



KOGI STATE DEVELOPMENT PLAN 2024–2056 ABRIDGED VERSION

SHARED HOPE AND PROSPERITY



Ministry of Finance, Budget and Economic Planning
Kogi State Development Plan 2024-2056

© Copyright Ministry of Finance, Budget and Economic Planning
Published by: Ministry of Finance, Budget and Economic Planning

All rights reserved.





Change has come to Kogi State. I may be the Torchbearer, and Custodian of it, but you, the great united people of Kogi State, are its Owners and Proprietors. Let us arise together, take our Collective Destiny in our hands and go forth excitedly to chart our New Direction.

Kogi, THIS CHANGE IS YOURS.

Extract from the Inaugural Speech of His Excellency, The Executive Governor of Kogi State, Alhaji Yahaya Bello, CON

27th January, 2016



Our Vision for Consolidation and Continuity seeks to sustain our journey on the new direction path to lift Kogi State to a higher level of performance and success. We pledge to vigorously implement the broad ideas and initiatives presented in this document, the 32-Year Development Plan, to granular levels.

Kogi, Confluence of Opportunities

Extract from Consolidation and Continuity Manifesto of The Governor-Elect of Kogi State,
Alhaji Usman Ahmed Ododo



Game Changers - The New Direction Team



His Excellency Yahaya Bello
Governor, Kogi State



His Excellency Edward Onoja
Deputy Governor, Kogi State



Mrs Folasade Arike Ayode, PhD.
Secretary to the State Government



Pharm. Abdulkareem Muhammed Jamiu Asuku
Former Chief of Staff



Hon. Usman Ahmed Ododo
Former Local Government Auditor General



Mrs. Hannah Onyinoyi
Kogi State Head of Service



Hon. Sunday Faleke
Deputy Chief of Staff



Commander Jerry Omodara (rtd)
State Security Adviser



Muhammed Sani Ibrahim, SAN
State Attorney General and Commissioner for Justice



Sen. Abubakar Sadiq Ohere FNSE
Former Commissioner Works and Housing



Hon. Asiwaju Asiru Idris FCA
Commissioner for Finance, Budget and Economic Planning



Hon. Momodu Ozigi D.
Commissioner for Local Government and Chieftaincy Affairs



Hon. Abdulmutalib Muhammed
Commissioner for Energy and Rural Development



Hon. Wemi Jones
Commissioner for Education, Science and Technology



Hon. (Evang) Kingsley Olorunfemi Fanwo
Commissioner for Information and Communication



Hon. Abubakar Bashir Gugu
Commissioner for Solid Minerals and Natural Resources



Hon. Jibrin Momoh
Former Accountant General



Hon. Yusuf Okala
State Auditor General



Sule Salihu Enehe
Executive Chairman, Kogi State Internal Revenue Service



Hajia Habibatu Oyiza Tijjani
Accountant General Kogi State



Barr. Moses Okezie
DG. Research and Development



Onogwu Muhammed
Chief Press Secretary to the Governor



Foreword



The desire to use a strategic plan to drive the State development agenda has been an utmost priority of our administration. The common saying that, if you fail to plan, then you plan to fail, has always been a strong personal guiding principle in everything I undertake, for which I desire tangible results. This thinking underpinned the urgency and commitment with which we developed the New Direction Blueprint, upon the take-off of our administration in 2016, on which the current successes of our Administration are anchored.

I should emphasize that the success of the New Direction Blueprint lies in the participatory process that birthed it. We took the decision to consult and engage widely with our people and harvested their priorities, as well as saw first-hand the extent of challenges that we had to contend with. Based on these engagements, we were able to determine where we were, where we wanted to be and what we needed to do to get there. This is the success story of the New Direction Blueprint.

I must place on record that, a 32 Year State Development Plan was not the initial consensus of our team, as some of our technical team favoured a 10 Year Development Plan but our argument has been to put in place, a State Development Plan that will not only outlive this generation but is able to serve as a binding template to which we shall all commit ourselves.

This long-term plan has been developed, with a clear understanding that it is a living document that will continue to accommodate the changing needs of our people from time to time.

This great Plan is ushering in a new Administration and many more Administrations to come after it. Any good plan everywhere is tailored towards addressing societal needs. If and when these needs change, the Plan will also have to change. Otherwise, the Plan will lose its relevance. Therefore, the plan is a work-in-progress that will be reviewed in line with changes in the needs of our people.

I must commend our team, from the Steering Committee members under my leadership to the Technical Working Groups/consultants, led by the Hon. Commissioner of Finance, Budget and Economic Planning, Mukadam Asiwaju Asiru Idris, for the incredible effort that went into the development of the Plan. Importantly, our people everywhere, including our highly supportive development partners, and other critical stakeholders, deserve our special appreciation for their continued interest in the development of the State. We must work together in this Kogi development project, to ensure that the plan is not just implemented but that it is able to deliver the Kogi State of our collective dream.

So help us God. Ameen.

H.E. Yahaya Bello, CON
Executive Governor, Kogi State



Developing the Plan



The development of this historic Kogi State Development Plan 2024–2056, started from a discussion with His Excellency, Alh. Yahaya Bello, CON, the Executive Governor of Kogi State, sometime in 2019, in which he indicated his interest to bring our people together to develop a participatory long term plan, that is aligned with the Sustainable Development Goals (SDGs) and takes into consideration the current global, national and local issues of climate change, food insecurity, water scarcity, biodiversity loss, health, peace and security, poverty and internal displacement, unemployment and the cost of living crisis, hunger and malnutrition, modern education, ethnic crises and banditry, amongst others.

The Technical Working Group (TWG), which was the engine of the Plan development, was largely drawn from the Planning, Research and Statistics Departments (DPRS) of MDAs, the academia, CSOs/NGOs, Traditional Institutions, National Council of Women Society (NCWS), Youth Organizations, Faith-Based Organizations, Persons with Disability (PWD), Community and Opinion Leaders as well as the Lead Consultant

in person of Mr. Ajanaku Audu and the UNDP/OSSAP-SDGs Technical Consultant Mr. Francis Onyilo. Indeed, the assistance and technical support from UNDP/OSSAP-SDGs was immeasurable in concluding this project, from the first level activities of Costing and Needs Assessments to providing technical guidance and co-facilitation at various stages of the Plan development.

The technical experts also engaged with stakeholders in the three Senatorial Districts, in Anyigba, Kabba and Okene to further broaden the consultative approach. This was done with support from the UNDP/OSSAP-SDGs' assistance and technical support. The exercise was very revealing, as our people from different backgrounds and classes, consisting of the poor, the rich, the weak and vulnerable, CSOs, traditional rulers, community leaders, PWDs, Local Government officials, farmers' groups, business groups, youth organisations and so on, all spoke their minds candidly on the needs of their groups and communities, respectively. In particular, they enumerated the various areas of opportunities in their communities that, if explored, will catalyse the local economy for growth and development. Some stakeholders prioritised portable water, while others emphasised roads, schools, healthcare, electricity, security around farmers/herders' crisis, to mention a few. This gave us the sense that the needs of our different communities are, to a great extent, varied. The findings from these consultations, hugely guided the thoughts behind the broad challenges and opportunities captured in this document.

To God be the Glory!

Mukadam Asiwaju Asiru Idris (FCA)

Honourable Commissioner

Ministry of Finance, Budget and Economic Planning



Acknowledgements



I am delighted to extend my sincere appreciation to all the individuals and teams who have contributed to the success of our 32-year Development Plan for the State. Your commitment, hard work, and dedication have been instrumental in reaching this significant milestone.

The preparation of this long-term plan would not have been possible without the collaborative efforts of all involved. I must commend all stakeholders particularly the UNDP for their unwavering support and innovative contributions that have propelled our state toward a future of sustainable development and prosperity.

I want to specially express my gratitude to the Technical Working Group led by the Hon. Commissioner for Finance, Budget, and Economic Planning, Hon. Mukadam Asiwaju Asiru Idris, and the Technical Working Committee for their

invaluable role in making this plan a reality. Your leadership and vision have steered us towards this milestone. It is through your guidance that we have been able to make significant progress in our long-term development goals.

I wish to acknowledge the Consultants, the Statistician General of the State, the Directors, the staff of the Ministry of Finance, Budget, and Economic Planning and members of Civil Society Organisations (CSOs). Your dedication has laid a strong foundation for the continued progress and growth of our State. The meticulous planning, coordination, and sustained effort deserve special recognition.

As we celebrate this achievement, I am confident that the positive impact of our long-term plan will be felt for years to come by successive governments. I look forward to continuing our collective journey toward a brighter and more prosperous future for all our citizens.

Finally, this Development Agenda would not have been produced without the inspiration, vision, determination and leadership of His Excellency, the Executive Governor of Kogi State, Alhaji Yahaya Bello CON, who graciously made available all the resources needed for the preparation of the Plan.

It is my sincere belief that this Plan will accelerate our journey towards sustainable development.

Mr. Olajide Samuel

Permanent Secretary,

Ministry of Finance, Budget and Economic Planning



Executive Summary

Introduction

Since the creation of Kogi State in 1991, there is no strong historical evidence of development planning in the State. However, there have been a number of policy strategies by successive administrations in the state in line with social, economic and governance priorities. These include: Kogi State Economic Empowerment and Development Strategy (KOSEEDS) 2004–2007, Kogi State Social Protection Framework 2016, Various Medium Term Sector Strategies (MTSS) and Kogi State New Direction Blueprint 2016, which is the extant embodiment of the priorities of the administration and serves as a foundation for the Kogi State Development Plan 2024–2056 (KG-SDP:2024–2056).

Building on The New Direction Blueprint

The Kogi State New Direction Blueprint 2016 covers five (5) thematic areas for driving the developmental efforts of the state. The thematic areas were identified from a grassroots-engagement process along with the development priorities of the State administration. The thematic areas are: Education, Health, Job Creation and Youth Engagement, Infrastructure and Utilities, Public Sector and Pension Reforms. Each thematic area has various MDAs of the State Government mapped against it to drive the implementation of programmes and projects.



#NewDirection



Vision, Mission and Goals



Vision

A state distinguished by its exceptional innovation, health, and wealth, firmly established on the foundations of peace, durable infrastructure, environmentally sustainable approach, and exemplary governance, presenting a confluence of diverse opportunities.



Mission

To foster an enabling environment for socio-economic development and cohesion through all-inclusive, efficient and transparent management of the State's commonwealth and human capital.

Goals

01

Achieve a high standard of living through sustained economic development that facilitates decent work and living in a sustainable way.

02

Become a modern society driven by technology and innovation that inclusively caters for all citizens in a fair and equitable manner.

03

Provide best-in-class educational and health services that allow for continuous human capital contribution to socio-economic development.

04

Transform the State through world-class infrastructure and become a strategic business and investment confluence that attracts local and international investors.

05

Strengthen institutional capacity to govern and mobilise resources for administering a peaceful, secure and just society.



Development Pillars and Constituent Sectors

Development Pillars	Constituent Sectors
Fostering Prosperity	<ul style="list-style-type: none"> ◆ Agriculture and Food Security ◆ Business, Innovation and Skills ◆ Communication and Digital Economy ◆ Mining and Mineral Resources ◆ Culture and Tourism
Building Resilience	<ul style="list-style-type: none"> ◆ Education and Human Capital Development ◆ Health and Human Services ◆ Infrastructure ◆ Natural and Built Environment ◆ Water and Sanitation
Providing Direction	<ul style="list-style-type: none"> ◆ Finance and Revenue Mobilisation ◆ Governance and Administration ◆ Security, Law and Justice ◆ Social and Youth Development
Cross-Cutting Issues	<ul style="list-style-type: none"> ◆ Gender ◆ Persons With Disabilities





Financing the Plan

The State Government is fully committed to the success of this State Development Plan and is not unmindful of the role that adequate financing will play in the implementation of the Plan. As such, it is critical that the additional funding requirements occasioned by the various strategies and policies specified in this Plan are mobilised in due course and effectively administered toward achieving the desired outcomes of the State and its people. To achieve the target revenue for financing the Plan, the State will adopt a number of fiscal policy initiatives over the Plan period geared towards ensuring greater control over existing revenue sources and creating and expanding new ones.

The long-term nature of the Plan creates challenges for reliable revenue projections. Various global events make it very difficult to make accurate revenue forecasts beyond a few years. Events that significantly influence macroeconomic factors which are outside the control of the State such as the ongoing global conflicts in Eastern Europe and the Middle-East, technological advancements and the effects of climate change, all combine to make global direction unpredictable. In the same vein, the global cost of implementing the Plan has not yet been done as the specific projects and interventions are still being developed. Therefore, the more reliable projection and approach to revenue management for the implementation of the Plan is the rolling three-year Medium Term Sector Strategies (MTSS) which serve as the basis for annual budgets.

Plan Implementation

For any type of Plan, effective implementation is critical. Strategies and policy actions are meaningless if such statements do not leave the paper on which they are written. Which is why the implementation plan for this Plan is included in the part of the Plan aptly titled "Paper to Reality". Kogi State fully accepts that no desired outcome will be attained if this Plan is not implemented, and fully implemented at that. Therefore, following careful deliberations and consultations, the implementation approach of this Plan has been developed. This is the first State Development Plan for Kogi State, as such, it becomes critical that the implementation strategy adopted is fit-for-purpose.

Successful implementation of this Plan requires the contribution of all stakeholders drawn from the public and private sectors, and the State citizenry. As the party tasked with providing direction, State Government institutions will take the lead in coordinating all other stakeholder groups during the implementation. Therefore, the institutional framework for the Plan implementation covers the State Executive Council, Sector Implementation Councils, Legislature, a Special Delivery Unit on Plan implementation, Monitoring and Evaluation Units of MDAs and other critical stakeholders covering CSOs, private sector and development partners.



Contents

Foreword	06
Developing the Plan	07
Acknowledgements	08
Executive Summary	09
Contents	13
Part One: The State of Kogi	14
Kogi – Past and Present	15
Kogi State Development Plan 2024–2056	17
Strategic Framework	21
Part Two: Shared Hope and Prosperity	23
Fostering Prosperity	24
Building Resilience	32
Providing Direction	40
Part Three: Paper to Reality	47
Financing	48
Implementation	49
Monitoring and Evaluation	50
Communication and Engagement	51
Appendices	53
Acronyms	

An aerial photograph of a city, likely Kogi State, showing a large bridge with a black and white checkered railing. The bridge spans a body of water. In the background, there are several multi-story buildings and a dense urban area. The image is overlaid with a dark blue gradient.

Part One:

The State of Kogi

Kogi: Past and Present

Kogi State Development Plan 2024–2056

Strategic Framework of the Plan

Kogi: Past and Present

At a Glance

Kogi State came into being on 27th August 1991, during the State creation exercise that gave birth to nine new States under the then General Ibrahim Badamasi Babangida Administration. In effect,

the part of the old Kabba province that remained in Kwara and the one that was made part of Benue State were excised and brought back together to form Kogi State with its headquarters in Lokoja.

Geography

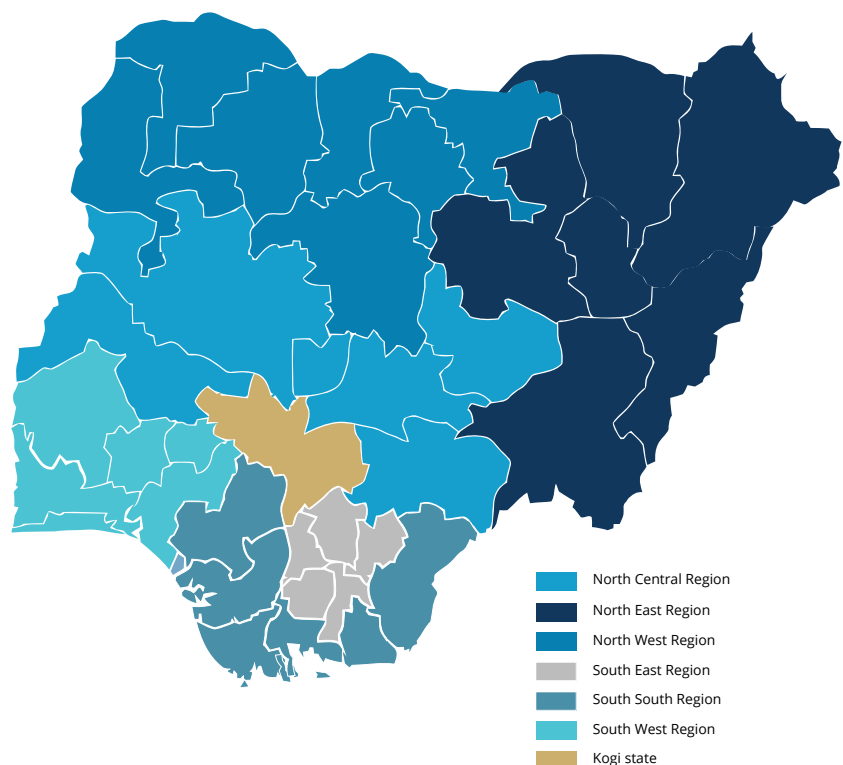
Location: Kogi State is located between latitude 6°30'N and longitude 5°05'E, and 8°00'E. The State is bordered by the following states: Niger, Nasarawa, FCT to the North, Benue State to the East, to the West, it is bordered by Kwara, Ondo and Ekiti States and to the South, by Enugu, Anambra and Edo States. With a total landmass of about 29,833km², Kogi State is the 13th largest State in the country in terms of landmass.

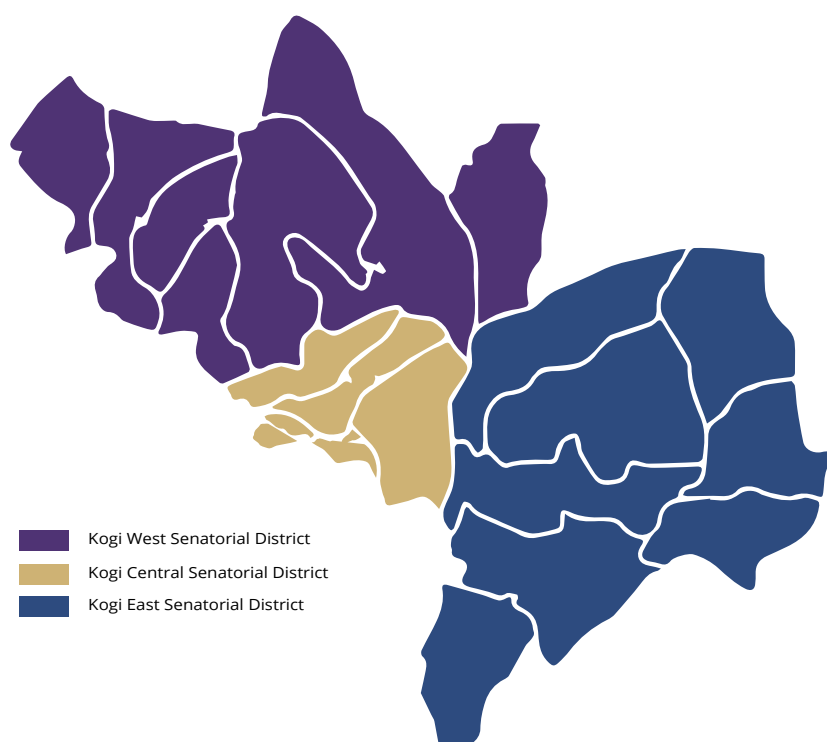
of 33.20C and an average minimum temperature of 22.80C, with an average humidity of 68-70 percent. The State has two distinct weathers – dry and wet seasons. The wet season occurs between March and October (7-8 months). Annual rainfall ranges from 1016mm to 1524mm. Average daily sunshine in the State is 6.2 hours, average daily speed of wind is 89.9 kilometres per hour and average daily vapour pressure is 26 hpg.

Climate: Kogi State has an average maximum temperature

Demography

Based on the 2006 census, the population of Kogi State stood at 3,314,043. However, projecting a 2.83% growth rate by the National Population Commission, the State is estimated to have a population of 5.33 million by the year 2023. Furthermore, using the average projected growth rate of 2.95%, the population is expected to rise to 13.90 million by 2056. The following tables and figures provide additional information on the demography of the State.





Cultural Heritage

Attractions in Kogi State include; The famous Azad's Palace of the Ohinoyi of Ebiraland which is known to be the most beautiful palace in West Africa, colonial relics (such as Lord Lugard House), Mount Patti, World War Cenotaph, the Confluence of Rivers Niger and Benue, Ogidi (An African town with formations of Igneous Rock mountains and a traditional art and craft industry) and natural land features such as hills and terrains that serve as hiking trails. The Inikpi statute at Idah, symbolize the spot where a virgin daughter of Ata-Igala was buried alive to save the kingdom from eminent defeat of war. And the natural earth bridge at Egane in Ofu LGA of the State.

Economy

Kogi State is considered as one of the leading subnational economies in Nigeria. This is due to its abundant natural resources, which are diverse

in nature. This advantage has presented many opportunities for the State to become a leading producer in some cash and food crops. The State is imbued with strong agribusiness and extractive industry potential. The confluence of Rivers Niger and Benue presents opportunities for Aquaculture and hydro-electricity generation for domestic use and export. The activation of the Itakpe-Warri rail line is a huge opportunity to boost the GDP of the State, through increased movement of goods and services. The proposed establishment of a port at Baro in Niger State, up the River Niger through Lokoja, will further create opportunities for the State's transport sector. According to the 2019 Nigeria Poverty and Inequality Report by NBS, Kogi State had a poverty rate of 29%. The 2022 State of States report by BudgIT put the estimated GDP of the State at N3.69 trillion and a per capita of ₦710,982 ranking as the third state in the North-Central geo-political region, and 16th nationally.

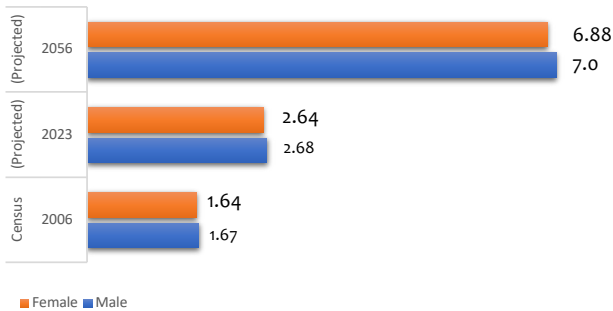
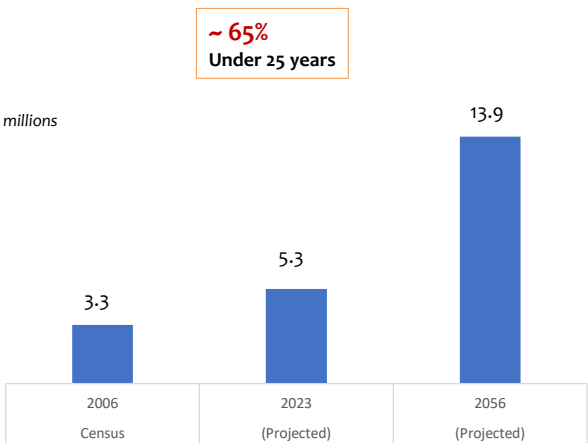
Strategic Issues and Outlook

Overview

Kogi State is confronted by a number of strategic issues as it strives for sustainable development

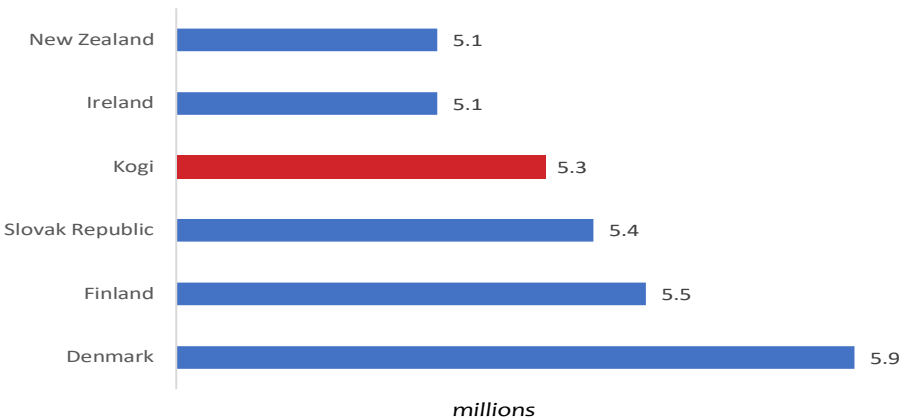
and the provision of developmental services to citizens and residents.

Population and Demography



At current growth rate, the population of Kogi State is projected to reach 13.9 million by 2056. With the population is projected to be youthful (around 65% being below 25 years), adequate provisions must be in place to absorb expected increased demand on public services. Critical

opportunities for converting its population towards driving economic output exists. Kogi is comparable to a number of OECD countries with respect to population

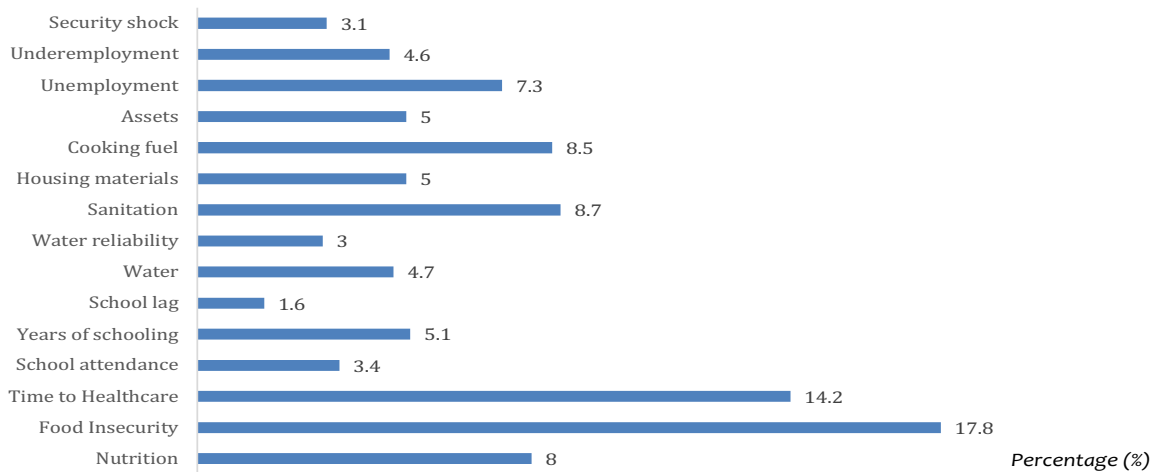


General Indices

The Multidimensional Poverty Index (MPI) provides a summary of the range of issues affecting the State.

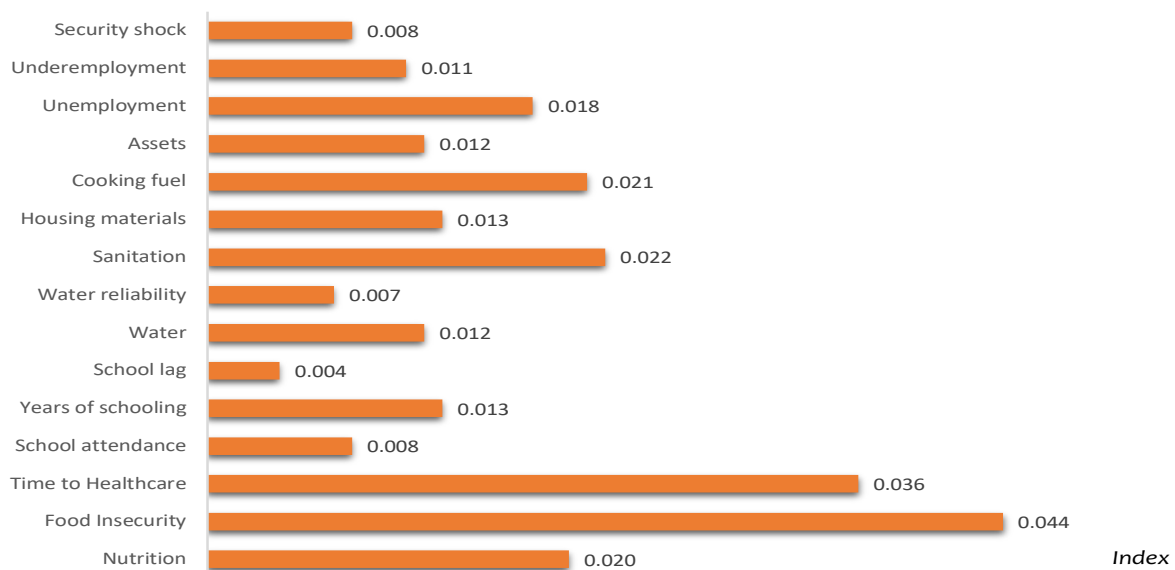


Percentage Contribution to MPI

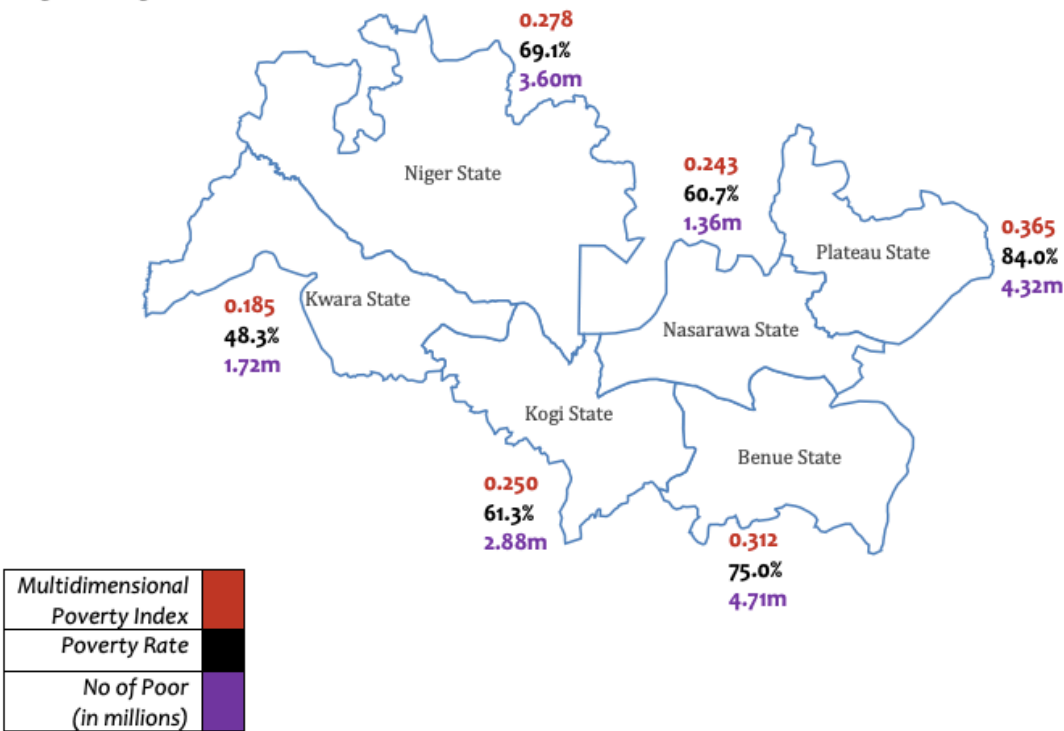


Primary contributors include food insecurity, healthcare access, sanitation, cooking fuel and nutrition.

Absolute Contribution to MPI

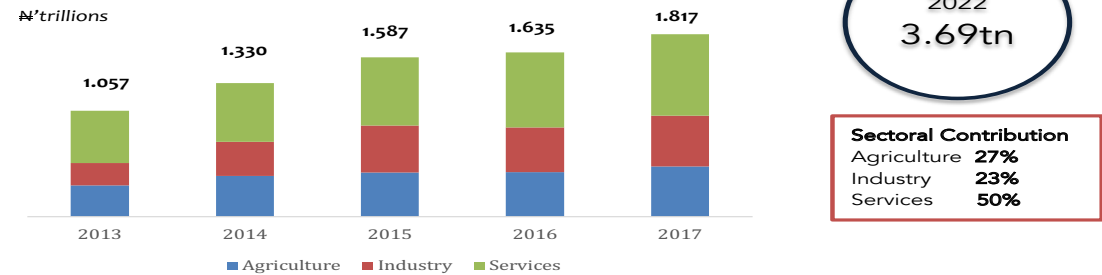


Kogi amongst North Central States

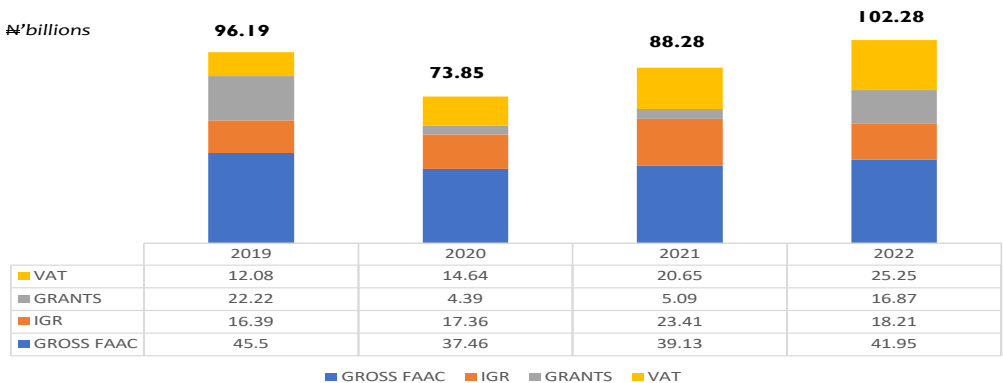


Economy and Revenue

State GDP



Revenue 2019-2022

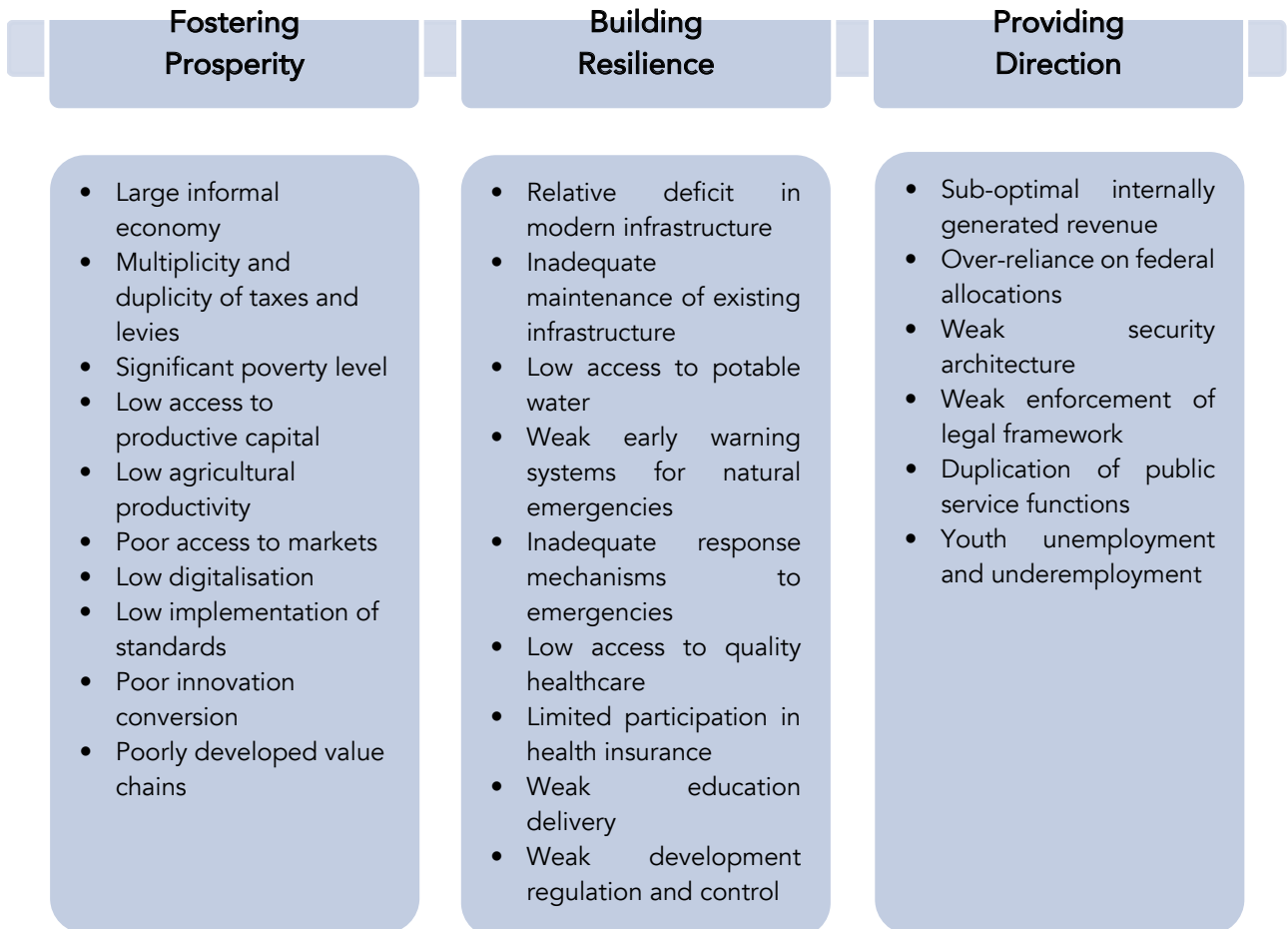


Kogi is significantly reliant on allocated revenue from the federation and external funding, which generally account for greater than 70 per cent of annual revenues. Internally

Generated Revenue (IGR) have been on the rise but still offers opportunities for growth.

Strategic Issues Summary

The strategic issues are summarised along the lines of the development pillars of the Plan.



Kogi State Development Plan 2024–2056

Overview

Since the creation of Kogi State in 1991, there is no strong historical evidence of development planning in the State. However, there have been a number of policy strategies by successive administrations in the state in line with social, economic and governance priorities. These include:

- a. Kogi State Economic Empowerment and Development Strategy (KOSEEDS) 2004–2007
- b. Kogi State Social Protection Framework 2016
- c. Various Medium Term Sector Strategies (MTSS)
- d. Kogi State New Direction Blueprint 2016

The Kogi State New Direction Blueprint is the extant embodiment of the priorities of the administration and serves as a foundation for the Kogi State Development Plan 2024–2056 (KG-SDP:2024–2056).

Linkage to Global Planning

The KG-SDP is anchored on various broad plans in line with the State's objective of continuous global integration so as to project Kogi State to the world. As such, the goals, objectives and

targets of KG-SDP take into account benchmarks and standards set by various national and global plans such as Nigeria Agenda 2050, African Union Agenda 2063, UN Sustainable Development Goals 2030.

New Direction Blueprint and KG-SDP 2024–2056

The Kogi State New Direction Blueprint 2016 covers five (5) thematic areas for driving the developmental efforts of the state. The thematic areas were identified from a grassroots-engagement process along with the development priorities of the State administration. The thematic areas are: Education, Health, Job Creation and Youth Engagement, Infrastructure and Utilities, Public Sector and Pension Reforms. Each thematic area has various MDAs of the State Government mapped against it to drive the implementation of programmes and projects.

The New Direction Blueprint makes various recommendations and proposes numerous actions for each of the thematic areas, which were critical in the development of this Plan. The Plan expands the thematic areas from five (5) to fourteen (14), highlighting the broader nature of the Plan as a longer-term focused aspiration of the State.

Strategic Framework



Vision

A state distinguished by its exceptional innovation, health, and wealth, firmly established on the foundations of peace, durable infrastructure, environmentally sustainable approach, and exemplary governance, presenting a confluence of diverse opportunities.



Mission

To foster an enabling environment for socio-economic development and cohesion through all-inclusive, efficient and transparent management of the State's commonwealth and human capital.

Development Pillars and Constituent Sectors

Development Pillars	Constituent Sectors
Fostering Prosperity	<ul style="list-style-type: none"> • Agriculture and Food Security • Business, Innovation and Skills • Communication and Digital Economy • Mining and Mineral Resources • Culture and Tourism
Building Resilience	<ul style="list-style-type: none"> • Education and Human Capital Development • Health and Human Services • Infrastructure • Natural and Built Environment • Water and Sanitation
Providing Direction	<ul style="list-style-type: none"> • Finance and Revenue Mobilisation • Governance and Administration • Security, Law and Justice • Social and Youth Development
Cross-Cutting Issues	<ul style="list-style-type: none"> • Gender • Persons With Disabilities

Goals

The associated goals of the Plan are to:



achieve a high standard of living through sustained economic development that facilitates decent work and living in a sustainable way;



become a modern society driven by technology and innovation that inclusively caters for all citizens in a fair and equitable manner;



provide best-in-class educational and health services that allow for continuous human capital contribution to socio-economic development.;



transform the State through world-class infrastructure and become a strategic business and investment confluence that attracts local and international investors; and,



strengthen institutional capacity to govern and mobilise resources for administering a peaceful, secure and just society.



Part Two:

Shared Hope and Prosperity

- ◆ Fostering Prosperity
- ◆ Building Resilience
- ◆ Providing Direction

Fostering Prosperity

Agriculture and Food Security

Business, Innovation and Skills

Communication and Digital Economy

Mining and Mineral Resources

Culture and Tourism

Agriculture and Food Security

Challenges and Opportunities

While agriculture is a major contributor to State GDP, it has potential to contribute more and meet other social objectives, and for the State to feed itself. However, there are challenges in the sector as detailed below:

- ◆ Macroeconomic instability such as unstable exchange rates and high inflation affecting prices of input and machineries which inhibit performance in the sector
- ◆ The sector is made up of subsistence and educationally disadvantaged farmers which makes technology transfer difficult
- ◆ Younger generation shying away from farming; hence the present farmers are ageing requiring them to hire manual labour resulting in additional cost
- ◆ Production remains labour intensive and largely at subsistence level, productivity is low both in labour and land, farmers lack equipment and machineries such as seed drills, mini-combine harvesters, transplanters, power tillers and tractors.
- ◆ Limited funding for investment in all aspects of production chain, accessing credit is cumbersome to the rural farmers and often at exorbitant interest rate
- ◆ Delivery of product is hindered by poor transportation system and other facilities such as power and water in farming communities
- ◆ Limited marketing and processing opportunities, weak linkage between the sector and others, when there is glut, supply outstrip demand in harvest season, produce goes to waste
- ◆ Climate variability and environmental factors affect rain-fed farming in the State, farming is challenged by delayed rain and flooding, diseases and pest



- ◆ Disruption as a result of farmers and herders' conflict
- ◆ Land grabbing and unclear and varied land use tenure system in communities across the State
- ◆ Despite the above challenges, there are a number of opportunities that can be explored:
- ◆ Large availability of arable land for cultivation and grazing
- ◆ Large water bodies for fishing and irrigation farming
- ◆ Vast market opportunities for agriculture produce
- ◆ The presence of agricultural training institutes for research and development
- ◆ Favourable climatic condition in the state for crop cultivation

Objectives and Targets

- ◆ Creation of a broad-based foundation in agriculture mechanised farming, access to production inputs, financing, enhanced role of women and youth farmers leading to enhanced agricultural productivity
- ◆ Investments in infrastructure to ensure consistent supply of agricultural commodities, attract financial capital to agri-based value chains
- ◆ Modernise agriculture to put an end to human drudgery in agriculture by replacing the use of traditional agricultural implements with modern farming tools and equipment to make it profitable and attractive
- ◆ Increase output three-fold to account for at least 30 percent of the Nation's total formal food trade.
- ◆ Facilitate access to fishing inputs, equipment, facilities and credit.

- ◆ Promote and emphasise value addition in fish processing.
- ◆ Develop efficient local and international market arrangements for fish and fishery products.

Strategies and Policies

- ◆ Provision of good quality inputs such as flood and disease resistant and high yield improved seeds/seedlings, livestock breeds and fingerlings through collaboration with agricultural research institutes and private organisations and the Federal Government.
- ◆ Creating synergy and linkages between the sector and other sectors of the economy, primarily to engender the rapid expansion of the agricultural, agro-allied and associated industries.
- ◆ Encouraging private sector participation in all sub-sectors of agriculture, either directly or through joint ventures, where the joint venture partner is the private sector by providing incentives.
- ◆ Address rural infrastructural discontinuities by consistently improving and expanding rural infrastructure including earth roads, electricity and irrigation facilities through the relevant agencies. Provide storage and refrigeration facilities across the State.
- ◆ Building the capacity of smallholder farmers through encouraging cooperatives formation to access finance, insurance, risk management tools, to lease and use subsidised tractors, drillers, mechanised harvesters and sprinklers, and other agriculture equipment.
- ◆ Recruitment, Training and Mobilization of additional agricultural Extension workers.
- ◆ Conduct annual agricultural summit to expose agricultural opportunities in the state to local and international investors.
- ◆ Provision of effective extension services to educate farmers on new knowledge, good practices and breakthroughs to increase their farm yield, livestock production and fisheries.
- ◆ Establishment of small, medium and large farm estates, grazing reserves and ranches, with priority on women and youth, and leverage on the National Agricultural Gender Policy as well as other existing youth initiatives to incentivize more women and youths to farming.
- ◆ Work with financial institutions and partners to make available single-digit loans to small and medium scale farmers and grants to women and youth to encourage them into agriculture.
- ◆ Liaise and work with relevant federal agencies to position the State for maximum impact in implementing the agricultural and food security sector policies such as the National Livestock Transformation Plan (NLTP) and the National Aquaculture Strategy (NAS).

Expected Outcomes

- ◆ Increased yield of cash and food crops
- ◆ Increased women and youth's participation in commercial agriculture
- ◆ Achieve high ratio of extension agents to farmers
- ◆ Increased access to farm inputs
- ◆ Improved access to agricultural financing

Business, Innovation and Skills

Challenges and Opportunities

The business environment is quite challenging in the State. As a component of the nation, the State has its fair share of the challenging business environment, most of which cut across MSMEs, service and manufacturing sectors. These challenges include:

- ◆ Lack of stable and consistent power supply, as the State barely enjoys an average of ten (10) hours of power supply per day, forcing businesses to adopt costly power alternatives such as diesel and petrol generators
- ◆ Low access to credit by MSMEs and cumbersome credit requirements from formal lenders leading MSMEs to source credit from alternative loan providers who charge exorbitant rates
- ◆ MSMEs are generally unorganised with poor workplace conditions leading to loss of business opportunities
- ◆ Undeveloped service and industrial hubs to attract key investments and leverage co-location
- ◆ Weak operationalization of policies to support MSMEs growth and entrepreneurship development
- ◆ Multiplicity of taxes and levies on businesses
- ◆ Lack of one-stop shops for businesses to access government services and comply with regulations, requiring them to interface with multiple public agencies
- ◆ Inability to meet counterpart funding to attract donor support
- ◆ Shortage of highly trained public officers in the sector to drive its revenue generating mandate

Opportunities abound for the business sector to contribute substantially to the State's GDP such as:

- ◆ Population growth, providing an ever-expanding market for MSMEs and large businesses to take advantage of.
- ◆ The central location of the State in Nigeria which is contiguous with ten (10) other states (FCT included).
- ◆ Unique location at the confluence of the two largest rivers – Benue and Niger – allowing for advantages in business logistics management through land and waterways.

Objectives and Targets

- ◆ To create an enabling environment for businesses to thrive
- ◆ Eliminate structural bureaucracies in the business sector
- ◆ Develop business hubs across the State
- ◆ Attract strategic investments into the State
- ◆ Restore and operationalize moribund State-Owned Enterprises

Strategies and Policies

- ◆ Lower the barrier for MSMEs to participate in public sector procurement processes in the State and reserve percentage of government contracts to MSMEs
- ◆ Develop a comprehensive database of all the MSMEs in the State through a simplified e-portal to register, update and access information for business intelligence and markets' updates
- ◆ Eliminate the multiplicity of taxes and levies on MSMEs and in conjunction with the federal government, adjust and simplify taxes and levies regime to avoid over-burdening businesses in the State.

- ◆ Strengthen and support Kogi Enterprise Development Agency (KEDA) to set up MSME development fund in partnership with the private sector for shared risk, targeting priority areas for growth.
- ◆ Partner with Federal Agencies such as the Presidential Enabling Business Environment Council (PEBEC), Nigeria Investment Promotion Council (NIPC), SMEDAN, NOTAP, NAFDAC, SON and RMRDC to ensure that MSMEs in the State adopt new trends and technologies that engender growth and competitiveness
- ◆ Establish KEDA/investors and business leaders forum to meet periodically and communicate needs to the State government
- ◆ Strengthen entrepreneurship education, technical and vocational training in the school system, including certifications from relevant accreditation boards.
- ◆ Provide access to finance through a framework that provides blended financing
- ◆ Tools, such as low interest loans and grants to MSMEs in partnership with non-bank financial institutions such as Fintechs
- ◆ Promote women participation in business through concessions and targeted interventions, support and training programmes
- ◆ Establish industrial zones and institute incentives to attract investments into the State

Expected Outcomes

- ◆ A structured, vibrant and efficient MSME subsector that generates employment and creates wealth
- ◆ A simple and streamlined regulatory regime for businesses in the State
- ◆ Operational industrial zones and business clusters
- ◆ Sustained strategic business investments into the State

Communication and Digital Economy

Challenges and Opportunities

The challenges in the Communication and Digital Economy sector are mainly:

- ◆ Inadequate policy, legal and regulatory framework to prepare the State to take advantage of the Fourth Industrial Revolution.
- ◆ Inadequate funding of ICT development programs across the State.
- ◆ Inadequate ICT and digital infrastructural facilities and poor maintenance culture, affecting quality of service (QoS) in telecommunication services and broadband penetration.
- ◆ Shortage of skilled ICT manpower and understanding of ICT, its opportunities and potential in the public service.
- ◆ Unstable and epileptic power supply requiring the use of expensive alternate sources to power available ICT and digital hardware.
- ◆ Inability to keep up with the high cost of ICT facilities and rapid technological changes in equipment and software.
- ◆ Low adoption of digital technologies in public and private sectors for service delivery across the State.

Objectives and Targets

- ◆ To transform the State by 2056 into a leading digital economy in the country, providing quality digital services and promoting a robust digital economy that creates jobs and generates revenue for the State and its citizens.
- ◆ Promote the utilisation of communication and digital technologies in all spheres of public service and private business in the State
- ◆ Increase the contribution of communication and digital economy to the State's GDP
- ◆ Promote open governance initiatives using digital technologies
- ◆ Become a digital hub for content creation, domestic software applications and the delivery of private and public services over the internet.

Strategies and Policies

- ◆ Develop a digital economy policy and strategy with priority on: Developmental regulation, Digital literacy and skills, Robust digital infrastructure, Digital services development and promotion,

Software Infrastructure, Digital society and emerging technologies, Indigenous content development and adoption

- ◆ Improve the framework for e-governance and develop a robust masterplan reflective of the current digital age
- ◆ Collaborate with national agencies in the communication and digital economy space to leverage expertise and interventions
- ◆ Partner with large multinational private sector agencies in the communication and digital economy sector such as Google, Microsoft and Amazon to leverage their technologies for driving digital development in the State

Expected Outcomes

- ◆ Enhanced delivery of public services using digital technologies
- ◆ State-wide broadband coverage
- ◆ Highly digitally-literate public service and citizenry
- ◆ Digital hubs producing home-grown technologies for local and international use

Mining and Mineral Resources

Challenges and Opportunities

The State is endowed with over 32 mineral resources, and holds a substantial quantity of three of the minerals designated as strategic by Nigeria Mining Road Map: Gold, Lead and Zinc. Challenges and opportunities include:

- ◆ Weak compliance and enforcement of existing regulatory framework
- ◆ Insecurity, unsafe mining sites which are vulnerable to attacks

- ◆ Illegal mining, Illicit trade and Smuggling
- ◆ State and federal government tax alignment in the sector
- ◆ Poor infrastructure in remote mining area in the state, creating burden for investors
- ◆ Weak local content and value addition
- ◆ Inadequate funding, poor access to loans for the sector, non-availability of public private initiatives in the sector

- ◆ Low level of mining mechanisation as mining machineries and equipment are expensive
- ◆ High susceptibility to commodity price fluctuations
- ◆ Negative culture of quick return on investment in the sector due to its long gestation period.

Objectives and Targets

- ◆ Develop efficient social, economic and environmental governance impact in mining and processing operations in the state that is sustainable and responsive
- ◆ Ensure that by 2056, there is transparency in mineral resource management with local content development and beneficiation of the mineral resources in the state.
- ◆ Comprehensive geo-scientific survey of all the minerals in the state in collaboration with the Nigerian Geological Survey Agency.
- ◆ Development of the State's extractive sector through Public Private Partnerships (PPPs).

Policies and Strategies

Despite these challenges, the mineral sector presents an opportunity to catalyse resource-based industrialization for growth, boost the economy and generate employment in the state. The state's strategy as a federating unit is to collaborate with the federal government on exclusive legislative issues in this sector. Kogi state aligns with the FGN strategies as

encapsulated in the National Development Plan (NDP) of 2021-2025.

In aligning with the federal government policies and initiatives in the sector, the state will develop its complimentary policy and regulatory framework for the sector that includes deep dives on six priority areas that have important implications for the state wellbeing: - Environment, climate change, biodiversity, mining community rights, and corruption.

Oil and Gas

Kogi state is the first northern state to be recognized as an oil-producing state. The exploration of crude oil in Ibaji Local Government Area of the state, where Oda River-1 oil well is located. The state now enjoys derivation allocation and in line with the present administration's commitment to accountability and transparency, has created an agency to judiciously manage the fund with prudence as a watchword for the people.

Expected Outcomes

- ◆ Enhanced and sustained economy growth of the State
- ◆ Improved exploration/exploitation of minerals in the state
- ◆ proper incentives for artisanal miners
- ◆ provision of environmental remediation scheme

Culture and Tourism

Challenges and Opportunities

The central location of the State in Nigeria and its nearness to Abuja, the nation's capital, combines to position it to be the tourism hub of the country. Challenges and opportunities include:

- ◆ The insecurity perception despite the pragmatic approach at tackling the menace and the many successes recorded.
- ◆ Poor infrastructure, such as deplorable federal roads leading into the State and tourist sites.

- ◆ Funding gaps in tourism infrastructure
- ◆ Shortage of trained professional in tourism and hospitality sector
- ◆ Non-availability of a coherent tourism policy and the need to review existing tourism law
- ◆ Lack of branding and promotion of the tourism sector with no creative marketing strategy to sell tourism (4As, viz, Accommodations, Access, Amenities and Attractions)
- ◆ Central location of the State (both geographically and historically) makes tourism a potential development influencer
- ◆ Large presence of historical sites
- ◆ Diversity of culture

Objectives and Targets

- ◆ Unlock the potential of tourism and hospitality sectors to generate employment
- ◆ Increase internal revenue contribution of tourism
- ◆ Transform the State into a hub for official and leisure tourism
- ◆ Increase and sustain investment in tourism infrastructural development
- ◆ Rehabilitation of historical sites
- ◆ Improved the tourism ecosystem through technical collaboration with strategic players in the industry.

Strategies and Policies

For the State's tourism ecosystem to drive tourist traffic into the State, tourism laws and policies need to be reviewed to empower relevant agencies to better set standards, supervise and ensure conformity. Additional strategies include:

- ◆ Focus on partnerships with industry players and federal institutions such as the National Institute for Hospitality and Tourism (NIHOTOUR) to develop and reinforce the capacity of public servants in the sector and tourism operators in the State
- ◆ Effective classification of hospitality providers

such as hotels, hostels, bed-and-breakfast and others to allow easy understanding and choice amongst potential visitors and leverage the Nigeria Tourism Development Corporation (NTDC) in classifications according to the size, levels of service and facilities provided to ensure standardisation

- ◆ Incentivize local and international players to encourage affiliations with renown global hospitality brands and facilitate their entry into the State
- ◆ Deploy digital marketing strategies and technology to promote the State's tourism potential
- ◆ Evolve cost-effective marketing strategies targeting stakeholders such as international donors, development partners, federal ministries, department and agencies to schedule trainings, workshop, seminars and retreats to the State
- ◆ Leverage the State's proximity to Abuja and its relatively secure and peaceful ambience to attract tourism traffic
- ◆ Deliberate policy to create a thriving fashion industry by leveraging the abundance of gifted and talented tailors and creative fashion designers across the State
- ◆ Develop areas such as gastronomy tourism and culinary tourism woven around seafood and other foods peculiar and indigenous to the State
- ◆ Leverage the confluence of the two major rivers in the country to promote water sports and recreational activities such as swimming, canoeing, surfing, rowing, snorkelling and sport fishing

Expected Outcomes

- ◆ A developed tourism sector with strong contribution to the State's economy
- ◆ Significant contribution to employment through the multiplier effect of tourism
- ◆ Become a preferred tourism destination in Nigeria for business and leisure
- ◆ A robust and active private-sector-driven tourism subsector

Building Resilience

Education and Human Capital Development

Health and Human Services

Infrastructure

Natural and Built Environment

Water and Sanitation

Education and Human Capital Development

Challenges and Opportunities

Whilst tremendous milestones have been achieved over time including significant investments in the sector, the following challenges still exist:

- ◆ Inadequate manpower across secondary and primary school levels in the State
- ◆ Inadequate educational infrastructure and teaching aids
- ◆ Low remuneration and poor incentive to teachers at the primary level of education in the State, resulting in poor attitude to work
- ◆ Skewed geographical distribution of public and private schools resulting in areas with significantly more educational resources (schools and teachers) than others, worsening the qualified teachers-to-student ratio in such localities

- ◆ Low participation of community and faith-based organisations in the provision of education.
- ◆ Lack of a comprehensive State education policy

Despite the numerous challenges within the education sector, opportunities abound for ensuring access to quality education, enhancing teacher effectiveness, and upgrading school infrastructure.

- ◆ High number of public and private educational institutions
- ◆ Availability of manpower for effective engagement
- ◆ The strong political-will of the State government towards education sector is an opportunity to leverage on for educational development

Objectives and Targets

The key objective is to reposition the sector to deliver inclusive, quality and functional education in the State, build an educational system with qualified teaching professionals, standard classrooms and state-of-the-art laboratories, vocational and skill acquisition workshops and digital technology-enhanced learning in a secure environment. Other objectives include:

- ◆ Improve the qualified teacher-to-student ratio in the State
- ◆ Improve the literacy rate
- ◆ Advance early child care development education, girl child education and elevate ICT and STEM education
- ◆ Foster apprenticeship programmes in the State for non-formal education subsector
- ◆ Improve the participation of faith-based organisations and private sector investment in education
- ◆ Improve teacher retention ratio and develop specialised programs to address subject-specific teacher shortages
- ◆ Improve educational infrastructure across the State
- ◆ Promote Information and Communication Technology (ICT) integration in education
- ◆ Strengthen Partnerships and Collaboration with private sector and development partners in the education sector

Strategies and Policies

- ◆ Renovate, expand and equip schools from primary to secondary to enhance the learning environment, and cater for all types of pupils including those with special needs and persons with disability (PWD)
- ◆ Provide alternate sources of power to schools to ensure continuous learning and support digital transformation

- ◆ Establish and equip additional Model Science Schools to enhance STEM education across the State
- ◆ Expand the provision of vocational and technical education by revamping and equipping old ones and establishing new technical colleges, with relevant certification
- ◆ Improve the quality of merit-based scholarships to support and encourage deserving students of the State in their pursuit of higher education
- ◆ Encourage private organisations and philanthropists to create education endowments fund to assist students from indigent backgrounds
- ◆ Prioritise teachers' welfare by enhanced emoluments, insurance and housing. In addition, introduce performance-based incentives to reward outstanding teachers.
- ◆ Recruit additional qualified teachers to improve the teacher-to-student ratio based on evidence-driven needs assessment
- ◆ Enforce sanctions on parents and families who refuse to send their wards to school
- ◆ Expand school attendance incentives such as free school feeding programmes
- ◆ Establish mentoring mechanism for non-formal skill acquisition and introduce stipends for apprenticeship schemes, and provide tools and seed capital on completion
- ◆ Collaborate with universities and teacher training institutions to design and implement programs that focus on subjects with critical shortages. Offer scholarships and grants to individuals interested in pursuing teaching careers in these subject areas
- ◆ Conduct regular training sessions and workshops to familiarise teachers with various teaching aids and technology tools, and foster teacher-to-teacher collaboration

- ◆ Establish partnerships with public and private sectors and development partners to mobilise additional resources (both financial and non-financial) for education infrastructure development and technical expertise
- ◆ Encourage the development and utilisation of educational software and applications
- ◆ Foster collaboration with international development agencies, non-governmental organisations, and philanthropic organisations to access funding, technical expertise, and resources

Expected Outcomes

- ◆ Improved educational infrastructure across the State
- ◆ Sustained funding for education sector
- ◆ Improved partnership with external institutions
- ◆ Highly capable citizens contributing to overall socio-economic development
- ◆ Translation of knowledge to goods and services due to application of science and technology

Health and Human Services

Challenges and Opportunities

While the State Government prioritises healthcare delivery with health infrastructure funding a top priority, there are other challenges in the sector, which include:

- ◆ Shortage of staff, occasioned by retirement and brain drain without replacement of professional staff
- ◆ Over concentration of support staff and non-medical personnel
- ◆ Poor remuneration in the sector leading to perennial industrial disputes
- ◆ Excessive influence of the political class on the health system. The professionals have limited rights and privileges in the administration of the health system
- ◆ Lack of interest and funding in health system research has made the State to be incapable of generating health data

Despite the identified challenges, which have reduced the effectiveness of the healthcare system in Kogi State, there are opportunities for achieving the objectives of the sector. These include:

- ◆ Presence of pool of national and international health partners in the State
- ◆ Availability of National Healthcare programmes by the Federal Ministry of Health

Objectives and Targets

- ◆ Citizens to enjoy access to high level health services, live a socially and economically productive life through efficient and curative healthcare system that is affordable to all in the State
- ◆ Provide effective leadership and an enabling policy environment that ensures adequate oversight and accountability for the delivery of quality healthcare for sustainable development of the health system.
- ◆ Promote community engagement for sustainable health development
- ◆ Enhance harmonised implementation of essential health services in Kogi in line with a strong and resilient health sector, with well-equipped and maintained state-of-the-art health care facilities
- ◆ Promote health tourism to the State from within Nigeria and African countries

- ◆ Attract and retain a pool of well trained and specialised health professionals that are dedicated and committed to rendering top-quality health services
- ◆ Strengthen the State health insurance scheme to achieve Universal Health Coverage

Strategies and Policies

- ◆ Strengthening primary health care by setting up model PHCs in all the 239 political wards of the State in collaboration with the National Health Care Development Agency (NPHCDA), with specific focus on maternal and neonatal health to reduce mortality
- ◆ Continuous expansion of the physical capacity of health facilities to cater for the growth in population
- ◆ Automate the health care delivery system with enabling technology and legislation to protect patients' data
- ◆ Promote clean environments in the State as a potent disease prevention strategy and encourage citizens to maintain personal hygiene, good nutrition and access to immunisation
- ◆ Upgrade, design and maintain standards in building new or remodelled/renovated health facilities in line with best practice where health facilities are patient-centred, inclusive of gender consideration and persons with disability (PWDs)
- ◆ Advocacy and collaboration with artisans, cooperatives, MSMEs, market women, youth and community leaders to ramp up enrolment in the State health insurance

Infrastructure

Challenges and Opportunities

The major challenges and opportunities in the infrastructure sector centre around the improvement and expansion of the road network

scheme and remove administrative bottlenecks to ease insurance reimbursement

- ◆ Attract and retain health professionals to the state by implementing improved financial compensation, insurance and welfare plan that discourages attrition
- ◆ Develop a State health policy to optimally superintend the sector, conduct regular needs assessments to identify gaps and empower relevant agencies in the health sector to address the gaps in a targeted manner.
- ◆ Provide financial incentives such as exemptions from State levies, subsidies, and expatriate comfort to international partners to build specialty hospitals in the State
- ◆ Reinvigorate the essential drug revolving scheme on sustainable basis leveraging on digital technology for effectiveness
- ◆ Partner with the federal government in the Nigeria Health Sector Renewal Investment Initiatives in a transformational service-wide approach to improve health outcome

Expected Outcomes

- ◆ An improved healthcare ecosystem in the State
- ◆ Improved life expectancy
- ◆ Improved infant and maternal mortality
- ◆ Elimination of communicable diseases

and unstable electricity supply to the State, in addition to a mostly informal transport architecture.

Challenges:

- ◆ Lack of a comprehensive infrastructure master plan for the State to guide infrastructure development
- ◆ Absence of a reliable mechanism for tracking and evaluating ongoing infrastructure projects
- ◆ Erratic power supply from the national grid
- ◆ Weak arrangements for alternative power supply
- ◆ Weak road maintenance mechanisms
- ◆ Largely informal transportation architecture resulting in weak linkage of transportation to development Opportunities
- ◆ Leverage water transportation for movement of goods and people
- ◆ Investment in alternative power supply with State eligibility to invest in power
- ◆ Leverage the centrality of the State in transportation to develop a robust system
- ◆ Attract more power investment to the State with the presence of gas pipeline passing through the State
- ◆ Construction for non-motorized transportation (walking, skating and cycling) in urban areas
- ◆ Encourage the public to invest funds, technical know-how into roads construction and maintenance through Public Private Partnerships (PPPs)
- ◆ Strengthen the enforcement of existing transport law in the State
- ◆ Improve access to finance for indigenous transport firms
- ◆ Encourage private sector investments in transport infrastructure such as terminals, parks and mini-jetties
- ◆ Encourage private players to invest in light rail transportation linking the three senatorial districts in the State
- ◆ Take advantage of the gas pipeline traversing the State to develop additional power generation plants
- ◆ Encourage and incentivize private sector investment in micro-grid power generation using alternative power sources

Objectives and Targets

- ◆ Expand the road network and ensure that they are in good condition
- ◆ Develop an efficient transport management system
- ◆ Ensure all-round access to electricity within the State
- ◆ Ensure reliable mechanisms for coordinating, tracking and evaluating infrastructure development projects in the State

Strategies and Policies

- ◆ Improve road network by expanding old ones and building ring roads, corridors and access

roads, enforce curbsides in road design

- ◆ Empower the rural electrification agency to energise more unserved communities by connecting them to the national grid or off-grid renewable sources

Expected Outcomes

- ◆ Functional road infrastructure
- ◆ Functional and safe water transportation facilities
- ◆ Increased efficiency and lifespan of public infrastructure
- ◆ Improved access to electric power supply
- ◆ Expanded rail infrastructure covering the State

Natural and Built Environment

Challenges and Opportunities

There are a number of challenges affecting the natural and built environment sectors in the State. The major ones are described below in the context of this Plan.

- ◆ Widespread violations of urban development regulations and constructions without relevant approvals
- ◆ Land-grabbers and racketeers allocating lands under the guise of clan, ancestral or family inheritance without recourse to laid down town planning rules and regulations
- ◆ Environmental pollution occasioned by bush burning, generator fumes and other air emissions, poor farming practices, industrial and government operations without Environmental Impact Assessments (EIA)
- ◆ Noise pollution from buildings, markets and motor parks, religious and entertainment places, without consideration of their impact on wellbeing
- ◆ Indiscriminate disposal of waste and refuse in built areas, drains, uncompleted buildings and various available open spaces, and around designated refuse dumps
- ◆ Insufficient and poorly managed designated spaces for waste management and refuse collection
- ◆ Insufficient waste disposal and processing facilities for waste and refuse collection, disposal and recycling for other use
- ◆ Deforestation, land degradation and illegal exploitation of forest product accelerated by climate-change and poor traditional practices
- ◆ A number of strategic opportunities exist in the sector which can be explored. These include:

- ◆ Development of waste management facilities for recycling and power generation to manage the waste generated
- ◆ Water capture arrangements to draw excess flood waters inland for irrigation agriculture

Objectives and Targets

- ◆ Coordinate and sensitise stakeholders on environmental protection and natural resources conservation for sustainable development
- ◆ Formulate and enforce the State's environmental protection policies, regulations, and standards for sustainability
- ◆ Prevent and/or stop any act of commission or omission, with adverse consequences on the environment. The aim is to deal generally with waste disposal/discharge (solid, liquid, or gaseous) in the environment, and with any violations deemed hazardous to the environment and the ecosystem
- ◆ Conserve, manage and protect biodiversity (flora and fauna)
- ◆ Expand housing stock in the State
- ◆ Enforce urban development control regulations and implementation of urban and country planning policies/urban renewal programmes in the State
- ◆ Strengthen capacity in technical and project management processes
- ◆ Promote, provide, and protect green areas, parks, and recreational facilities in urban and rural areas in the State

Strategies and Policies

- ◆ Review and redesign the State's physical masterplan, to cover major urban settlements in the three senatorial districts, incorporating urban slums across the State

- ◆ Improve and reform the regulatory framework for building approval, such as materials, landscapes, accessibility for the aged and persons with disability (PWD) in public facilities and large private facilities
- ◆ Develop framework for the promotion of smart buildings in the State
- ◆ Recover public spaces for recreational centres and parks, clearing shanties along roads for walkways
- ◆ Reducing carbon emissions pollution by encouraging eco-friendly Compressed Natural Gas (CNG) powered vehicles especially for mass transit
- ◆ Advocacy and campaign for homes to transition from firewood, charcoal, kerosine-enabled cooking to domestic gas
- ◆ Discourage bush or refuse burning in and around built environment; appropriate

sanction for defaulters to be applied

- ◆ Develop and implement a revised forest conservation and management policy to optimise the use of the State's Forest resources
- ◆ Implement climate adaptation and mitigation practices to reduce the impact of adverse weather conditions and flooding

Expected Outcomes

- ◆ Sustainable exploitation of forest resources
- ◆ Reduced impact of adverse climate conditions
- ◆ Optimally developed urban settlements
- ◆ A robust housing market

Water and Sanitation

Challenges and Opportunities

While the State is confronted with limited resources amid competing needs and priorities, allocations have been made for initiatives, interventions and plan to address WASH tasks in the State. However;

- ◆ Poor funding remains a key challenge in water provision. Some water works are products of the colonial era and are worn-out, outdated and unserviceable. Equipment and pipelines are old with some having been laid over 50 years ago
- ◆ Indiscriminate ground digging for road constructions and right of way leading to water pipeline breakages and leaks
- ◆ Epileptic power supply to water works resulting in the use of expensive diesel-fueled power alternatives

- ◆ Dearth of manpower due to retirement and non-recruitment of new staff
- ◆ Poor metering system and the non-payment of water bills due to the wide-spread perception of citizens of water as a free product or social service
- ◆ Very low water tariffs requiring that funding is mainly from State allocations
- ◆ Open defecation is prevalent due to absence of toilet facilities. The MICS (2022) places open defecation in the State at 53% of households which is very high
- ◆ Private sector investment in the State water sector with the right environment in place.

Objectives and Targets

- ◆ Prioritise WASH, recognizing the linkage between access to potable water and hygiene and its various manifestation in

multidimensional poverty indices

- ◆ Ensure adequate and equitable provision of potable water and enforce sanitation policies and programmes
- ◆ Reduce the prevalence of water-borne diseases
- ◆ Invest and ramp up public sanitary infrastructure to eliminate open defecation in its entirety and other harmful sanitation practices

Strategies and Policies

- ◆ Complete all ongoing water projects across the State in a timely manner and initiate new ones.
- ◆ Rehabilitate old water works to modern standards for high daily operability.
- ◆ Strategically locate water projects to ensure all communities in the State are connected to have access to clean and safe water
- ◆ Promote awareness through advocacy on good hygiene and sanitation practices, such as hand washing and proper refuse and waste disposal
- ◆ Reinvigorate sanitary officers to efficiently and effectively enforce sanitation policy and law, and collaborate with CSOs for greater advocacy
- ◆ Encourage private sector in the State to adopt water projects as Corporate Social Responsibility (CSR) with potential for concessions from the State
- ◆ Attract funding from private sector and international development partners to fund water projects using best practices
- ◆ Provide a policy guidelines and framework for the water sector that encourages private sector participation such as cost-reflective tariffs

- ◆ Ensure inter-agency synergy between water sector and other sectors to facilitate effective water supply and sewage management
- ◆ Control and restrict indiscriminate sinking of boreholes and water wells, and ensure best practices to eliminate proximity of water sources and sewage facilities
- ◆ Recruit and train personnel to replace the dearth of officers in the water and sanitation sector to improve management and administration of good WASH practices in the State.
- ◆ Evolve a public private partnership (PPP) model that suits MSMEs to come into refuse and garbage disposal ventures across the State
- ◆ Prepare a realisable, comprehensive and costed water and sanitation master plan as a component of urban renewal and infrastructure plan
- ◆ Ensure adequate metering of all completed and operationalized water works that are piped to residences with emphasis on smart metres to plug revenue leakages
- ◆ Designate dump sites and sewage treatment plants in each of the senatorial districts and procure additional sewage trucks for use across the State
- ◆ Build and regulate special waste disposal facilities such as for medical waste

Expected Outcomes

- ◆ Increased access to safe and affordable water
- ◆ Elimination of open defecation across the State

Providing Direction

Finance and Revenue Mobilisation

Governance and Administration

Security, Law and Justice

Social and Youth Development

Finance and Revenue Mobilization

Challenges and Opportunities

The major challenges confronting the Finance and Revenue Mobilization sector are as follows.

- ◆ Low internally generated revenue relative to the volume of economic activity in the State
- ◆ With the exception of KGIRS, low application of digital technologies to revenue collection and administration
- ◆ Over reliance on federally-allocated revenue
- ◆ Weak enforcement of provisions of laws and regulations pertaining to taxes and levies
- ◆ Duplication of functions within the sector
- ◆ Low coordination amongst agencies in the sector towards plugging revenue leakages
- ◆ Weak enforcement of State fiscal and financial responsibility rules.
- ◆ Weak financial planning architecture
- ◆ Staff shortages and operational challenges within MDAs in the sector

Opportunities to expand the revenue base to capture more IGR from economic activities in the State by widening the levies and taxes base.

Objectives and Targets

The broad objective of the sector is to optimise revenue collection and administration, and ensure effective fiscal and economic planning. Other objectives include:

- ◆ Timely formulation and implementation of fiscal and financial policies
- ◆ Timely preparation and implementation of budgets
- ◆ Expand the database of registered taxpayers
- ◆ Regular conduct of evaluation and reviews of performance of fiscal sectors in the State
- ◆ Attract funding from development partners and coordination of their activities
- ◆ Centralise information management in the sector
- ◆ Expansion of the revenue generation and collection capacity of the State
- ◆ Conduct of economic trends research and analysis
- ◆ Strengthen capacity within the sector
- ◆ Improvement of the capacity of MDAs to generate and keep quality/timely administrative data

Strategies and Policies

To meet the objectives of the Plan, the State must make effective use of its resources, with accountability from all line MDAs involved in the implementation. To achieve this, the following strategies will be executed.

- ◆ Strict adherence to budget call circular by all MDAs
- ◆ Review and revamp existing strategy on IGR to broaden the tax base
- ◆ Strict adherence to public financial rules of the State and ensure fiscal responsibility is top agenda at all MDAs
- ◆ Improve budget performance and reporting

Governance and Administration

Challenges and Opportunities

While the State has made progress in establishing good governance through accountability, quality leadership, consensus-oriented decision making, and equity and inclusiveness, some challenges still remain in the sector. These include:

- ◆ Unmotivated civil service and general low morale and poor attitude to work
- ◆ Low technical capacity for governance and policy-making in the public service
- ◆ Low digital skills amongst public servants
- ◆ Duplicity of functions across the service
- ◆ Low communication and information exchange between MDAs
- ◆ Inadequate training and capacity-building programmes for state officers
- ◆ Delays in policy formulation and implementation

through prudent budgeting and regular reports on progress

- ◆ A well-resourced Public Procurement office put in place to implement the public procurement law
- ◆ Increase citizens engagement and participation in governance leveraging CSOs and the general public on budget monitoring and evaluation

Expected Outcomes

- ◆ Robust internal revenue generation
- ◆ Transparent management of public finances

- ◆ Poorly equipped offices and sub-optimal working conditions
- ◆ Modern reform initiatives can be implemented across board

Objectives and Targets

- ◆ Timely implementation of policies
- ◆ Expansion of reforms to the civil service to engender a service that is nimble enough to respond to service delivery needs and standards
- ◆ Improve coordination among the Executive, Legislature and Judiciary and deepen synergy among MDAs
- ◆ Invest in digital technology and data management solutions to automate good governance initiatives and optimise planning, implementation, monitoring and evaluation
- ◆ Provide digital platforms for increased citizen participation in the social, economic and political space and allow for greater citizen engagement with government

- ◆ Eliminate bureaucracy and bottlenecks in service delivery to ensure citizens access to public services in a timely manner across MDAs

Strategies and Policies

- ◆ Increase public sector efficiency by enhancing coordination among the various tiers of government and redefining the competency framework for civil servants
- ◆ Enhance inter-tiered governmental coordination and grassroots decision making and policy implementation by strengthening the operations of relevant agencies through reforms
- ◆ Foster regular strategy alignment between State and Local Government actors
- ◆ Introduce training and certification programmes in digital skills and competences to upscale the capacity of officers at State and Local levels
- ◆ Reassess skills compositions and distribution within the public service for realignment towards improving the delivery of public services
- ◆ Expand citizen engagement and inclusion

through policy changes and technology adoption. Enact and implement policies that encourage citizen participation (particularly women and youth) and ensure increased transparency through higher citizenry access to information and participation in key decision-making areas

- ◆ Enhance anti-corruption capacity across the public, private and social sectors through technology adoption
- ◆ Enhance the current fight against corruption and ensure compliance with transparency and accountability requirements, discipline of officials in positions of authority, as well as prioritise independent audits of public institutions

Expected Outcomes

- ◆ Improved public service delivery standards
- ◆ Optimised public service structure
- ◆ Improved transparency and accountability in governance
- ◆ Increased citizens' participation in governance

Security, Law and Justice

Challenges and Opportunities

A number of security issues occur in the State bordering on general criminality and youth restiveness. Key challenges to addressing these issues include:

- ◆ Poor funding to the sector overall
- ◆ Inadequate training of security personnel
- ◆ General low welfare for security personnel including working conditions such as operational equipment and offices
- ◆ Low number of judicial officers
- ◆ Overcrowded and poor state of Correctional Centres
- ◆ Perception of police and other security personnel as pervasively corrupt
- ◆ Ineffective real-time response to security emergencies
- ◆ VIP services by Police Officers thereby reducing the number available for citizens security

However, there are opportunities for speedy improvement in the Security, Law and Justice sector due to the following:

- ◆ Availability of coded laws and regulations
- ◆ Presence of tertiary institutions for training of judicial officers in the State
- ◆ Increased awareness on Alternative Dispute Resolution Mechanisms (ADR)

Objectives and Targets

The prime objective is for the State to have a robust security architecture that guarantees the safety and peace of the State while equally prepared for future security threats. Additional objectives and targets include:

- ◆ Support Federal Government agencies responsible for maintaining law and order in the State
- ◆ Strengthen platforms for Early Warning/Early Response (EWER) to conflicts in the State
- ◆ Strengthening the justice system with a view to ensuring quick dispensation of justice
- ◆ Promote a dynamic, responsive, and constitutionally effective Legislature
- ◆ Strengthening the capacity of the Legislature to be able to perform its constitutional functions effectively as a separate and independent arm of government
- ◆ Improve access to justice for all citizens
- ◆ Increase the number of people having access to alternative dispute resolution mechanisms
- ◆ Increase collaboration with the judiciary, law enforcement agencies and correctional institutions

Strategies and Policies

- ◆ Strengthen the security architecture to include identification systems for people, assets, and others through mandatory operations of CCTV in public areas
- ◆ Require businesses to install CCTV camera in and around their business premises to complement Government effort
- ◆ Identify crime blackspots and recover and convert such to safe public areas such as parks and gardens with requisite night-time illumination
- ◆ Facilitate trainings for law enforcement officers in the State with focus on improving community policing and adopting proactive methods to improve security
- ◆ Provide funding and resources to correctional facilities and collaborate with development partners and faith-based organisations to re-skill and up-skill prison inmates for effective rehabilitation and reintegration into society
- ◆ Development of multi-funding system to adequately cater for security infrastructure and equipment by re-invigorating the existing security fund
- ◆ Implement arrangement for effective use of the Mobile Court provisions and systems
- ◆ Develop effective monitoring and evaluation mechanisms for measuring progress on initiatives
- ◆ Improve synergy and collaboration within and amongst security agencies
- ◆ Appointment of additional judges/ magistrates to clear existing backlogs of cases and implement an effective performance management system in the judicial system

E

Expected Outcomes

- ◆ Improved security of life and property
- ◆ Increased Monitoring and Evaluation of case handling by State counsels
- ◆ Reduced number of cases in court due to utilisation of the ADR mechanisms
- ◆ Reduced waiting period for awaiting trial cases
- ◆ Reduced number of inter-communal crisis
- ◆ Improved re-integration through skills acquisition programmes for inmates of the custodial centres

Youth and Social Development

Challenges and Opportunities

While investments in Education and Health are social investments, the vulnerable and youth cannot reach their full human potential towards contributing effectively to economic growth and sustainable social development if such vulnerabilities are not addressed. Key challenges in the sector include:

- ◆ Decline in social capital with the unprecedented collapse in civic, social and associational life with negative consequences such as lack of empathy towards the vulnerable
- ◆ Weak social infrastructure in the State due to under-investment in the social sector over a long period. Most rural and urban areas lack sport facilities hindering talent discovery and development in sports
- ◆ Youth focus on football, neglecting other sports with equally bright prospects, while the statistics of young girls' participation in sport is far lower than their male counterparts
- ◆ Insufficient sports personnel in the State, such as various sport coaches, administrators and professionals in sport medicals
- ◆ Few available social workers to deal with the vulnerable, women rights and gender violence issues, from counselling to trauma management
- ◆ Significant unemployment among young people and women, fostering hopelessness, social vices and criminality
- ◆ Woman participation in active politics is low, far short of Beijing Declaration and Platform for Action
- ◆ Despite high literacy levels in the State, there is inadequate awareness of opportunities of the social development programmes provided by both state and federal governments
- ◆ Emerging menace of access to easy finance and unregulated loan provision severely impacting women who are mainly into micro-businesses and are vulnerable to such schemes
- ◆ Inadequate skill acquisition centres across the State to prepare women and youth in relevant skill and craft

Despite the above listed challenges, the State is endowed with the requisite manpower and resources to create an enabling environment for the wellbeing of citizens in the State including a youthful population and resourceful citizenry.

Objectives and Targets

- ◆ Emphasise a strong and stable family as foundation for development
- ◆ Build a State where women rights are respected with no incidences of gender-based violence
- ◆ Increase in women participation in politics and decision-making

- ◆ Create avenues for youths to engage in all sports, arts and culture, music and other talent development programmes in the State
- ◆ Children, women and the vulnerable are protected from abuse and violence and from being trafficked for sexual and labour exploitation and organ harvesting

Strategies and Policies

- ◆ Create thorough awareness on the Child Rights Law and Violence Against Persons Prohibition Law, effects and dangers of human trafficking.
- ◆ Deploy effort and practices to reduce out of school children by implementing the education sector policy
- ◆ Align the social and youth development sector to the innovations and digital economy sectors with focus on 21st century skill acquisition to generate employment for youths and women
- ◆ Establish state-of-the-art sports facilities strategically located in each of the local government areas with focus on youth talent development and citizens' recreation
- ◆ Introduction of inclusive safety nets, such

as State special public works scheme (e.g., public infrastructure maintenance) to engage youth, low-income and non-labour constrained households

- ◆ Establish schemes to provide farm inputs such as subsidised fertilisers, seedlings and chemicals for rural women in farming
- ◆ Upgrade slums through public works by providing roads, clearing drainages and stagnant pools, potable water, sanitation and distribution of mosquito nets to vulnerable households
- ◆ Partner with the Federal Government, development partners and donor agencies to expand the State's beneficiaries of "Targeted Transfers to Poor and Vulnerable Households" component of the "Nigeria – National Social Safety Nets Projects"

Expected Outcomes

- ◆ Reduced youth and women unemployment
- ◆ Improved child protection services
- ◆ Improved awareness and strengthened collaboration with stakeholders
- ◆ Improved social protection services



An aerial photograph of a multi-lane highway interchange with a black and white checkered safety barrier. In the background, a dense urban area with various buildings is visible under a clear sky.

Part Three:

Paper to Reality

- ◆ Financing
- ◆ Implementation
- ◆ Monitoring and Evaluation
- ◆ Communication and Engagement

Financing

Fiscal Policy Direction

To achieve the target revenue for financing the Plan, the State will adopt a number of fiscal policy initiatives over the Plan period geared towards ensuring greater control over existing revenue sources and creating and expanding new ones.

- ◆ Taxpayers' engagement and enlightenment with the aim of improving the acceptance of tax payment as a veritable way of sourcing public revenue for development projects and also facilitate easier enforcement of tax laws and regulations
- ◆ Review and update tax and revenue laws and policies with particular focus on ensuring enforceability and operationalise dormant sections not previously implemented
- ◆ Prioritise ongoing projects over new ones to ensure completion and eliminate incidences of abandoned projects. This also guarantees that only projects that contribute to the achievement of the outcomes of the Plan are included in the budgets of MDAs
- ◆ Set aside 3% of recurrent revenue towards the setting up of a development fund for long-term implementation of special impact projects
- ◆ Strengthen KGIRS and ensure collaboration amongst revenue generating agencies
- ◆ Engage private sector operators to mobilise investments to fund identified projects under the purview of this Plan with appropriate incentives
- ◆ Streamline and centralise the coordination of projects by development partners to eliminate duplication and optimise this external funding source
- ◆ Explore Public-Private Partnership (PPP) arrangements for certain projects requiring significant amounts to free up regular revenue for other development initiatives
- ◆ Limit annual recurrent expenditure increases by MDAs in real terms to not more than +/- 5 percent of previous year with amounts exceeding that range requiring special approvals of the State Executive Council after satisfactory justification

Revenue and Expenditure Projections

The State has a number of revenue sources but relies mainly on its share of federally-allocated revenue which is projected to account for about 53% of its total revenue over the 2024-2026 MTSS

period. Other revenue sources include Internally Generated Revenue (IGR), aids and grants, and capital receipts.

External Financing Sources

While implementing this Plan, the State will seek to mobilise resources from the private sector, attract well-structured aid and grants and leverage emerging alternative and

innovative funding opportunities over the Plan period. All such resources will be mobilised in a coordinated manner and in accordance with strict public financial management principles.

Private Sector

Private sector investment is key to economic development and a strategic source to augment public sector revenues in financing development initiatives. From the Plan, critical areas requiring large investments will be implemented in collaboration with private sector actors through innovative public private partnerships (PPPs), concessions and management arrangements in

addition to outright private control. Specifically, required investments in the Plan related to infrastructure, exploration of mineral and natural resources and youth development will be targeted at the private sector. The State will host annual investment summits to showcase such areas and engage investors (both local and international) with a view to addressing their concerns.

Development Partners

Currently, development partners already play a critical role in supporting the activities of government towards taking development to the last-mile and assisting to draw attention to under-resourced areas. The State will leverage existing good relationships with development partners to expand its receipt of technical and

logistics support towards achieving the objectives of the Plan. Deliberate and concerted effort will be exerted towards expanding the receipts of aids and grants from governmental and non-governmental providers and with the overall effort to be coordinated by a special unit to be set up in the Budget and Economic Planning arm.

Other Sources

The 32-year development plan period is relatively long and the State recognises that significant changes in the national and global landscape will occur during this period. As such, the special coordination unit to be setup in Budget and Economic Planning will ensure flexibility in sourcing revenue for implementing the Plan. Emerging

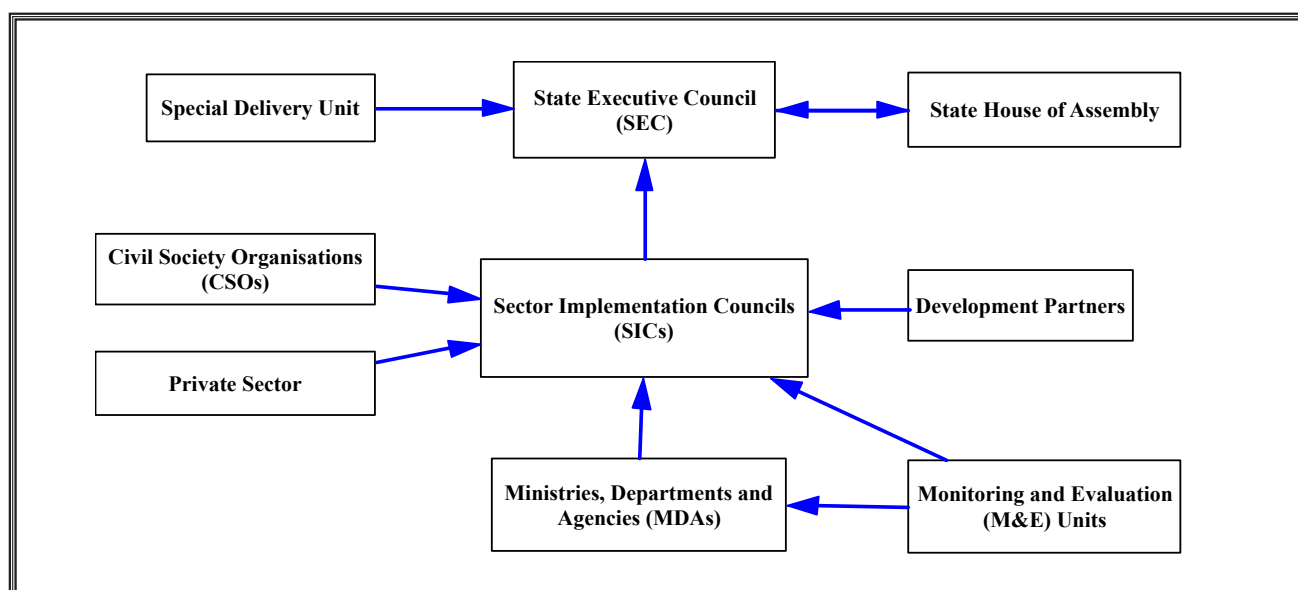
funding sources and innovative financing approaches will be continually evaluated for feasibility in adoption by the State.

Implementation

Institutional Implementation Framework

Successful implementation of this Plan requires the contribution of all stakeholders drawn from the public and private sectors, and the State citizenry. As the party tasked with providing direction, State Government institutions will take the lead in coordinating all other stakeholder groups during the implementation. Therefore, the institutional

framework for the Plan implementation covers the State Executive Council, Sector Implementation Councils, legislature, Planning Department (Macro) of MFBEP as the Special Delivery Unit, Monitoring and Evaluation Units of MDAs and other critical stakeholders covering CSOs, private sector and development partners.



State Executive Council

The State Executive Council (SEC) is the highest decision-making organ in the State and is chaired by the Executive Governor, assisted by the Deputy Governor with Commissioners as members. As the most strategic organ of the State, all coordination mechanisms towards the implementation of the plan will be done by the SEC and necessary approvals rest with this body in line with extant laws and procedures.

Sector Implementation Councils

Sector Implementation Councils (SICs) will be created for all sectors detailed in this Plan. The role of the SICs is to coordinate strategies and policies in the particular sector to ensure synergy, optimisation and eliminate duplication across the sector. The SICs will also assist the SEC in the task of setting implementation priorities to avoid rancour. The SICs will be chaired by the Honourable Commissioner for the relevant MDA and if there are more than one ministry for the sector, co-chaired by all the relevant Honourable Commissioners. A key task of the SIC is to develop robust Sector Implementation Plans (SIPs) for the approval of the SEC.

State House of Assembly

The Kogi State House of Assembly will play a crucial role in the implementation of the Plan through the formulation of relevant laws indicated under the various sector strategies of the Plan and will also be required to map their oversight functions to

the SICs through relevant House Committees.

Special Delivery Unit

The Planning Department (Macro) of MFBEP will be designated as the Special Delivery Unit dedicated to Plan implementation to assist with the coordination of implementation for the SEC. The delivery unit will ensure the elimination of duplication across sectors and will act as a clearing house for SICs to check if other SICs have adopted specific projects that are similar to theirs.

Monitoring and Evaluation Units

Monitoring and Evaluation (M&E) Units across MDAs will be responsible for ensuring the strategies, policies and programmes for the respective MDAs under this Plan are implemented effectively and geared towards stated outcomes. Specifically, M&E Units will ensure that programmes and projects are linked to the relevant SIP and make reports to the SICs accordingly.

Other Critical Stakeholders

The effective implementation of the Plan will benefit significantly from the inputs of other actors within the State. In particular, CSOs and the private sector have a critical supporting role to play by partnering the public sector and providing ideas for operationalising the strategies across sectors. These partners also play significant roles in mobilising resources for Plan implementation and also accountability through M&E activities.

Monitoring and Evaluation

Policy Direction for Monitoring and Evaluation

As there is no previous State Development Plan (SDP) in the State, this is the first attempt to develop a comprehensive M&E arrangement that operates with a broad outlook towards tracking the achievement of outcomes. Building on the aforementioned, this Plan will broaden the M&E architecture in the following ways:

- ◆ Develop robust M&E Policy on Results-Based Principles to cover the entire State and harmonise individual activities of M&E departments within MDAs.
- ◆ Mandate the development of an M&E Manual to guide the M&E operations of SICs for their sectors. Each SICs will be required to show evidence of implementation of such M&E Manual which will be in line with the State M&E Policy.
- ◆ Restrict fund release to sectors if they fail to include robust M&E Reports in the regular updates to the SEC. This will ensure that all activities are tailored towards the desired outcomes of the Plan.
- ◆ Strengthen and upgrade the State Bureau of Statistics to become a state-of-the-art data agency that supports SICs in sourcing the data requirements for the M&E Reporting and activities.
- ◆ Adequate funding of M&E activities and prioritise the role of M&E departments and units in MDAs.
- ◆ All MDAs and sectors will be mandated to provide certified assurance reports periodically that their M&E departments and units meet the required standards.

Monitoring and Evaluation Framework

The flow of M&E activities for the purpose of implementing this Plan will be structured as follows:

State Executive Council

All M&E activities have an ultimate reporting responsibility to the SEC. This will be achieved through the Special Delivery Unit on implementation which will arrange quarterly reports and presentation sessions specifically on the outcomes of M&E activities to the SEC and highlight areas of weaknesses in implementation and potential corrective measures.

Sector Implementation Councils M&E

All SICs are to institute sector-wide M&E committees to comprise M&E departments and units of respective MDAs under the sector. Such an arrangement will also include adequate representation from CSOs and the private sector. These committees will have dual reporting lines – to the SICs leadership and the State Executive Council through the Special Delivery Unit.

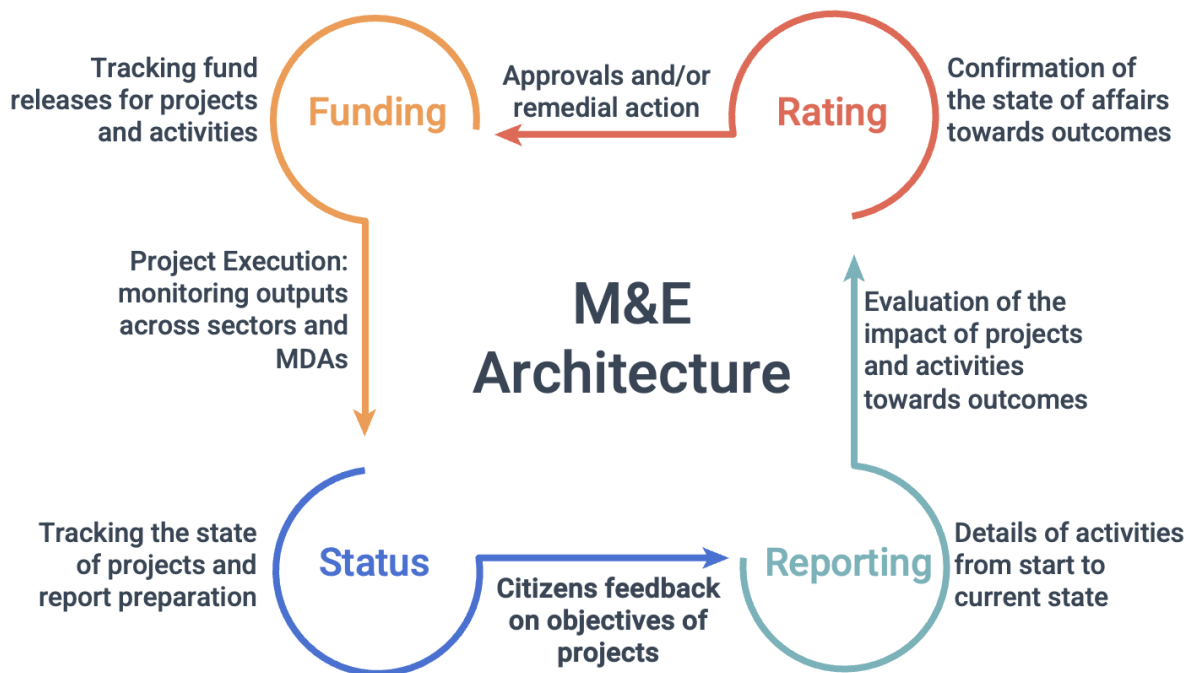
Monitoring and Evaluation Departments

The M&E Department of Budget and Planning and Planning, Research and Statistics (PRS) Departments in MDAs will be the foundation of the

State M&E architecture. Such departments will adapt and implement M&E policy and manuals for the MDA, specifying the relevant indicators for measuring progress towards outcomes, the

nature of data required and their availability, data collection techniques and M&E engagements in the field.

Monitoring and Evaluation Architecture



Communication and Engagement

Overview

Among the major shortcomings observed in the execution of development plans across Nigeria's federating units was the lack of effective use of communication tools. A robust framework such as this 32-year Development Plan needs to be backed by an active communication strategy in order to galvanise all segments of the society in the State into action.

Objectives

Ensure extensive outreach with up-to-date and accurate information regularly on the progress of the Plan;

- ◆ Continually inform officials of the State Government, Ministries, Departments and Agencies;
- ◆ Collaborate with the State House of Assembly and Judiciary, Law Enforcement

Agencies in the State on ways to smoothen implementation through transparent information exchange;

- ◆ Motivate the 21 Local Government Areas towards adapting strategies in line with the Plan; and,
- ◆ Galvanise into action the wider stakeholder group including traditional institutions, market associations, CSOs, Kogi citizens within the State and in the diaspora, key institutions in the private sector as well as development partners.

Strategies and Policies

- ◆ The communication and engagement strategy will include the following activities:
- ◆ Maintain a prominent public and media presence at the events and activities related to the 32-year Development Plan, such as, stakeholders' consultative forum on annual budgets, making presentations on the Plan to development partners, international finance corporations and at project initiations and commissioning.
- ◆ Institute communication channels include activities such as consultation meetings, promotion of debates, discussions, workshops, community forums, songs, poems, plays, teaching in school, certification of being 32-year Development Plan compliant, development plan clubs and volunteers.

- ◆ Incorporate mentions about the Plan into radio and television programmes, internet and social groups, memorabilia and paraphernalia and sport events.
- ◆ Include the publication of newsletters; and preparation of promotional items such as CDs, DVDs, caps, pens, t-shirts, key holders, bags, bracelets, diaries, gold plated pins, scarf, ties; as well as branding, billboard banners, leaflets, flyers, awareness meetings and workshops and other promotional activities on the 32-year Development Plan.
- ◆ Develop key messages in local languages of the State with slogans that expound the basis of the State and the Plan such as 'EBIGO' Agenda fostering unity, peace and prosperity through the 32-year Development Plan.
- ◆ Mandate all SICs to hold regular feedback sessions on their sectors with the public aimed at communicating their actions and priorities, rationale for projects while receiving feedback from stakeholders.

Expected Outcome

Over the Plan implementation period, the expected outcome is for State citizens and stakeholders to own the Plan through sustained exchange of meaningful information that breeds trust in the Plan execution.

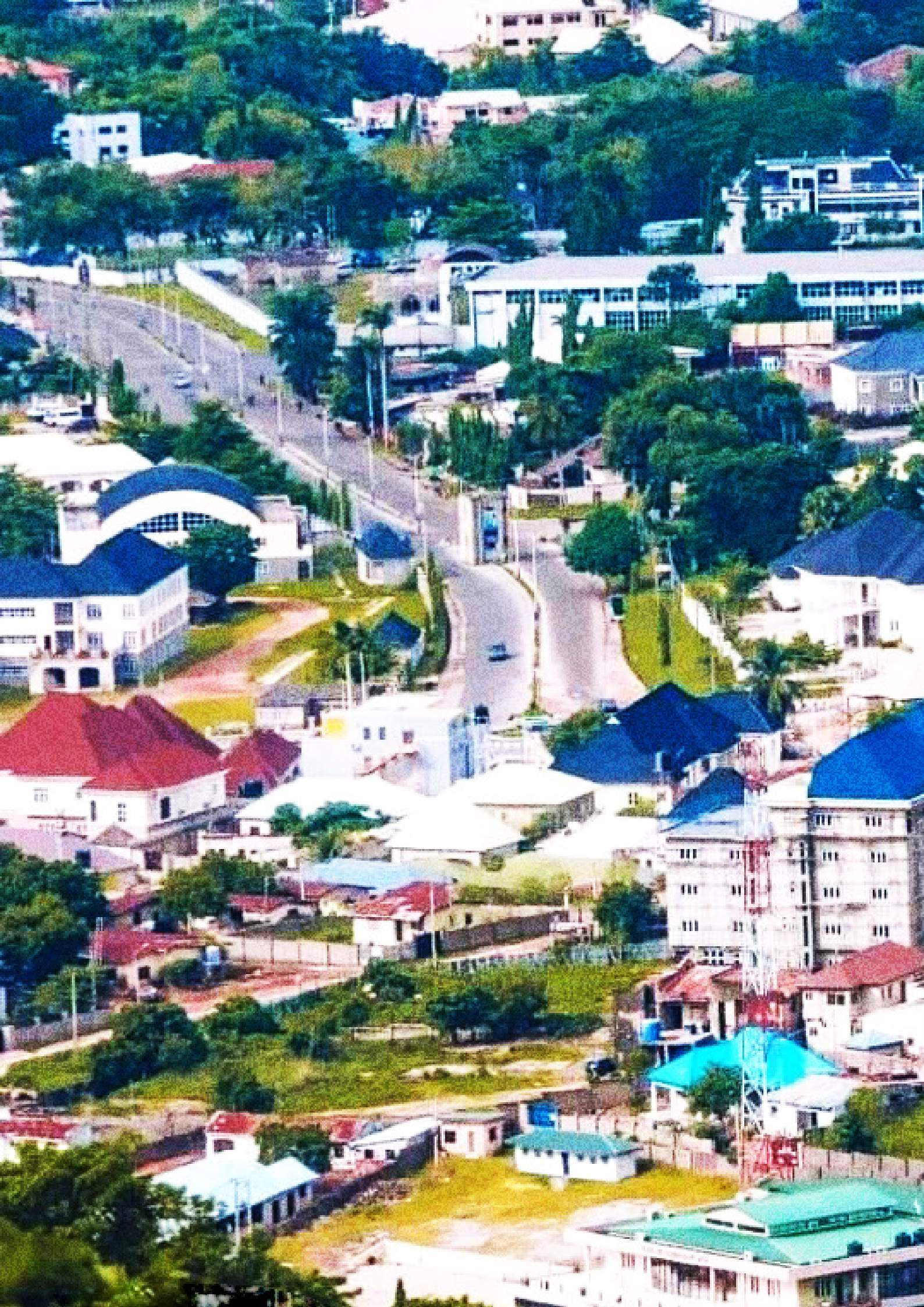
Appendices

Acronyms and Abbreviations

ACReSAL	Agro-Climatic Resilience in Semi-Arid Landscapes
ActionAid/PIBCID	Participation Initiative for Behavioral Change in Development
ADP	Agricultural Development Project
ADR	Alternative Dispute Resolution
AIDS	Acquired immunodeficiency syndrome
APPEALS	Agro-Processing, Agricultural Productivity Enhancement and Livelihood Improvement Support
AU Agenda 2063	African Union Agenda 2063
BOA	Bank of Agriculture
BOI	Bank of Industry
CBN	Central Bank of Nigeria
CCTV	Closed-Circuit Television
CNG	Compressed Natural Gas
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
ECCDE	Early Child Care Development Education
EFA	Education for All
EIA	Environmental Impact Assessments
EWER	Early Warning/Early Response
FAAC	Federal Account Allocation Committee
FAO	Food and Agriculture Organization
FCT	Federal Capital Territory
FGN	Federal Government of Nigeria
FME	Federal Ministry of Education
GDP	Gross Domestic Product
GSM	Global System for Mobile Communication
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IFAD/VCDP	IFAD Value Chain Development Programme
IGR	Internally Generated Revenue

JAMB	Joint Admissions and Matriculations Board
KEDA	Kogi Enterprise Development Agency
KG	Kogi
KGHA	Kogi State House of Assembly
KGIRS	Kogi State Internal Revenue Service
KGSBS	Kogi State Bureau of Statistic
KOGROMA	Kogi State Road Maintenance Agency
KOSEEDS	Kogi State Economic Empowerment and Development Strategy
KOSEPA	Kogi State Environmental Protection Agency
KSWMB	Kogi State Sanitation and Waste Management Board
L-PRES	Livestock Productivity and Resilience Support Project
LGA	Local Government Area
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MFBEF	Kogi State Ministry of Finance, Budget and Economic Planning
MICS	Multiple Indicator Cluster Surveys
MIREMCO	Kogi State Mineral Resources and Environmental Management Committee
MOEST	Kogi State Ministry of Education, Science and Technology
MSMEs	Micro, Small and Medium Enterprises
MTSS	Medium Term Sector Strategy
NA 2050	Nigeria Agenda 2050
NAFDAC	National Agency for Food and Drug Administration and Control
NBS	National Bureau of Statistics
NCC	Nigerian Communications Commission
NDP	National Development Plan
NECO	National Examinations Council
NERDC	National Education Resource Development Centre
NG-CARES	NIGERIA COVID-19 Action Recovery and Economic Stimulus Program
NIHOTOUR	National Institute for Hospitality and Tourism
NIPC	Nigeria Investment Promotion Council
NOTAP	National Office for Technology Acquisition and Promotion
NPC	National Population Commission
NTDC	Nigeria Tourism Development Corporation
NTI	National Teachers Institute

PEBEC	Presidential Enabling Business Environment Council
PHCs	Primary Healthcare Centres
PPP	Public Private Partnership
PWDs	Persons with Disability
QoS	Quality of Service
RMRDC	Raw Materials Research and Development Council
RUWASA	Kogi State Water Board and Rural Water Supply and Sanitation Agency
SASCP	State Malaria Elimination Program and State AIDS and Sexually Transmitted Infection Control Programme
SDGs	Sustainable Development Goals
SDP	State Development Plan
SEC	State Executive Council
SESOP	Kogi State Education Operational Plan
SESP	Kogi State State Education Strategic Plan
SICs	Sector Implementation Councils
SIPs	Sector Implementation Plan
SMEDAN	Small and Medium Enterprises Development Agency
SMoH	Kogi State Ministry of Health
SON	Standard Organisation of Nigeria
STEM	Science, Technology, Engineering and Mathematics
UHC	Universal Health Coverage
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VAPP	Violence Against Persons Prohibition Act 2022
WAEC	West African Examinations Council
WASH	Water Sanitation and Hygiene







Published by
Ministry of Finance, Budget and Economic Planning
Kogi State Development Plan 2024-2056