources with a view to getting those that could adopt and resist climatic hardship.
5. Tree planting to be enforced by Government.
6. Establishment of fodder plantation in Nguru, Gujba and Geidam Local Government Areas.

7. Establishment of Nursery belts across the state. In 2004/2005 over 20 million seedlings of Gum Arabic were nursed, distributed and planted in all the 17 Local Government Areas in order to check desertification.
8. Alternative source of energy like kerosene stove, coal and gas cookers should be procured and sold at subsidized rates to discourage the use of firewood as source of energy for domestic consumption.
9. Government is to encourage oases development in order to sustain people through various provision of boreholes, schools, hybrid dates, Nursery fruits respectively and other actions that could generate income and reduce poverty.
10. Shelterbelts along desert routes should be established to cover the distance of 295km of the Yobe sector of the Nigeria-Niger Republic International Border.
11. Communities along the desert routes be mobilized to raise seedlings and woodlots.
12. NEAZDP an agency established in the desert prone area had made a lot of efforts in order to reverse the situation. A World Bank Initiative had promoted the production of millet, sorghum, cowpeas, Guinea corn, of about 63, 000 ha of land under cultivation.
 - a. It provided 1,665 Ox team loan to communities
 - b. It promoted forestry development encouraged through community nurseries that established shelterbelts in their areas.
 - c. It planted and fenced 40 community woodlots.
 - d. It provided fishing gears on loans.
 - e. It constructed 342 wells for the communities, repaired 21 boreholes and drilled 9 boreholes respectively.

Erosion

1. Creating and maintaining grazing reserves and providing boreholes for hay production and drinking water.
2. Encourage the establishment of grazing routes for cattle movement.
3. Encourage extension services
4. Improve the use of compost and cow dung as a form of retaining soil fertility.
5. Promotes contour, ridge and terrace farming peculiar to highland areas around the southern parts of the State.

Flood

1. Maintain water channels and drainages to avoid blockages;

CHAPTER 9

Housing

INTRODUCTION

Housing is one of the most basic needs of people. Its availability or otherwise has a significant impact on health, comfort and productivity. Unfortunately there has always been acute shortage of both houses and offices since the state was created in 1991, especially in Damaturu, the state capital. Accelerated urbanization and the concentration of educational institutions, job opportunities and modern amenities resulted in population pressure on the few houses available. Consequently, each year there appeared a considerable increase in quantity and quality of houses needed by ever growing population. But efforts by private firms individuals, state, federal and local governments to meet the rising demands for houses remained inadequate.

Policy on housing was put in place by the state government to provide more housing units when the state was created in 1991. This was done as a matter of urgency due to the acute nature of the situation when both the senior and management cadre converted the few offices that were earlier used as secondary and primary schools and local government offices as residential structures. Some workers were shuttling between Maiduguri, nearby local government headquarters and the state capital.

The State had made a singular effort by building houses in order to improve staff welfare and productivity. Government embarked on massive construction of houses in order to meet the yearnings and aspiration of its workers. This it did through the Housing Corporation. It later as a policy charged it with the policy implementation and planning of the owner-occupier scheme among other things. Similarly, Yobe Saving and Loans Ltd was established to offer loans to Civil Servants who might wish to build houses of their own.

The State Government in conjunction with the Federal Mortgage Bank embarked on construction of two bedroom-housing units in phases. The first and the second phases of 618 out of 826 were constructed and occupied. The next phase is the third phase, which would soon commence. The houses were being sold to civil servants and other individuals at subsidized rates.

Challenges of the Housing Sector

1. Focus of the housing policy is on provision to staff only to the exclusion of the population
2. There was poor coordination of activities by both the Ministry of Housing and Housing Corporation.
3. There was no standard format drawn to be followed by any organization nor of provision of any standard law to be conformed to (including price of items) standard was available.
4. Experts in related fields were not employed and or posted from the Ministry of Housing.

5. High and escalating cost of construction made harnessing of resources to achieve any target difficult. This was attributed to non-compliance with due process.
6. Quality of construction of residential quarters both private and public were compromised
7. Inadequate financial resources make target unable to be reached and goal unattained.

In view of these problems, however, the need to go back to the drawing board to find solutions is pertinent.

Policy Thrust

1. Providing layouts in each Local Government serviced by roads, drainage and other infrastructure as a means of arresting chaotic urban growth so that individuals may be encouraged to build their own houses.
2. Guaranteeing public servants taking Federal Mortgage loans to build or buy their own houses.
3. Mass provision of housing by both State and Local Governments for sale at subsidized rates to citizens of the State
4. Improve urban settlements through reviewing land decree to facilitate easy allocating and building houses.
5. Promote public – private partnership on housing delivery.

TARGETS

1. Provide 50 housing in each local government by 2015

Strategies

The key strategies for housing sector include

1. Provision of mass housing for the low-income groups through adoption of appropriate architectural designs and use of local building materials.
2. Provision of access to land with adequate guarantee of security,
3. Provision of site and services,
4. Expansion of loan able funds through an expanded mortgage finance system.

SECTION IV

Economic Empowerment

- **Women Empowerment**
- **Youth Development**
- **Poverty Eradication**

CHAPTER 10 GENDER ISSUES

INTRODUCTION

Women today who form about 49% of the national Population are most discriminated and are rated to be among the poorest and landless segment and have no voice for any decision making in the society. Table showing Yobe State and female Population Distribution

Table 12.1

LGA	Pop	Female	LGA	Pop	Female
Machina	61,606	29,998	Fune	300,760	147,511
Nguru	150,632	71,855	Tarmua	77,204	37,105
Yusufari	111,086	54,582	Damaturu	88,014	39,095
Yunusari	125,821	61,472	Gujba	130,088	58,137
Geidam	157,295	75,185	Gulani	103,510	50,857
Bursari	109,124	53,165	Fika	136,895	66,901
Karasuwa	106,992	51,789	Potiskum	205,876	99,015
Bade	139,782	66,659	Nangere	87,823	42,604
Jakusko	229,083	109,658	Total	232,1591	1,115,588

They contribute substantially in income generation activities especially agriculture. Labour production, provision of health care in the home, bear and raise children etc. Various attempts were made on gender perspective at bringing greater equality of both sexes, at International, national, States, Local Governments and community levels. For example between 1976 – 1985, these years were declared the United Nations Decade for women, and various international conferences were held for women, with attempts not only to equalize gender, but eliminate all forms of discrimination against women.

Although there has been real improvement in the position of women, the reality continues to fall short of minimum acceptable standards. Women were said to enjoy complete equality with men. But, in some societies evidence of women's inferior status ranging from failure to recognize economic value in their labour, to lack of access to education, from sexual harassment to domestic violence etc conditions are worst where poverty prevails.

Although roles and responsibilities are changing slowly, customs, tradition and religion give men more priority over women in most decision making in a family especially in rural areas.

Gender Empowerment

Women participate in politics. They vote and stand to be voted. These have been common at local government and district levels where women were elected as legislators and councillors. In order to maximize their potentials and identify their roles and responsibilities in the society, women form associations, which have become a strong catalyst that empowered them to benefit from government

assistance. They benefited from various loans schemes ranging from sewing machines to funds for establishing business premises, livestock rearing and poultry keeping among others.

They also benefit from various incentives and in participating in Agriculture and other economic outfits. They also benefit from the provision of hybrid seeds, tractor hiring scheme loans and procurement of fertilizer and other small scale entrepreneurship schemes such as grain processing, groundnut oil processing, bakery etc. Through Women Development Centres, women were trained in various trades like knitting, weaving and tailoring. Similarly the formation of cooperative groups for women empowered them to benefit from working tools such as cereal crop threshing machines, Domestic grinding machines, spaghetti making and pure water sealing machines.

On cottage industries women cooperative groups benefited from incentives which resulted in the establishment of cottage industries in their communities. These included.

1. Tie and dye cottage industry at Nangere
2. Vegetable processing cottage industry at Bizi
3. Soap and pomade making cottage industry at Amshi
4. Tie and dye cottage industry at Damagum
5. Soap, detergent and pomade cottage industry at Goniri Garua.
6. Groundnut oil processing cottage industry at Damaturu

Similarly other outlets were provided by government as facelift to uplift status of women. The Daycare, motherless Babies Home and Amusement Centres and a Nursery/Primary school were established and dedicated for women development. Women access to education became mirror for them to be guided in achieving enlightenment and equality. Education not only makes them more confident and responsive but provides them with knowledge and skills that allow them to be able to make an informed decision, with knowledge that can enhance their opportunities, expose them to new values, norms and attitudes that are likely to enhance their autonomy. For this reason, the need to improve women education has been stressed as a means of both promoting development and reducing poverty.

Similarly, Girl Child education system was introduced. This is a package of training those girls who had dropped out of schools. This programme was realized as direct investment in women through taking them out of ignorance and poverty. Students were introduced to cognitive skills as well as teaching them trades like knitting, weaving, sewing and home economics at various designated centres in major towns and Local Government Headquarters. Similarly, with the re-introduction of Sharia Legal System in the state, Islamiyya schools were opened to impart both Islamic and western education all over the 17 local government areas, for married and unmarried women.

Government too has established six Science and Technical Secondary School 3 for male and 3 for female to encourage Science and Technical Education. The State

currently has seven BEST Centres where students are taught computer, secretarial studies, carpentry/joinery , Building Technology and Automobile to prepare them for gainful self employment. The need to improve women education has been stressed as a means promoting growth and development.

Policy Targets

- Promote access to micro-finance credit to 50% of women Associations by 2015.
- Bridge the gap in enrolment between male and female in primary and junior secondary schools.
- Reduce to 50%, women vulnerability to HIV/AIDS and STD
- Increase employment opportunities for women to 30% by 2015.
- Reduce the high rate of gender disparity by 30% by 2015.

Strategies

- Conduct sensitization /advocacy campaign on the importance of Girl Child education in the rural areas.
- Construct 17 additional women Development Centres for improved skills acquisition.
- Empowering 50% of the women by providing 29 key skill areas relevant-purchase of training materials for women development centres
- Provision of educational support services for girls education through continuous mobilization.
- Establishment of database on women micro enterprises by type by location.
- Expanding by 50% of the adult female into vocational education programme.
- Construction of shops for hair dressing, shampoo, salon and other women business centres
- Register women farmers with appropriate agencies for regular evaluation and benefits i.e. micro credit, training.
- Establishment/reactivation/rehabilitation of existing cottage industries

CHAPTER 11 YOUTHS

Introduction

This segment of the society ages between 18-35 years old constitutes a strong foundation for growth or future of any society. They constitute a substantial part of any society. Their positive contributions enable a community. Realising the importance youth play in the development of the state, Yobe State Government designed various policy measures aimed at supporting the youths to become not only future leaders but responsible members of the society. It singled out job creation as a major policy focus.

Government provided physical structures and promoted sports development through provision of skills training in sports. The 27 August Stadium has been provided and developed to National Standard for development in terms of agility, sportsmanship, discipline and leadership training. This enabled the state's sports team to be excelling in various sporting competitions like football, hockey, handball, volleyball and badminton. Multi-purpose youths hall were awarded for construction in all the 17 local government areas with a view to developing youths.

It also entered in to bilateral agreement with Kano Government where unemployed Youths are sent on training to profit in various trades such as Computer Skills appreciation, plumbing carpentry/joinery, masonry, auto-mechanics etc. Between 2009 and 2010 over 2,000 youths benefited from the schem. Similarly the Back-to-farm programmes absorbed over 5,000 youths. Other skills development centres within the State such as BEST CENTRES accommodated over 2,000 youth within the last three years.

Similarly in order to cater for delinquent youths, Remand Homes have been rehabilitated and new ones were constructed at Goniri, Potiskum, Geidam, Damaturu and Nguru where various trades and skills development trainings are provided. Feeding, accommodation and clothing are all provided by the State government.

Workshops were also constructed for the blind at Potiskum Gashua, Goniri and Nguru and provided with working tools like Rama, Rama fibre, cotton waste etc to enable them learn various trades. Tri-cycles, food items and drugs are distributed to the destitute from time to time. The youths gender group, girl child, and Islamiya schools have been established in the local government areas in order to develop women folk. Weaving, tailoring, Tie and dye etc are taught to women in order to empower them.

Government and NGOs sustained campaigns on the dangers of HIV/AIDS among the active population especially the youths. Similarly, various awareness campaigns in form of advocacy on the dangers of drug addiction, cultism, prostitution and alcoholism among the growing population especially youths have been sustained. Youths were guided to form various associations like Red Cross, Scouts, Man-O-War, Girls Guides and Boys Brigade in order to train in endurance leadership and

organisational attitudes. A large employment scheme apart from the above is the private sector where youths are trained in various trades like welding, automobile, refrigeration, vulcanizing and catering services etc. These, in fact employ substantial number of youths.

Key Challenges

The challenges include:

- Cases of youths drop-out from schools at any level is still a serious problems
- Bulk of youths are still unemployed as data available from recent National Survey conducted by NDE in 2007 revealed that Yobe State alone has more than 68,383 who are still unemployed, of which some are university graduates. Youth delinquency is still prevalent as drug abuse, house burgling, alcoholism and prostitution are serious issues.
- Politicians still employ youths as political thugs and vanguards.
- Inadequate opportunities for vocational skill training are still a problem. The State Government has only six BEST Centres for skill trainings in various trades like computer, building, refrigeration, carpentry, woodwork, electric/electronic and welding which lacked funding and working tools.
- And these institutions employ a small number to train and the products of these centres where not supported with working capital after graduation.

Policy Thrust

Committed to enhancing unity and integration, employment generation, poverty reduction and overall development.

TARGETS

1. Reduce incidences of youth involvement in political thuggery, cultism, vandalism and drug abuse by 80% by 2015. This will be measured against drop in the number of reports, arrests and prosecution;
2. Achieve 50% placement rate in tertiary institutions for youth;
3. Reduce incidences of drop out in schools at all levels by 80% by 2015 while still maintaining quality and access.
4. Create 200 sustainable job opportunities for the youth annually starting from 2014;

STRATEGIES

1. Undertake Needs Assessment to determine the true position of the number of youths in the state requiring various support services in the 17 local government areas.
2. Equip the existing skill and entrepreneurship development centres such as BEST CENTRES and other viable skills centres in the state to accommodate the present challenges.
3. Empower the various private Artisans, Traders, small scale/cottage Industries through training and providing micro-credits to boost their enterprises.
4. Use public works such as NDE, BEST CENTRES, Youth Back-to-Farm, Small and Medium industries to employ the bulk of unemployed to generate income and eradicate poverty.

5. Sustain campaign against drug abuse, cultism, prostitution etc.
6. Create 12,000 functional jobs in development centred industries such as information Technology.
7. Assist average secondary school graduates through remediation to enable them further their education.
8. Increase the income generating capacity of the disabled by 00%.

SECTION V

Real Sector Development

- Agriculture
- Commerce and Industry
- Tourism
- Solid Mineral

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CHAPTER 12

The Agriculture and Food Security

Introduction

Agriculture and food production are critical to achieving the MDGs. Reducing hunger and malnutrition is about making quantity and quality food available to the population at reasonable prices. Yobe State is a potential food basket of Nigeria. However, the realization of its potential requires heavy investments in the sector through agricultural inputs – improving quality of land, the quality of crop species, and timely availability of other inputs including fertilizer and seedlings to the farmers. Peasant farmers have to be motivated and transformed from mere subsistence to develop the capacity and knowledge to engage in modern farming and marketing techniques to improve their income.

Situation Analysis

A proper and in depth situation analysis of the agricultural sector of Yobe State is constrained by absence of critical data about the sector. This analysis has had to rely on the report of the *Proceedings of the Yobe State Economic Summit 2008*. This highlights the need for accurate data collection and building of database for the agricultural sector of the state.

In general, the agricultural sector in Nigeria has experienced severe setbacks since the insurgence and total dominance of the Nigerian economy by oil in the 1970s. Throughout the colonial period, agriculture was the mainstay of the economy, producing both cash crops for exports and food crops for internal consumption. Under the agrarian economy of the 1960s, the incidence of headcount poverty was estimated to be about 15%, In 1960 agriculture accounted for 63% of the national GDP while unemployment was almost non-existent as the agriculture, which was and is still largely subsistence absorbed all excess labour. Thus, the key driver of the economic growth in the country throughout the 1950s and 1960s was agriculture.

In Yobe State, the situation is different but not significantly so as agriculture, which is the main stay of the state's economy and main employer of labor in the state received an average of 5.72% of total budget between 2006 and 2008. The low allocations imply that meaningful development of the sector cannot take place.

Access to Farmlands:

In important input into the agricultural process is arable land. For Yobe State where over 80% of the population depends on agriculture for daily sustenance lack of access to arable land could lead to poverty. Table 10.2 shows the distribution of access to land in the state by local government area.

Table 10.2: Access to Farmlands by LGA

S/N	L G A	Yes	No	Total
1.	Bade	76	24	100
2.	Bursari	85	15	100
3.	Damaturu	76	24	100
4.	Fika	92	08	100
5.	Fune	90	10	100
6.	Geidam	98	02	100
7.	Jakusko	97	03	100
8.	Machina	92	08	100
9.	Nangere	89	11	100
10.	Nguru	67	33	100
11.	Yunusari	93	07	100
12.	Yusufari	91	09	100
MEAN		87	13	100

Source: YSG-EU-SRIP 2010

The Table 10.2 highlights levels of access to arable land although this access is unevenly distributed. For example, 98% of the population in Geidam has access to land while only 76% of the population in Bade and Damaturu LGAs has access to land. In general, about 87% of the entire population of Yobe State has access to farmland indicating that access to land is not a critical issue in the state but perhaps the method of production and other inputs into the production process could be the limiting factors in increased agricultural productivity in the state.

A major issue that contributes to the decline in Yobe State as in every other part of the country is the land tenure system. This system encourages the fragmentation of farm holdings. It is estimated that there is just an average of 2.33 hectares of arable land per farmer in Nigeria and 0.37 hectares per capita. It has been observed that the tenure system that encourages small land holdings does not encourage mechanization of agriculture and consequently the use of traditional methods of production leads to low productivity, and therefore unattractive to young people.

The farming practice in Yobe State is dominated by rain-fed production of cereals. The major cereals include millet, maize, sorghum and rice. But the inputs are also often limited to traditional non-high yield varieties that are non-resistant to draught and Irrigation farming is also practiced but generally limited to the production of vegetables including tomatoes, pepper and onions. Animal production generally concentrates on cattle and uses the traditional nomadic system. This creates serious environmental problems particularly during the dry seasons when grazing tends to contribute to environmental degradation. Again, this traditional method of raising animals leads to low productivity. Similarly, fishery in the state is dominated by the traditional capture method and is associated with low productivity. Low productivity of the agricultural sector on which about 80% of the population depends for survival accounts in part for the prevailing high level of poverty in the state.

Thus, poverty alleviation policies in the state must aim at developing programs that facilitate the modernization of agriculture through the introduction of both high yield and draught resistance varieties of crops. The use of inputs such as fertilizer and pest control also need to be supported through agricultural extension services. Furthermore, there is need for creating outlets for the marketing of farm products by small size farmers. While it is noted that there are currently sufficient market outlets for cereals and livestock producers, the situation is different for growers of leguminous vegetables that are liable to on-farm losses. This natural leads to depressed farm prices that discourage farmers due to non-profitability of their produce.

Policy Trust

In the end, the State must encourage the mechanization and commercial agriculture in the state, within the context of the medium term plan. Considering the limited resources of the State, agricultural policy in the context of YOSERA III should focus on supporting the small-scale farmers to become more productive through the introduction of extension services, the use of fertilizers, and similar inputs and creating competitive markets for their products, while private individuals, organizations and cooperative societies should be encouraged to develop commercial farming in the state. In other words, the agricultural policy trust of YOSERA III should focus on providing assistance to small-scale farmers to enable them become more productive.

Medium Term Objectives of the Agricultural Policy

Policy Objectives

The medium term goal of agricultural policy in Yobe State is the modernization of the agricultural sector through the adoption of modern farming techniques and specie varieties that lead to higher yields and, consequently, to improvements in the income of farmers. Within the vision of YOSERA III, 2012 - 2015 the following sectoral projects shall be given priority attention:

1. Modernization of agricultural production, processing and storage through provision of new improved technology, hybrid and improved seedlings.
2. Development of Farm Centers and expansion of the Youth Empowerment Farm Schemes
3. Promotion of intermediate technology through purchase of matching bulls, ox-carts, ridgers and inter-row cultivators under the animal traction loan scheme;
4. Procurement of grains for Yobe State Grains Reserve Programme
5. Provision of water pumps, tube wells, wash boreholes to support irrigation farming among others

Policy Targets

Strategies

CHAPTER 13

Commerce and Industry

Introduction

At the time YOSERA 1 was at the drawing board in 2003, it was noted that the surest road to quick socio-economic development of the state was industrialization. Agricultural products being a primary raw material for industrialization was produced at a very subsistence level and unless it goes beyond primary level of production, the level of dreams for industrialization would remain a mirage. The plan to pursue industrial policy was meant not only to create rooms for general improvement in living standard, create job opportunities, and empower the small and medium scale private sector but also to boost the economy to be self-reliant.

Yobe State is blessed with abundant material and human resources capable of achieving the desired aspiration for growth and development. But, these potentialities have not been exploited.

Situation Analysis

As part of its efforts to industrialize the state and also attract investors to partner in the development of the state, Yobe State government identified several agro-based raw materials like Gum Arabic, Cotton, Groundnut, Maize, Millet, Wheat, Rice, Tomatoes, Cowpea, Livestock, Tamarind, Kaba (desert palm) and fish as possible potentials available in the state. Others include mineral potentials like Gypsum, limestone, (Trona-potash), Diatomite, Kaolin, Silica-sand, Natural salt which were said to have substantial quantities in the state.

Towards this, several initiatives were made in order to create the stimulating environment for private sector partnership and for industrial take-off. These efforts include the provision of infrastructure as follows:

1. Electricity Supply;- have reached most cities, towns and urban centres of the state. Electricity supply is seen as a strong catalyst and a necessary infrastructure for the take-off of small and medium industrial enterprises. Government provided about N2 billion facilities worth to reach the 17 local government areas.
2. GSM Service and Telecommunication Services are available all over the state.
3. Road networks have been constructed across the state. This was meant to transport both people and agricultural produce from farmlands and plantations to markets.
4. The State has railway links from Lagos to Nguru and Maiduguri through Buni Yadi in Yobe State.
5. On water supply, the sum of 1 billion was spent.
6. On hotels, 3 star hotel was constructed to boost tourism.

7. The State has NTA Stations in the three Local Government Areas of Damaturu, Gashua and Potiskum, State television (YTV) and a Radio Station to cover state and National activities.
8. Industrial Estate has been established and provided with infrastructure like roads, electricity and boreholes at Damaturu.
9. The issue of security is a collaborative effort between local government and state government, which is working to create a conducive environment.

It is in pursuance of the above stimulus that the Yobe State Government established seven manufacturing industries including

1. Leather bag/woven sack plant, at Damaturu
2. Modern abattoir, at Damaturu
3. Yobe Flour and Feed Mills, at Potiskum
4. Dofarga Spring Water, Gulani
5. Fertilizer Blending Plant, at Gujba
6. Yobe Soda Ash, at Yusufari
7. Oil Mill, at Nguru

In addition to the above domestic or cottage plant were established in selected local government areas through women development initiative these included:

1. Tie and dye cottage industry at Nangere
2. Vegetable processing cottage industry at Bizi
3. Soap and pomade making cottage industry at Amshi.
4. Tie and dye cottage at Damagum
5. Groundnut milling machine at Damaturu
6. Soap, detergent and pomade industry at Goniri.

In another effort to further attract investors to the state, government has promised to provide incentives to investors as follows:

1. Provision of prepared land, infrastructure and other basic services.
2. Promotion of an aggressive and deliberate policy to encourage production of basic raw materials that are around the state needed by investors.
3. Liaison with Federal Government to encourage establishment of institutions in Yobe State that can promote and enhance the activities of industries.
4. Liaise with the Federal Government to assist industrialists in acquiring:
 - a. Approved User Scheme
 - b. Pioneer statute
 - c. Tax holiday
 - d. Repatriation of dividend, profit and royalties

The State Government has also propose to partner with any willing investors in the following ventures:

1. Yobe Cement Company at Gujba
2. Yobe Propylene Mat Manufacture at Damaturu.

3. Solid Minerals Exploration
4. Dairy Processing at Nguru and Gujba
5. Poultry Venture at Potiskum

It is towards these efforts at establishing numerous agro-related industries that it was hope and expected that these developments would raise the socio-economic status of the state through achieving the planned targets whenever it matured. But, the plan in one way or the other could not achieve the desired goals, because it failed to be coordinated well and so it remained as a plan. The plan was to:

1. Raise standard of living to 75% from 30% by 2007
2. Create employment opportunities by 47 from 155 in 2003
3. Train 10% skilled and semi-skilled workers
4. Empower 20% of the affected communities
5. Reduce poverty by 15% under this sector by 2007

But for serious challenges that were linked to policies, the target could not be achieved.

Small and Medium Enterprises (SME)

Yobe State Government was aware of the enormous roles played by SME as prime mover of the state economy in creating opportunities such as:

1. Free competitive market environment.
2. Major driver of empowerment and poverty reduction
3. Major employer of labour
4. Major actor in industrial development
5. And key player in the promotion of indigenous technology in the state.

But the SME is faced by intractable problems. These ranged from financial, to low education, skill development, poor access to credit facilities, to poor environment, lack of capital, lack of access to market, poor linkages and information technology etc.

Key Issues and Challenges in the Manufacturing Sub – Sector:

With all the interventions from the state government, target set for industrializing the state had failed to achieve the desired goals. Between 2004 and 2007 every aspect of attracting industrialization seemed to have been put in place, but the whole industrial system seemed to be failing. Why?

1. Eight or more years after the take off of these industries, the performance still remained at a decimal point. This was because as long as they continue to be run by public officers on secondment and assisted by casual semi-skilled labour the sub-sector could continue to fail.
2. The industries had expanded from mere two to seven in 2007, but this expansion did not match with other factors as there was insufficient investment in raw materials processing like groundnut, cashew nut, guinea

- corn, maize, sorghum, livestock, vegetable to be able to boost their production.
3. The sub-sector has been constrained by lack of political will to direct implementation of some policies on industrial growth.
 4. Inadequate funding for routine production. The industries had been without take off funds and a free hand to source operating funds was not granted.
 5. The manufacturing sub – sector has been constrained by lack of adequate infrastructure. There was the problem of constant power supply and standby generators provided had been without diesel/fuel to run them, others were water, good roads, proximity to housing and schools etc (workers welfare package)
 6. Weak production base arising largely from poor production level, which had been on and off. There was the serious lack of guaranteeing supplies to consumers. Supplies have become erratic up to a stage when consumers could no longer rely on.
 7. Lack of protection against unfair competition from other manufacturers
 8. Operating cost have always remained expensive and on the high side due to irregular production and supplies and high running cost.
 9. Production level due to lack of accountability and fairness in dealing and poor public finance management of public officers who had usually been operating under directives.
 10. The objective that the sub-sector would empower the various communities, generate employment, provide socio-economic development of the state and reduced poverty is illusive.
 11. Poor management and marketing know how.
 12. Harsh economic environment for private sector involvement
 13. In accessible investment capital.
 14. Lack of appropriate technology
 15. Over dependence on imported goods.
 16. Lack of legislative (legal) backing for the formation of small scale entrepreneur development.
 17. Lack of State Advisory Committee to properly monitor the implementation of policies including this one.
 18. Under utilization to capacity
 19. Poor sectoral linkages
 20. Lack of patronage of domestic products by consumers.

Policy Thrust

A major focus of efforts aimed at enhancing the growth of the private sector was anchored on the provision of adequate funds for small and medium-scale enterprises. One of these is the revamping of the micro-finance institutions as part of the on-going reform of the nation's financial system. Also worthy of note is the need for the establishment of the Small and Medium-Enterprises Equity Investment Scheme (SMEIS) to be funded through contributions from the financial institutions.

During the period 2003-2005, steps were taken to protect local industries against unfair foreign competition. This resulted in the banning of some commodities in order to allow local producers to develop. While this served as an opportunity and

encouragement to the private sector, the extent to which this opportunity has been capitalized upon by the intended beneficiaries is still being assessed.

Another enabling support for the private sector is the availability of some functional infrastructure. The reform of the telecommunication industry has been a great booster, while much attention was paid to various means of transportation, such as air and road. The reform of the transportation sector has enhanced the level of confidence in the safety of commuters in Yobe State. The State Government has constructed and rehabilitated several kilometres of township and country roads. These augur well for the transportation of agricultural and manufactured goods to designated markets all over the State.

1. Develop industrial sector that could guarantee stable economy, generate employment and create wealth.
2. Provided stable environment that could promote growth capable of attracting investors
3. Increase utilization of locally available raw materials through value addition.
4. Attract capital
5. Increase agricultural output to produce raw materials for industries
6. Increase agricultural raw materials to generate foreign exchange.

Targets

1. Raise the level of production of all industries by 30% in 2015
2. Provide conducive environment to sustain small and medium entrepreneurs (SME).
3. Create opportunities for employment for skilled labour by 15% by 2015
4. Provide infrastructures to attract investments.
5. Provide on the job training to 30% of unskilled labour by 2015

Strategies

1. Ministry of Commerce to collaborate with financial institution like Banks in order to strengthen.
2. An improvement of industrial climate and stimulating higher capacity utilization.
3. Provision of adequate protection to domestic industries against unfair competition from imports of manufactured goods.
4. Reduction of operating costs and inflation rates
5. Provision of a level playing field to investors
6. Adequate provision of infrastructure like water, roads, electricity to attract investors and partners.
7. Establish and promote industrial cluster which specialize in various techniques for specific industries examples agro – allied
8. Establish small information centres to offer business advisory and technical services and promote skill development and information dissemination.
9. Establish credit scheme to provide long term revolving capital to small and medium enterprises.
10. Promote investment in agriculture
11. Provide access to skill relating to entrepreneurs

CHAPTER 14

TOURISM

Introduction

The natural and man-made environment, terrain, hospitable people and peace that prevail in the state have become conducive catalyst for attracting Tourism in the state. These provide good opportunities for Tourism potentialities. There are many tourist attraction sites and other historical collections in the state, which are tapped. The Dufuna Canoe, the ruins of Birnin Ngazargamu, the Machina Horse attraction, the Bade annual Fishing festival etc

One thing that unique in this state is that at least one local government has one or the other of these Tourist attraction. Effort should be geared towards identifying these potentialities and creating the enabling environment that could attract tourists to the state. Given the prime position of the state as the old historical site of old Borno Empire and the watershed of the Chad Basin, Yobe indeed needs to be encouraged to woo tourists. The objective is to maximize the socio-economic benefits of this important sector looking at the multiplier effect as well as its capacity for generating foreign exchange. This sector is important in promoting peaceful co-existence between different socio-cultural groups and nationals.

Potentials for enhancing tourism

The state has put these facilities to attract and boost tourism;

1. Mass transit fleets established under Yobe Line Authority and all the seventeen local government Mass Transits.
2. Hotels Development established under the Hotels Board in which Three star Hotel is a typical example.
3. Museums established in palaces of Mais and Emirs.
4. Availability of good roads being constructed all over the state.

Policy Thrust

The main thrust of government policy on Tourism is to;

1. Encourage even development through a well-planned, sustainable conservation and preservation of environment
2. Promote employment
3. Accelerate Rural-Urban integration and cultural exchange
4. Generate revenue.

Policy Target

1. Create at least one tourist centre in each local government area.
2. Attract at least 300,000 visitors to Yobe state each year by 2015.
3. Earn at least \$250,000 annually from tourists' visits.
4. Attract at least N2billion investment from private sector.
5. Create 4,000 new jobs by 2015.

Strategies

1. Encourage local and private investor to boost Yobe Tourism and its development through creation of favourable climate and incentive package.

2. Provide opportunities for joint venture between Federal, State and local governments and Private sector.
3. Set up a joint Body to up and negotiate
4. Control and regulate conduct of practitioners
5. Publicise and market the state Tourism potential at Home and Abroad. Provide training to Tourism personnel.
6. Provide linkages with rural areas. Develop cultural exchange that will encourage participation of all stakeholders.
7. Provide incentives to attract private sector participation.

CHAPTER 15

SOLID MINERALS SECTOR DEVELOPMENT

INTRODUCTION

Yobe State is blessed with abundant deposits of *solid minerals* like Potash, Gypsum, Limestone, Kaolin, Trona, Sillica, Sand, Diatomite and Quartz..

Investment in *solid mineral* sub-sector is a key that could boost the economy, generate employment, serve as source of foreign exchange and could create wealth and reduce poverty. Minerals for instance could form the basis for industrial activities like glass making, Cement Manufacture, ceramic products.

SITUATION ANALYSIS

Several attempts were made by government to explore and exploit the solid mineral potentials that abound in the State. In 1992 University of Maiduguri – Uniconsult was commissioned as consultants to carry out a survey of selected minerals. The findings had shown that minerals were available in substantially commercial quantities.

Similarly, in 2002, Yobe State Government commissioned another consulting firm, Nigeria Steel Raw Material Exploration Agency, Kaduna to undertake hydrological evaluation in order to determine the quality and quantity of Dofarga Spring Water. It was ascertained that the Dofarga has the potential of 37 million 3 year or one billion gallon exploitable annually. Thus, the production range will yield 1200m³/day and hence Dofarga water is now being exploited, bottled and package for sale.

Several other efforts like that of Yusufari Soda Ash Company are an ongoing project, the partnership in Cement Company were the real situation on solid minerals in the state. Others are still at investigation level.

Other efforts made was the organization of market strategy fair organized in Germany and South Africa. Economic summit was also organized here in Yobe State in July 2007, all with a view to woo investors.

KEY CHALLENGES

- Lack of comprehensive geological survey of solid mineral deposits.
- Absence of information on proven deposits and inadequate capacities in mining and processing.
- Lack of infrastructural facilities
- Unfavourable-fiscal regime
- Uncompetitive legal and regulatory framework
- Prevalence of informal and illegal activities

PROBLEM/KEY ISSUES

Above resulted into:-

- Environmental degradation – creation of shallow ponds, abandoned pits, pollution of rivers system and exposure to hazardous products.
- Social problem – child labour, poor working and living conditions especially at mine sites.
- National security risk – site migration of foreign, registered and unregistered titles.
- Low productivity and Waste – poor ore and mineral recovery, inefficient. Production and processing capacity inadequacy. Disregard for health and safety issues, revenue loss to government and smuggling and haphazard sale of products.

POLICY THRUST

- Putting up necessary infrastructure that will attract investors.
- Create enabling environment for private sector investments like; Tax Holiday, Repatriation of Dividend, Profit and Royalties, Security of life and proper investors.
- Organize orderly form of exploitation to generate revenue, offer employment, generate wealth and develop rural economy.
- Build capacity through enhanced professionalism.
- Bring out value – reorientation and appreciate dignity of labour
- Organize the sector to be able to promote small scale entrepreneurs and reduce poverty.
- Free the sector from illegal mining activities.

TARGET

- Promote vigorously the exploration and exploitation of solid minerals in tune with Federal Governments directive in order to provide inputs for local industries and possibly exports.
- Make mining fields attractive to investors and formalize informal mining activities.
- Increase opportunities for indigenes to generate employment for about 30% of those engage in the sector by 2015.
- Increase revenue accruable to government 20% by 2015.
- Reduce degradation to barest minimum.
- Diminish social and health problem – those link to child labour and spread of HIV/AIDS

STRATEGY

- Enforcing existing legal framework for small illegal operators.
- Empowering geological survey department to be able to provide a comprehensive data base of mineral locations and estimated reserves.
- Compiling a cadastral register of all available mining rights, licenses and leases of known minerals.
- Codifying a system of incentives to attract private sector investments.
- Organize and commence a simplified process of issuing mining legal license in collaboration with Federal Ministry of Mines and Power.
- Reviewing of Land Act to facilitate entry into the sector

- Promote enforcement of environmental rules and regulations so as to protect environment from destruction.

SECTION VI

Implementing YOSERA III

- **Reforming the Public Service**
- **Costing YOSERA III**
- **Risks and Assumptions**
- **Conclusions**

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CHAPTER 16

Reforming Yobe State Public Service

INTRODUCTION

Given the importance of both the public and private sectors in moving the economy forward, it has become imperative that the two should maintain efficiency in their respective areas of responsibilities.

Situation Analysis

At inception, in 1991, the state civil service took off with few Ministries, Departments and Parastatals with a workforce of about 6,000 staff. In order to make the public service to reflect the objective of state creation, the workforce grew to about 12,600 in 1993. In order to make the service more manageable and reduce costs some of the boards and Parastatals were then merged with their parent ministries. Based on these initiatives, the size of the civil service was planned to be kept within manageable size. But, unfortunately, this approach plunged the civil service into dilemma. This, coupled with the primary focus on building infrastructures with limited attention being stressed to best practice in governance.

The operation of government was virtually limited to few ministries/departments. Similarly, the deployment of staff was done indiscriminately, which led to over staffing of some establishments at the expense of others. The operation of government was also concentrated in few hands, which gradually led to abuse of office leading to ignoring procedures, rules and regulation and privileges that are vital in conducting government business. The workforce was over blotted with unskilled, low productivity, poor service delivery, poor remunerations, and lack of exposure to training leading to low morale. This became the picture of the civil service in 1999.

The impact of the democratic government came with some retinue of aids. This led to increase in the size of the workforce. Similarly, the civil service became politicized and its much-cherished norms or values and ethos eroded. During this period, appointments and promotions became subjective.

Challenges

As noted above, the public service faced several problems and challenges including;

- Weak capacity for policy formulation and implementation due to non-exposure for training.
- Poor service delivery and non-adherence to value for money in government operations.
- Corruption, which has eaten deep into the fabric of civil service leading to weak or non-adherence to public ethics, rules and regulations
- Politicization of civil service

Public Service Reform

As part of its efforts to address these issues the government initiated and carried a number of initiatives including:

- Personnel audit was carried out in all ministries/departments and anomalies discovered were addressed appropriately.
- Existing instruments that guard the operation of public service i.e. Public Service Rules, Financial Regulations and Stores Regulations were reviewed and updated. In the same vein the new scheme of service was adopted from federal.
- The responsibility of preparing salary voucher was computerized.
- Owner-occupier principle was introduced to enable public servant own houses.
- Renewed emphasis has been placed on transparency and accountability through regular printing and disseminating government audited accounts.
- Payment of salaries through the banks to reduce 'ghost workers';
- Biometric exercise was conducted with a view to flushing ghost workers and regulating appointments.

Policy Targets

The broad aim of the exercise was to improve efficiency of the public service by minimizing wast and improving professionalism. Specific targets to be achieved in this are:

- Reduce by 30% the overall cost of public service in the state by 2015;
- Raise proficiency and productivity of 30% of staff as required by the scheme of service by 2015

Strategies

- Periodic training and retraining of staff in relevant technical areas;
- Employ additional staff in technical areas;
- Improve staff recruitment deployment processes to ensure posting to areas of need and competence;
- Providing functional working materials;

Security, Administration and Rule Law

To achieve peace and security in the country, a number of innovative strategies would be adopted. These include (i) enhancement of security surveillance and crime detection and prevention method, (ii) re-invigorating and empowering the State Emergency Management, (iii) implementing a functional education programme, (iv) integrating disaster risk reduction into emergency response management,(v) partnership and capacity building for reducing vulnerability/risk to oil and gas pipeline explosion and promotion of inter-agency cooperation to eliminate the root causes of conflicts and maximize high quality defense and security delivery system.

CHAPTER 17
Risks and Assumptions

CHAPTER 18
Costing and Implementing YOSERA III

CHAPTER 19

Conclusion and Next Steps

Introduction

Medium term plans are necessary for guiding development. Building on previous medium term plans of the state and this has informed the conceiving of development vision for the State. YOSERA III represents the aspiration of the people of Yobe State to make progress in the attainment of the MDGs and also the national aspiration of being one of the leading twenty economies by 2020. The process of preparation of YOSERA III has been consultative. There has been conscious effort to build the capacity of the state to develop Medium Term Expenditure Framework as part of YOSERA III. This requires that considerable amount of effort be put into the technical processes.

An important extension of this effort is the inauguration of TWG as the focal group to take the process forward and technical workshop aimed at increasing the skill base not only for the preparation of YOSERA III but also for the future MTEF plans and reforms in the state. The enthusiasm and active involvement of participants at the five-day workshop bear out the fact that the process of entrenchment and institutionalization of the process in Yobe State has started. This process should be taken forward by the regular involvement of the TWG in the budget preparation process. The early passage of the Fiscal responsibility Bill also requires that special attention be paid to the institutionalization of this process in the state.

The outputs from this assignment clearly indicate that considerable progress has been made in the preparation of YOSERA III. Projection of revenue of the state for the for 2011-2015 has been carefully prepared taken into account the fluctuations in the international crude oil on which the state like the rest of the national economy depends for the bulk of its revenue. Other sources of revenue have also been explored and conservatively estimated. These estimated provide critical information on the level of resources likely to be available to the state government to drive and fast track the development of the State. Furthermore, it emphasizes the need to open up the economy of the state for private sector participation. It is well known that some sectors of the economy such as the industrial sector are better managed by the private sector. Some other sectors particularly where market failure is not so extensive can profitably be open to private-public partnership (PPP). In general, there is need for greater private sector involvement in the provision of basic infrastructure and services in Yobe state. This should be more extensively explored under YOSERA III.

Recommendations and follow-up

This draft of YOSERA III covers the key focal sectors of Education, Health, Agriculture and Water and Sanitation and sets further key PFM reform agenda. The work of the TWG still represents but a framework for further dialogue and debate in a wider stakeholder's forum which will include inputs from the different organs and segments of the population.

Furthermore, a more comprehensive approach to implementation of YOSERA III will require particular attention to the MTEF component of the framework. For this

purpose, it will be absolutely important that the State Executive Council (SEC) should determine early enough the amount of resource envelop to be available to each MDA not only in the first year of implementation but also the outer years of the plan.. The ministries in turn should decide early enough the amount of its envelop to be allocated to their component programs depending on the priorities of the state. This will enable the MDAs to set and phase their priorities within the constraints of available envelops. Priority projects and programs that are not accommodated in the first year could be implemented in the outer years with the aim of achieving the overall set targets of the state.

It is suggested that when the comprehensive plan is eventually approved, that the Ministry of Budget and Planning should strictly draw its projects and plans only within the envisaged plan but rather ensure strict adherence. This plan is important if the set target priorities and targets of government are to be achieved, otherwise scarce resources could be frittered in pursuit of agenda not related to the vision of the State.

Monitoring and evaluation are critical in the process of implementation of YOSERA III. It is necessary to set up a monitoring and evaluation (M&E) committee when the document is eventually approved. The work of the M&E committee will include, among other things, to ensure complete adherence to the priorities set out in the plan document. It will also undertake the responsibility of ensuring that key players are held responsible for deviations from the plan and report back to responsible organs of government for remedial action.

Finally, there will be need for translation of a summary of YOSERA III into the local language (Hausa) for wider circulation of the vision document. This translation will enable a shared vision of the state, its plans and policies among all stakeholders.

It is hoped that the finalization of YOSERA III and its faithful implementation will accelerate the progress of Yobe State in achieving the MDG goals and the realization of national aspiration set out in Vision 20:2020..

Annex I
Budget Performance Analysis Under YOSERA II

Table 4.1 Revenue Performance under Yosera II

Description	2007				2008				2009			
	Budget	Actual	Var	%	Budget	Actual	Variance	%age	Budget	Actual	Var	%
	N'm	N'm			N'm	N'm	N'm		N'm	N'm	N'm	
Taxes	824.5	761.3	-63.2	-8.0	778.0	1032.5	254.5	33.0	1191.8	722.6	-469.2	-39.0
Fines & fees	77.6		-77.6	-100.0	42.2	63.2	21.0	50.0	136.2	44.2	-91.9	-68.0
Licenses	26.6	170.4	143.8	540.0	15.2	452.2	437.0	2873.0	18.0	316.5	298.5	1659.0
Earning & sales	41.5	155.9	114.5	276.0	14.3	398.0	383.6	2675.0	90.3	278.5	188.2	208.0
Miscellaneous	0.2	185.1	184.9	92434.0	0.2		-0.2	-100.0	0.2		-0.2	-100.0
Boards & Parastatals	4.1	456.4	452.3	11168.0	3.1	704.7	701.7	23006.0	30.4	493.2	462.9	1525.0
Sub total-IGR	974.4	1729.0	754.6		853.0	2650.7	1797.7		1466.9	1855.1	388.2	
Statutory allocation	31114.0	19511.6	11602.4	-37.0	28090.0	24610.4	-3479.6	-12.0	23567.0	18112.6	5454.4	-23.0
Total Rec receipts	32088.4	21240.6	10847.8		28943.0	27261.1	-1681.9		25033.9	19967.8	5066.1	
Capital Receipts:												
VAT	2160.0	2970.5	810.5	38.0	2952.0	4025.8	1073.8	36.0	3508.0	4370.9	862.9	25.0
Internal loans	7224.0	300.0	-6924.0	-96.0	1500.0		-1500.0	-100.0	2500.0		-2500.0	-100.0
External loans	208.0		-208.0	-100.0	1856.0		-1856.0	-100.0	2442.0	122.8	2319.2	-95.0
Grants	2368.0	13452.8	11084.8	468.0	3040.0	5007.3	1967.3	65.0	3951.0	3664.0	-287.0	-7.0
Miscellaneous	2086.0	1636.5	-449.5	-22.0	18350.0		-18350.0	-100.0	2472.0	247.0	2225.0	-90.0
Excess Crude					16000.0		-16000.0	-100.0	4000.0	9736.3	5736.3	143.0
Sub total-Capital	14046.0	18359.8	4313.8	31.0	43698.0	9033.1	34664.9	-79.0	18873.0	18141.0	-732.0	
Total	46134.4	39600.3	-6534.1		72641.0	36294.2	-36346.8		43906.9	38108.8	-5798.2	

Revenue Performance Under YOSERA II

In the process of preparing YOSERA III, the revenue performance of the State under YOSERA II was reviewed. Table 4.1 provides a summary of the budgetary performance of the State during the period under review. The overall picture is that the internally generated revenue (IGR) over the three years (2007-2009) ended on positive notes as the revenue generated in each year was more than the what was targeted. The implication is that the State seems to have higher revenue

capacity than expected. On the other hand statutory allocations fell below budgetary expectations during the three years with wide variances ranging from 37% in 2007, down to 12% in 2008 and up again to 23% in 2009. The performance also shows that Yobe State like many other States is nearly completely (almost 90%) dependent on federal allocations. This makes any short and medium term plans rather precarious since the revenue that supports the plan is liable to high level of volatility arising from the vagaries of international crude oil market. The diversification of the sources of revenue in Nigeria remains the greatest policy challenge. The recent Global Financial Crisis has clearly shown that global recessions lead to drastic drop in global oil demand of the dimension that the country witnessed in the 1980s and 1990s. Thus, reviving agriculture, agro-based industrial growth development of solid minerals, tourism and manufacturing sub-sectors are critical to diversifying the economy and creating jobs for the teeming population.

Budget Implementation

Implementation is a critical component of any plan. Budgetary discipline is about implementing the budget as planned in order to deliver priority services to the people. When budgets are planned and not implemented, services that are supposed to be delivered for improved welfare of the people are not achieved. Over the period 2007-2009 budget implementation in Yobe State was poor. Critical services were not protected against unanticipated shortfalls in revenue and procedural delays. For example, in 2007 only 29% of budgeted capital expenditure for the health sector was executed implying a variance between budgeted and actual of 71%. This is against international best practices which would regard more than 10% of variance between budgeted and actual expenditure as unacceptable. Similarly, the budget of the education sector was executed only to the tune of 33% (variance of 67%), Water and Agriculture had only 22% and 37% implementation rates respectively with variances of 72% and 63%. This suggests that under YOSERA II, state expenditures had little or no reference to the budget in these critical MDG sectors.

Table 4.2 Capital Budget Performance in Key Ministries 2007-2009 (N'm)

	Health			Education			Water			Agric.		
	Budget	Actual	Impl. Rate %	Budget	Actual	Impl. Rate %	Budget	Actual	Impl. Rate %	Budget	Actual	Impl. Rate %
2007	2746.00	807.76	29.42	4701.00	1564.16	33.27	2370.00	530.41	22	3264	1205.41	36.93
2008	5797.40	746.00	12.87	10282.71	3946.50	38.38	2991.81	1157.65	38.7	2332.00	1566.90	67.19
2009	2240.00	1,484.27	66.26	5250.43	4057.13	77.27	1644.00	1339.73	81.49	2207.18	1672.45	75.77

The situation was worse for health in 2008 as only 13% of the capital budget was executed. For the education, water and agric sectors, the rates of implementation in 2008 were 38%, 39% and 67% respectively. However, the situation was much

better in 2009 when 66% and 77% of the sectoral capital budgets were executed. Thus it would seem that there is severe problem with budget planning and execution in Yobe State suggesting that future plans should pay greater attention to implementation. The fact that critical sectors like Health, Education and Agriculture suffer very poor budget execution is a major source of concern and should therefore receive special attention in YOSERA III.

Table 4.3: Capital and Recurrent Budget Performance 2007-2009 (N'm)

Year	Capital			Recurrent		
	Budget	Actual	Impl. Rate%	Budget	Actual	Impl. Rate %
2007	26,593.31	10,426.99	39.21	17,456.69	15,254.47	87.38
2008	57,661.64	31,740.59	55.05	15,698.36	13,604.88	86.60
2009	31,820.95	25,059.77	78.75	21,886.00	17,553.91	80.21

Table 4.4: Allocation of resources between capital / recurrent (N'm)

Year	Total	Capital	%	Recurrent	%
2007	44050.00	26,593.31	60.37	17,456.69	39.63
2008	73360.00	57661.64	78.60	15,698.37	21.40
2009	53706.95	31820.95	59.25	21,886.00	40.75

Tables 4.3 and 4.4, respectively, show the overall implementation rate of the annual budgets and the relative allocations of resources between capital and recurrent expenditures. As expected, implementation of recurrent expenditure is much closer to the approved budget than the implementation of the capital projects for the three years under consideration.

Table 4.5 Budget performance by Sector

Year	Economic			Social			Regional			General Administration		
	Budget	Actual	% Var.	Budget	Actual	% Var.	Budget	Actual	% Var.	Budget	Actual	% Var.
2007	10,226.20	4,198.54	59	8,520.00	2,547.94	70	3,825.00	905.07	76	4,022.11	2,775.43	31
2008	24,888.60	16,547.61	34	17,627.10	5328.54	70	6,504.87	3,559.66	45	8,631.07	6,304.78	27
2009	10,813.98	7,922.09	27	8,709.05	6,053.79	30	5,179.60	4,994.96	4	31,820.95	25,059.77	21

Tables 4.5 and 4.6 show that similar to the large variances noted in the focal MDG Ministries, sectoral and overall budget implementation follow much the same route with high level variances from 2007 to 2009 although there were notable reductions in 2009. Still even the best performing year of 2009 is still far from international best practices that allows no more than 5% variance between the budget and actual.

Table 4.6: Summary of Budget Performance 2007-2009 (N'm)

Fiscal Year	Budget	Actual	% Variance.
2007	44050.00	25681.46	42
2008	73360.00	45345.47	38
2009	53706.95	42613.68	21

Table 8.3 Vulnerable Population of Children 2009-2015

Disease incidence assumptions								
	2009	2010	2011	2012	2013	2014	2015	Assumptions
No. of children aged 0-5 years	514,798	531,271	548,272	565,817	583,923	602,608	621,892	20%
% of cases seen each year	15%	20%	30%	45%	60%	75%	80%	
No cases per year								% childhood pop
Malaria	257,399	265,636	274,136	282,908	291,961	301,304	310,946	50%
ARI	257,399	257,399	257,399	257,399	257,399	257,399	257,399	50%
Acute Diarrhoea	257,399	257,399	257,399	257,399	257,399	257,399	257,399	50%
Measles	257,399	257,399	257,399	257,399	257,399	257,399	257,399	50%

Pneumonia non-complicated	102,960	102,960	102,960	102,960	102,960	102,960	102,960	102,960	20%
Pneumonia complication	25,740	25,740	25,740	25,740	25,740	25,740	25,740	25,740	5%
Meningitis	25,740	25,740	25,740	25,740	25,740	25,740	25,740	25,740	5%

Table 7.4: Estimated Costs of Maternal Care 2011-2015

	2011	2012	2013	2014	2015
Antenatal care	336,845.16	43.453033	53.812223	69.417776	76.415079
Normal Delivery	1.9971129	12.366121	35.120574	81.549982	114.55053
EOC	0.1064419	0.4393923	2.8340806	14.488145	23.922822
Child Health Services	388.40817	590.32372	797.70939	1010.8249	1093.2813
TOTAL	424.19624	646.58227	889.47627	1176.2808	1308.1697

Annex II

The Millennium Development Goals

The march of progress by nations, particularly among the middle and low income countries, is now measured against the benchmark of the MDGs. These MDGs represent universally accepted values among both the North and

Box 1: Nigeria: MDGs Status Report

Goal 1: Eradicate Extreme Poverty and Hunger

- ✚ Percentage of population living in relative poverty declined from 65.6 % in 1996 to 54.4 % in 2004
- ✚ Percentage of population living in extreme poverty (i.e., those that cannot afford 2900 calories per day) stood at 34.9 % in 2004
- ✚ Unemployment declined from 14.8 % in 2003 to 11.8 % in 2004
- ✚ Percentage of underweight children fell marginally from 35.7 % in 1990 to 30.7 % in 2004

Goal 2: Achieve Universal Primary Education

- ✚ Primary school enrolment (gross) rose steadily from 67.7 % in 1990 to 93 % in 2001 before rising appreciably to 123.0% in 2003. This was as result of having over aged and under aged children registering for primary education arising from the implementation of Universal Primary Education (UBE)
- ✚ Primary six-completion rate also rose from 60.0% in 1991 to 83% in 2001 before rising appreciably to 94.0 % in 2003. There were however imbalances in the completion rate between boys and girls in favour of boys
- ✚ Literacy rate among people within the age group of 15 and 24 declined from 70.7 % in 1991 to 64.1 % in 1999 but later rose significantly to 76.4 % in 2004

Goal 3: Promote Gender Equality and Empower Women

- ✚ There is pronounced imbalance between male and female enrolment in the country. Primary education (girls per 100 boys) rose from 82.0% in 1990 to 96 % in 2000 but declined to 79 % in 2004
- ✚ The proportion of girls relative to boys enrolled in senior secondary schools (girls per 100 boys) also fell from 105.5% in 1991 to 79.4 % in 2003. The percentage share of female enrolment fell from 48% in 1999 to 44% in 2003
- ✚ Fewer women applied for entry into tertiary institutions because there are fewer girls completing senior secondary schools
- ✚ Women appear to have become increasingly favoured in wage employment in the non-agricultural sector. It increased from 62% in 2000 to 79.4% in 2003/2004

- ✦ Although women's political participation is still low at the legislative arm, their appointment to political and decision making positions has improved tremendously since 2003.

Goal 4: Reduce Child Mortality

- ✦ Against a target of about 30, infant mortality (per 1000 live births) worsened from 91 in 1990 to 100 in 2003
- ✦ Under-five mortality rate (per 1000 live births) also worsened from 191 in 1990 to 201 in 2003
- ✦ The proportion one-year-old children immunized against measles declined from 46 in 1990 to 31.4 in 2003.

Goal 5: Improve Maternal Health

- ✦ Maternal mortality ratio per 100,000 still remains at abysmally high level remaining at 704 as at 1999
- ✦ Proportion of births attended by trained health personnel worsened from 45 in 1990 to 36.3 % in 2003.

Goal 6: Combat HIV/AIDS, Malaria and other diseases

HIV prevalence among 15 - 24 years old women declined from 5.9 % in 2001 to 5.2 % in 2003 while the national prevalence rate fell from 5.8 % to 5.0 % during the same period of analysis. Regional prevalence varied significantly from 7.0 % in the North Central to 2.3 % in the South West in 2003

- ✦ Only 40.4 % of Female and 58.4 % of Male had adequate knowledge of HIV/AIDS prevention in 2003
- ✦ AIDS- Orphans are estimated to have reached 1.8 million in 2004
- ✦ Deaths resulting from malaria rose from about 1.1 million in 1990 to about 1.8 million in 1998
- ✦ Susceptibility to tuberculosis is increasing because of declining immunity resulting people living with HIV/AIDS.

Goal 7: Ensure Environmental Sustainability

- ✦ Proportion of land area covered by forest increased from 10% in 1990 to 12% in 2004
- ✦ Proportion of gas flared declined from 68% in 1990 to 40 % in 2004. There is high hope for meeting zero flaring by 2008
- ✦ Proportion of households with access to safe drinking water has been improving due to significant allocation of resources to water resources, which had resulted into the establishment of many dams and water reservoirs in the country
- ✦ Proportion of households with access to basic sanitation improved from 56.5 % in 1990 to 72 % in 2003.

PART III Governance and Reform of Public Institutions

Rationale for Governance Reforms

Governance is conceptualized as the processes and systems by which a government manages the resources of a society to address socio-economic and political challenges in the polity. Governance therefore, should be seen as a key foundation on which all other actions to promote developments are found. Without good governance, investment in people and effort to promote growth will not be effective. "Good Governance" however, refers to "Effective State". That is the ability to deliver with effective institution, which represents and include all citizens.

A good governance system is defined by its relationship to the four key elements described below:

Accountability

In a democracy, elected and appointed government officials, from the president down to the office messenger must be accountable for their actions. They must provide answers for their activities to the general population. It is imperative that the population demands this from all government officials at all levels of the political system. One way of doing this is for members of each electoral constituency to construct a performance measurement framework compelling respective government officials to provide answers for their activities and policies. They must demand regular meetings with their respective elected officials at the constituency level.

Transparency

Simply put, transparency is the easy and unrestricted access to government information by the population. The general public must have access to information on government policies and programmes. It is vital that ministers and bureaucrats ensure the unedited dissemination of such information as demanded by the general public, excluding information pertaining to a nation's security. The general public should agitate for the enactment of an Access to Information Act that guarantees the unrestricted access of the public to information on government policies and programmes. The enactment of such an Act will compel governments to adhere to the tenets of transparency in their decision making process as well as limiting the chances of government officials engaging in corrupt practices.

Participation

This is a very important component of the elements of governance. It is imperative that citizens participate at all levels of their government's decision making process. Their participation does not end with merely casting their votes on Election Day. They must insist and ensure that their votes are counted. For effective participation in public policy, it is essential for citizens to organize themselves into credible interest groups (professional associations, academic unions, students' unions, labour unions, non-governmental organizations, etc) that constantly review government policies, articulate the positions of the general population and engage

elected officials in public debates regarding the rationale and impact of their policies and programmes on the population.

Predictability

A democratic polity is governed by laws and regulations anchored on the Constitution of the country. Therefore, it is imperative that the application of these be fair and consistent, and thus predictable, within the boundaries of the Constitution. Any arbitrary application of the laws and regulations would vitiate the Constitution and inhibit good governance. A critical element of this is the recognition of the principles of jurisdictional responsibilities, especially in a federal polity like Nigeria. For example, can a federal government establish an Act empowering itself to review the finances, policies and activities of state governments and punish erring state officials?

The above elements presuppose an educated, politically conscious, enlightened and an actively proactive population. Where the population is ill equipped to engage in any of the above, it is a certainty that the rudiments of good governance will readily be compromised by the government of the day. This situation buttresses the view that a society gets the government that it deserves.