



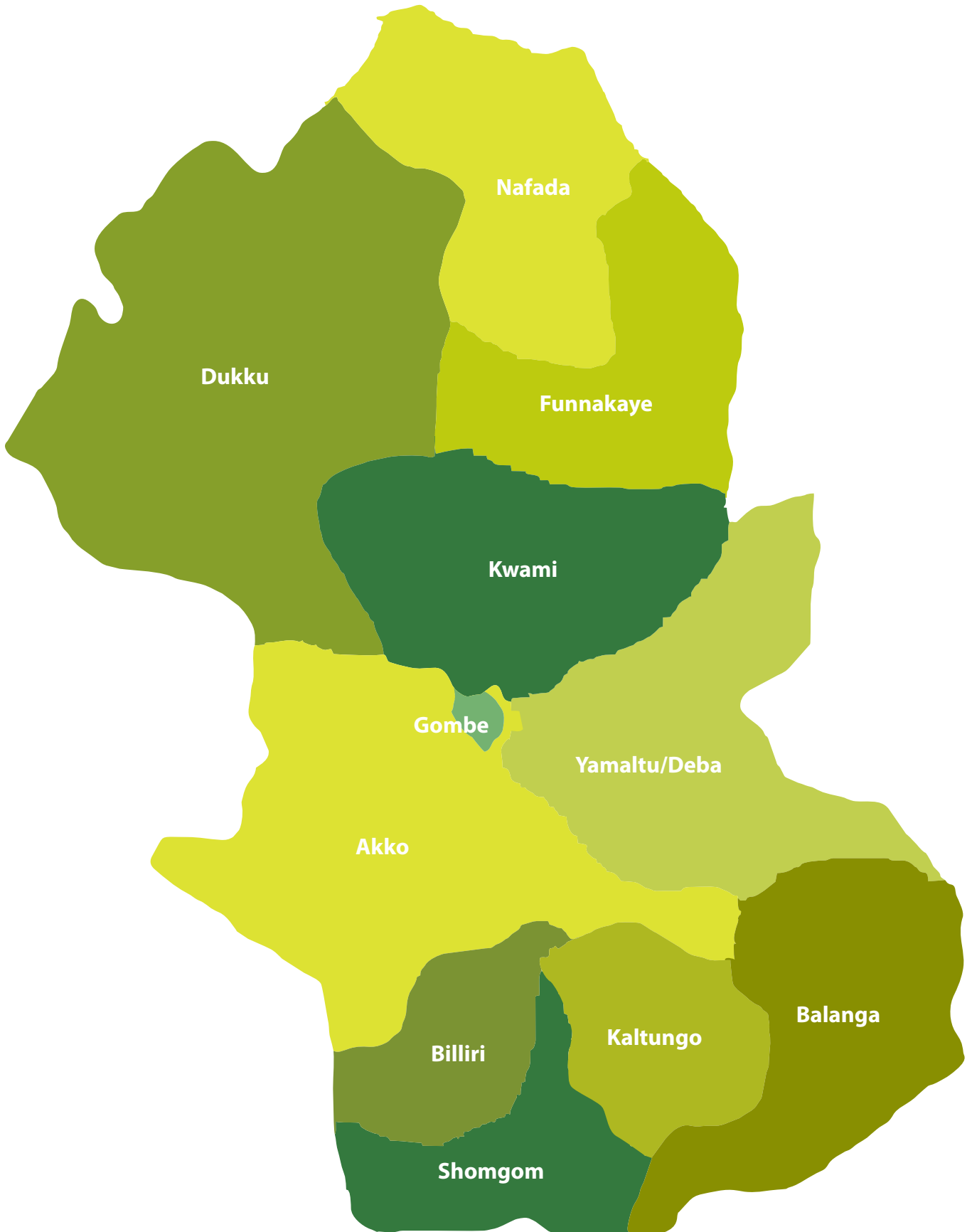
Gombe State Development Plan 2021 - 2030

Situation Analysis, Development & Sustainability Strategies

ABRIDGED VERSION

Development Agenda for Gombe State
DEVAGOM







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VISION

To transform Gombe into a highly educated, innovative, healthy and prosperous State propelled by peace, efficient infrastructure, sustainable environment and good governance

MISSION

To create an enabling environment for sustainable peace, cohesion and an all-inclusive development for the people of Gombe State



Foreword

Gombe State has evolved over the years across all facets of human development. It is blessed with a relatively young population, fairly modernized infrastructure and a vast amount of human and natural resources. With additional impetus, the State is set to emerge on the pinnacle of Nigeria's development. While some successes have been recorded both in human capital and infrastructural development in the past, this Gombe State Development Plan 2021-2030 is the first attempt ever to articulate a long-term vision for the State. The Agenda is conceived out of the need to ensure long-term visioning and planning. It draws on the findings of the 2019 Needs Assessment Report which I commissioned in my capacity as governor-elect, even before I was sworn in to office. The report also forms the basis of the Medium-Term Expenditure Framework (MTEF) which has become the fulcrum of our annual budgetary processes. This demonstrates our commitment to transforming Gombe State by setting it on a path of long-term growth and sustainable development.

The bold decision to develop this Plan is a clear indication of our determination to leave lasting legacies for succeeding generations of our people. It is a unique initiative in the history of Gombe State because it demonstrates the people's willingness to place much greater confidence in the future we are working together to build. The Plan is built on the outcome of a state-wide consultation process that involved the private sector, civil society, community associations, state and local governments and the general public. It, therefore, reflects the aspirations

of the vast majority of the people of Gombe State. This Plan, otherwise called a Development Agenda for Gombe State, DEVAGOM, has inclusive socio-economic development at its heart, and its strategies are designed to empower our people who all showed their delight and enthusiasm during the consultation processes and throughout the course of developing the Plan.

I am fully aware that our accomplishments shall be measured by the establishment of a prosperous and all-inclusive society. This undoubtedly will require unprecedented mobilization of resources, far-reaching administrative reforms across all sectors of governance; substantial and consistent investment in infrastructure, human capital and social inclusion. It will also require concerted efforts at positioning the State as the hub of economic activity not only in the North-East sub-region but Nigeria at large.

The Gombe State Development Plan, with a vision of growth, development, peace and shared prosperity for all, maps out the way forward for Gombe State and its people to realize their full potentials. Its implementation strategies, with specific policies and targets, are aligned with the Sustainable Development Goals (SDGs), the first by any State in Nigeria. This is also the first Plan by any State in Nigeria that is modelled and costed by putting into consideration the Integrated Sustainable Development Goals (iSDGs).

The multi-faceted nature of development and the need for multi-sectoral solutions are recognized and addressed. Critical and cross-cutting issues like economic growth, the environment, gender

equality, social inclusion and good governance are mainstreamed into the Plan.

The Plan thus offers a clear pathway for successive administrations in the State to pursue inclusive development. Its implementation will be monitored to keep track of and ensure that our collective vision is realized.

As we set out on this noble journey, I implore the public service, development partners, private sector and other stakeholders to key into and support the successful execution of the Plan.

Furthermore, I pledge to ensure the establishment of a strong institutional framework for the

transparent and accountable implementation of the Plan. I will also ensure that the Gombe State House of Assembly gives legal backing to the Plan with the speed that parliamentary proceedings permit.

I wish to thank all stakeholders for their input and suggestions in the preparation of this document. I have no doubt whatsoever that this Plan will bring about a great leap forward in the attainment of a better future for our dear State and its people.

Thank you!



Muhammadu Inuwa Yahaya

Governor, Gombe State

Preface

In its determination to ensure that Gombe State does not remain perpetually underdeveloped, the present administration, under the leadership of Governor Muhammadu Inuwa Yahaya, set up a Committee to produce a Ten-Year Development Plan. The result of the work of the Committee and other stakeholders in the State is what is now being presented as the Gombe State Development Plan 2021 – 2030 (GSDP).

The Plan clearly demonstrates the commitment of this administration to ensuring that everyone counts in the development agenda of the State. Much as it is a Plan for the State, it has embedded within it the Sustainable Development Goals in accordance with “Decade of Action” declaration of the United Nations. In essence, therefore, the Plan is anchored on five broad pillars that cover all aspects of development. These are:

- The Economic Development Pillar (SDGs 1, 2, 8 & 10).
- The Infrastructure Development Pillar (SDGs 6, 7, 9, 11 & 14).
- The Social Development and Welfare Pillar (SDGs 3, 4, 5 & 10).
- The Sustainable Environment Pillar (SDGs 6, 7, 11, 12, 13, 14 & 15).
- Governance, Administration and Institutional Capacity Pillar (SDGs 16 & 17).

To ensure that everyone is carried along, this Plan has gone through a very comprehensive stakeholder consultative process, beginning from the ward level to the local government and state levels. Encouraging inputs were received along the way which have been properly captured to enrich the

document. This makes the Plan a truly “Gombawa” document that will serve our people beyond the present administration. Towards this end, a legal framework shall be put in place to institutionalize the Plan.

To achieve the vision, mission, goals and the results of this development agenda, subsequent State budgets will derive explicitly from it. Of course, the Plan is organic; hence it is amenable to periodic reviews to accommodate changes in the socio-economic environment in the future. Medium Term Sector Strategies (MTSS) will be prepared from this Plan covering a 3-year period and these will provide useful linkage to our annual budgets in the succeeding years.

Apart from being a development Agenda for Gombe State, the most important significance of the Plan are that it is:

- A guide and at the same time a “judge” or measuring stick of the performance of the present and future administrations in the State.
- A reference point from where all stakeholders will take lessons, corrections and also pursue their rights as enshrined in the Plan.
- An “eye opener” to some other States, organizations and even individuals on the need to project into future and get prepared for the likely expectations, challenges and solutions.

Consequent on all the above, this very important document is presented in some of the major languages in the State. Furthermore, it is presented through various means of communication as enabled through the limitless possibilities of the

ICT. All these are conscious efforts to ensure that the contents of the Plan are made available to the citizens and other stakeholders.

I wish to humbly and respectably appeal that after going through the Plan, all concerned stakeholders should play their expected roles to enable us achieve the set goals. As a scholar said, “somewhere somehow lies the solution to every problem”. I am positive that, with determination and commitment,

the issue of under-development in the State shall be tackled appropriately with this Development Plan.



MD JATAU, PhD

*Deputy Governor/Chairman, Steering Committee
Gombe, Nigeria*

Acknowledgements

The task of putting together this document, which is designed to chart our way into the progressive path we shall be treading for some years to come, was accomplished by a select team of stakeholders in the development of Gombe State. Therefore, I would like to thank the following work teams and individuals for their invaluable contribution to the development and completion of the *Gombe State Development Plan 2021 - 2030: Situation Analysis, Development & Sustainability Strategies*. First to be appreciated is the Steering Committee, led by the Deputy Governor, Massanah Daniel Jatau, PhD, as well as the leadership and members of the Technical Committee and the Thematic Groups who worked tirelessly during the preparation of the Plan. I also wish to acknowledge the contribution of the Hon. Commissioner of Finance, Alh. Muhammad Gambo Magaji, for his immense support and collaboration throughout the process.

The Director-General, BPSR, Special Adviser to the Governor on Communications and Strategy, the Executive Chairman of the Inland Revenue Service, the Head, Department of Economics, Gombe State University, and the Gombe State Bureau of Statistics all deserve special mention for their contributions to

the Plan document. The staff of the Budget, Planning and Development Partners Coordination Office, led by the Permanent Secretary and supported by the Director Planning, worked diligently beyond the call of duty on this assignment. Members of the Secretariat of the Gombe State Development Plan also acquitted themselves creditably during the Plan preparation.

I wish to acknowledge our Development Partners, especially, the UNDP, UNFPA and UNICEF for their support and participation in the preparation of the Plan. The contribution of the Civil Society Organizations throughout the process is gratefully acknowledged.

The Senior Special Assistant to the President on the SDGs, Princess Victoria Adejoke Orelope-Adefulire, alongside the staff of OSSAP-SDGs stood out admirably in the support she granted to Gombe State during the stakeholder engagement, integration of the Plan with the SDGs as well as the printing of the document.

The Technical Consultants deserve very special thanks. Led by Prof. Emmanuel Onwioduokit, the team included Dr Abdullahi Dauda Belel, Dr Uduakobong Inam, Mal. Abdulrahman Abdullah, Mr Steven Ayuba and Mr Aliyu Aminu Ahmed.

They undertook the assignment with uncommon zeal, commitment, professionalism and passion that resulted in the timely completion of this excellent Plan document, despite the COVID-19 inhibitions.

Finally, this Development Agenda would not have been produced without the inspiration, vision, determination and leadership of His Excellency, Alh. Muhammadu Inuwa Yahaya, the Governor of Gombe State, who graciously made available all the resources needed for the preparation of the Plan. It is my sincere hope and prayer that this Plan

will accelerate our journey towards sustainable development.



Dr Ishiyaku M Mohammed
Special Adviser
Budget Planning and Development Partner
Coordination Office/Chairman Technical
Committee



Introduction

1

Gombe State has huge potential that is yet to be fully realized. The State is at a point of strength with a rapidly expanding economy, improving infrastructure and institutions, a large number of young people, growing digital connectivity, a stronger standing in the national arena, and continuing inherent geographical and environmental advantages. These positive developments and advantages provide a sound basis for future prosperity. The Plan builds upon these strengths to expand the development frontier to further transform Gombe.

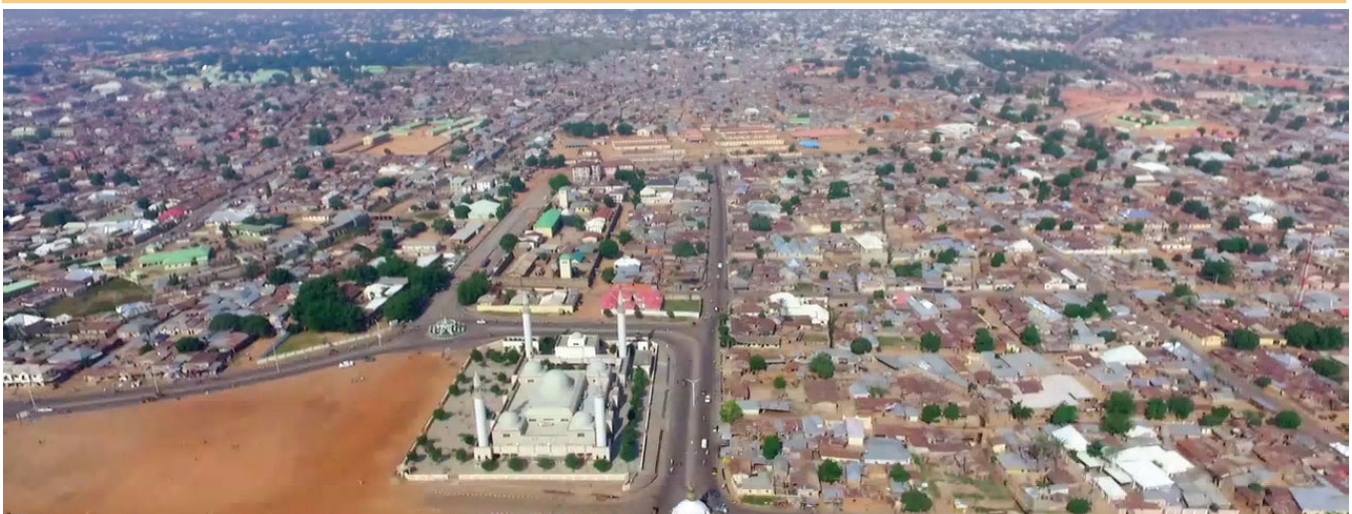
The 10-Year Development Plan provides the forward-looking vision for Transforming Gombe into a more progressive, vibrant and inclusive society. It outlines a framework that encompasses strategic policy manoeuvres, new approaches to development and the aspirations of all Gombe people.

A State Development Plan serves as a tool for decision and resource allocation. It also evaluates demands and relates capacity to future needs. Gombe State

Development Plan (GSDP) is a Ten – year development Plan for the period 2021 – 2030. It has its foundation in the philosophy and policy of the new state administration as well as the collective aspirations of the people of Gombe.

The scope of GSDP is comprehensive as it embraces all the main drivers of development in the state: economic, infrastructural, societal, security and environmental. However, the plan does not describe in detail every project or programme that the government intends to implement. These details are contained in individual sector plans or strategies, including Medium-Term Sector Strategies (MTSSs), annual budgets, and the operational plans of Ministries, Departments and Agencies (MDAs).

Although preparation of the Plan was facilitated and anchored by seasoned technocrats, consultants, development experts and partners, its constituents and outcomes are derived heavily from Gombe state-wide stakeholder participation.



The Vision and Mission of GSDP, 2021-2030



The Vision and Mission of GSDP, 2021-2030

The Vision of GSDP, 2021-2030

To transform Gombe into a highly educated, innovative, healthy and prosperous State

propelled by peace, efficient infrastructure, sustainable environment and good governance.

The Mission of GSDP, 2021-2030

To create an enabling environment for sustainable peace, cohesion and an all-inclusive development for the people of Gombe State



The Purpose of GSDP, 2021-2030

3

The purpose of this plan is to set out the long-term spatial planning framework for the State between 2021 and 2030. This will signpost the quantity, quality, and location of the development plan, and ensure that provision of infrastructure is aligned with growth. This will provide a mechanism for coordinated decision-making on all aspects of social and economic life, including investment. In summary, the Gombe State Development Plan is expected to:

- Raise public awareness on present and future issues concerning the State
- Provide an opportunity for all stakeholders to participate in the process and play crucial roles in their future
- Design a “road map” for service delivery for the immediate and near term
- Forge an understanding between past ways of doing things and the modern ideas as a means of predicting future needs and meeting them
- Emphasize what must be done now, what may be delayed or abolished, who will be served, what is the envisioned outcome, and who will provide the service, how and to what level.
- Serve as a tool for communicating activities that are imperative for the growth of the State
- Reinforce confidence within the State by developing a common sense of resolve and commitment to action
- Set the stage for the State’s institutions to operate at a new, decisive, and proficient level.
- Deliver a functional organizational path for the State’s institutions
- Facilitate the development of a result “preparation” document appropriate for evolving action plans, creating timelines for the State’s institutions.

The outcome of this process is expected to form the lynchpin for identification of prioritized goals and objectives that will align with the vision of the State.



The Development Pillars of GSDP, 2021-2030

4

The GSDP Pillars versus the Sustainable Development Goals (SDGs)

The development of the Plan is based on “A Pillar and Arrow Approach” with the overall progress of the State depending on a small number of key pillars.

However, in line with global trends, the Plan draws heavily on the Sustainable Development Goals (SDGs) of the United Nations’ 2030 Development Agenda. Thus, the SDGs form the bedrock of the Gombe State Development Plan. The goals are reproduced herein for effective guidance.

The Development Pillars

- The Economic Development Pillar (SDGs 1,2,8 & 10)
- The Infrastructure Development Pillar (SDGS 6,7,9,11 & 14)
- The Social Development and Welfare Pillar (SDGS 3,4,5 & 10)
- The Sustainable Environment Pillar (SDGS 6,7,11,12,13,14 & 15)
- Governance, Administration and Institutional Capacity Pillar (SDGS 16 & 17)

Scope of the Development Pillars

The Economic Development Pillar (SDGs 1, 2, 8 & 10): Agriculture

Table 4.1: The Sustainable Development Goals

1	No poverty	End poverty in all its forms everywhere
2	Zero hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3	Good health and well-being	Ensure healthy lives and promote well-being for all at all ages
4	Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5	Gender equality	Achieve gender equality and empower all women and girls
6	Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all
7	Affordable and clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all
8	Decent work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9	Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10	Reduce inequalities	Reduce, inequality within and among Countries
11	Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient and sustainable

12	Responsible, consumption and production	Ensure sustainable consumption and production patterns
13	Climate Action	Take urgent action to combat climate change and its impacts
14	Life below water	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
15	Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16	Peace justice and strong institutions	Promote peaceful and inclusive societies for sustainable development. Provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17	Partnership for the Goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Aims & Objectives of the Development Pillars



(Crop Production and Animal Husbandry, Fisheries); Manufacturing; Oil, Gas and other Solid Minerals (Oil and Gas, Solid Minerals); Commerce, Trade and Industry (Micro, Small and Medium Enterprises (MSMEs), Cooperatives); Tourism.

The Infrastructure Development Pillar (SDGS 6, 7, 9, 11 & 14): Water Resources; Transportation (Roads, Air, Rail and Water); Electricity and Power; Renewable Energy; Information and Communications Technology.

The Social Development and Welfare Pillar (SDGS 3, 4, 5 & 10):

Health; Education, Science and Technology; Entrepreneurial Development; Women and Children; Youth and Sports; Social Protection/Safety Nets; Security and Safety; Law and Order; Justice.

The Sustainable Environment Pillar (SDGs 6, 7, 11, 12, 13, 14 & 15):



Sanitation; Waste Management; Pollution Control; Flood Control and Drainage; Erosion Control; Climate Change; Environmental Management.

Governance, Administration and Institutional Capacity Pillar (SDGS 16 & 17): Institutional Framework

for Plan Implementation; Collaborations for Plan Implementation; the Executive, Legislature and Judiciary; Ministries, Departments and Agencies; Local Government Areas; Training.

Development Strategy: From Vision to Policy

5

Strategic Framework

The journey from today into the future needs a guiding agenda that will encompass the various facets of development such as can drive Gombe State towards its desired vision of the future. This strategy is defined in the following illustration:

Strategic Direction

The strategic direction provides the all-embracing basis that frames the GSDP. This, in turn, provides the framework for all five developmental pillars and enables the relationships between the pillars to be appreciated. Figure 5.1 is an illustrative way of seeing how the Strategic Directions of the Plan are exemplified in the various aims described above and how they interrelate to achieve the Vision. This strategic direction is predicated on an understanding of the fundamental developmental needs of Gombe State, which is to create a strong economy that will in turn create jobs and wealth, and so help the State to fulfil its other responsibilities and goals. Job creation is, therefore, a

pathway to prosperity for the State. Not only does it meet the needs of the poor and the hungry in the State, it also serves as a veritable means of mobilizing tax revenues and providing additional resources for Gombe State to undertake all the non-revenue generating tasks the State is required to perform.

Strategic Direction of the Development Pillars

- The Economic Development Pillar – Promotion of investments in sectors that can create income and employment opportunities to reduce poverty.
- The Infrastructure Development Pillar – Provision of critical infrastructure that is affordable, accessible and capable of catalysing public and private investments in productive sectors.
- The Social Development and Welfare Pillar – Facilitation of investments in education, training and skill acquisition programmes, provision of efficient healthcare services and social safety nets to improve the welfare, including the security of the people.

Figure 5.1: Strategy Framework of the Gombe State Development Plan

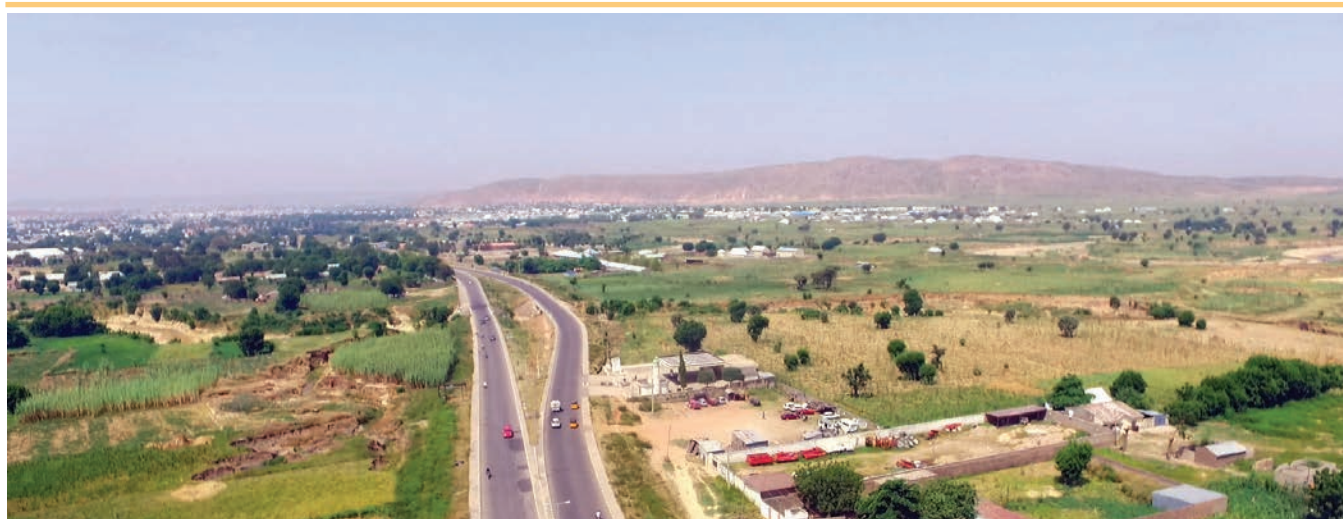
Strategic Direction				
Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5
Economic Development	Infrastructural Development	Social Development and Welfare	Sustainable Environment	Governance, Administration and Institutional Capacity



- The Sustainable Environment Pillar – Improved management of the environment to ensure a clean, healthy and sustainable environment that incorporates climate change dynamics.
- Governance, Administration and Institutional Capacity Pillar – To create a workable and accountable governance framework for the attainment of the Gombe State Development Plan through:
 - Deepening democratic systems of government at all levels
 - Building effective institutions for service delivery
 - Promoting and protecting human rights
 - Building strong civil society
 - Strengthening the rule of law
 - Strengthening media and access to information
 - Fighting corruption

The Economic Development Pillar

6



The GSDP Pillars versus the Sustainable Development Goals (SDGs)

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- The Sustainable Environment Pillar (SDGS 6,7,11,12,13,14 & 15)
- Governance, Administration and Institutional Capacity Pillar (SDGS 16 & 17)

Scope of the Development Pillars

The Economic Development Pillar (SDGs 1, 2, 8 & 10): Agriculture

(Crop Production and Animal Husbandry, Fisheries); Manufacturing; Oil, Gas and other Solid Minerals (Oil and Gas, Solid Minerals); Commerce, Trade and Industry (Micro, Small and Medium Enterprises (MSMEs), Cooperatives); Tourism.

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GOMBE STATE DEVELOPMENT PLAN 2021 - 2030

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Health; Education, Science and Technology; Entrepreneurial Development; Women and Children; Youth and Sports; Social Protection / Safety Nets; Security and Safety; Law and Order; Justice.

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Judiciary; Ministries, Departments and Agencies; Local Government Areas; Training.

Agriculture

Crop Production and Animal Husbandry

Policy Objectives

Directorate of Agricultural Services

The mandate of this Directorate is achieve the following:

- Ensure adequate and timely supply of fertilizer and other agricultural inputs at subsidized rates
- Inspect produce in order to control quality and minimize adulteration and contamination
- Protect crops from pests and diseases
- Provide training and quality extension services to farmers



- Provide timely tractor services for farmers
- Collaborate with donor agencies on agricultural intervention
- Liaise with Federal Ministry of Agriculture and Rural Development and its agencies to implement the National Policy on Agriculture
- Provide technical land management services
- Provide timely and adequate credit/loan facility at 1 per cent digit to farmers across the State

Directorate of Veterinary Services

- Relieve animals suffering through treatment, vaccination
- Prevent and control of zoonosis
- Provide wholesome meat and meat products
- Develop hides and skin for good quality skin for tannery

Directorate of Livestock Services

- Develop the livestock subsector to produce animal protein of high quality for the populace
- Promote animal entrepreneurship in the State, especially among youths and women
- Provide grazing reserves for the large population of cattle
- Provide corridor (stock routes for ease of animal movement which will further reduce conflicts between farmers and animal grazers)
- Provide earth dams as a source of drinking water.
- Establish a poultry farms both for training and production

Policy Thrust

- Boost the quality of life through provision of food at affordable prices
- Increase consumption of wholesome meat through good meat inspection at abattoirs and slaughter houses across the State
- Develop value chain in crops, especially maize, rice and soya beans
- Build staff capacity through training and re-training
- Build a good data base for the Ministry

Policy Target

- Increase cattle population from about 1 million currently to about 5 million by 2030 and sheep and goat population from the current 3.5 million by about 300 per cent by 2030
- Reduce the incidence of clashes among Fulanisudawa and farmers in the State by 80 per

cent by 2030

- Increase maize production from 1.5MT per ha to 5.5MT per ha
- Increase rice production from 1.5MT to 3.5MT per ha
- Raise cotton production to industrial level

Policies/Actions

- Establish an Agricultural Development Fund (ADP)
- Sustain special training programmes for youths and women, such as in ongoing at Tumu Training Centre
- Modernize agriculture by helping farmers to transit from traditional labour-intensive agriculture to technology-based agriculture
- Formulate produce and pest control policies to aid aerial and ground spraying to check the annual invasion of locusts and quale birds
- Design effective strategies for fertilizer procurement and distribution at subsidized rate
- Maintain strategic grains reserve
- Include support for small-scale women farmers in the budget
- Liaise with the Federal Ministry of Agriculture and Rural Development and its agencies to implement National Agricultural Policy in the State
- Facilitate the grant of credits/loans at 1 digit interest to individuals and cooperative societies
- Promote annual vaccination of livestock against CBPP and PPR
- Promote annual anti-rabies vaccination policy
- Implement the Land Tenure Act in the interest of the people and the economy
- Assist the nomadic Settlement Programme to make them more productive
- Support the Nomadic Education Programme to make it functional
- Facilitate the establishment of Ruga (Cattle grazing reserves)
- Promote pasture development

Fisheries

Policy Objectives

- Improve fish production and enhance productivity
- Inspire the public to engage in fish farming to ensure food security for the State
- Assist and support fishermen to exploit the open water bodies on a sustainable basis for their enhanced economic stability and livelihood



- Promote value chains development in the fisheries sector
- Liaise with the Federal Department of Fisheries on all National Fisheries Programmes
- Ensure preservation and sustainability of all fisheries resources

Policy Thrust

- Promote fish hatchery development
- Increase fisheries productivity through aquaculture development
- Promote the development of artisanal fisheries in the State
- Develop industrial fishing in the State
- Create an enabling environment for fisheries development through the provision of critical infrastructure
- Promote the formation of cooperatives among fish farmers to ease access to credit facilities, extension services and new markets
- Promote the formation of fisheries commodities clusters to encourage the fish farmers to produce for large consumer markets
- Attract and encourage new investments in the fisheries sector

Policy Targets

- Increase fisheries production in the State
- Make fish products available both for domestic consumption and exports.
- Increase the number of fish farmers in the State
- Develop value chains in fisheries
- Improve storage facilities
- Reduce post-harvest losses
- Create income and employment opportunities
- Increase investments in the fisheries sector

Manufacturing

Policy Objectives

- Attract, increase, encourage and retain private sector investments in the manufacturing sector
- Promote the exploitation and utilization of commercially available raw materials in manufacturing concerns in the State
- Establish industries across the State (examples of consumer goods that can be produced are tomato paste, spaghetti/noodles, pharmaceuticals, bagged cement, footwear, bags and suitcases, soaps and detergents)
- Encourage the establishment of agro allied

- industries
- Create income and employment opportunities in the sector
- Increase annual manufacturing output
- Increase the State's contribution to national output and growth
- Increase internally generated revenue
- Promote and accelerate rural development through dispersion of industries

Policy Thrust

- Establish the Gombe Industrial Park to provide an enabling environment for investors to set up businesses. (The proposed site of the industrial park is located within the vicinity of the Dadin Kowa Hydro Electric Power Plant near the Dadin Kowa Dam located 5km north of Dadin Kowa village where the government is expecting investors to set up mega factories and medium scale industries)
- Maintain strategic dispersion of industries across the State based on critical factors, such as nearness to raw materials and availability of critical infrastructure
- Promote agro-allied industries to ensure food security, job creation and poverty reduction.
- Develop critical infrastructure to create an enabling environment for manufacturing ventures to thrive.

Policy Targets

- Increase in manufacturing output
- Make of manufactured goods available in the market
- Develop value chains in the manufacturing sector
- Increase investments in manufacturing
- Create income and employment opportunities
- Reduce poverty
- Increase internally generated revenue

Oil, Gas and other Solid Minerals

Oil and Gas

Policy Objectives

- Monitor development in the Oil and Gas Sector
- Be involved in oil and gas projects and programmes
- Derive the maximum benefit offered by the sector

- Direct participation in the oil and gas activities
- create jobs and wealth
- Insist on rapid industrialization

Policy Thrust

- Participate directly in oil and gas projects both in the upstream and downstream sub-sectors
- Attract investors into the oil gas sector and promote the establishment of industrial parks
- Commission consultants for oil and gas and other subsectors
- Follow-up and key into the federal government's resumption of hydrocarbon exploration activities in the Upper Benue Basin (part of which is located in Gombe State)
- Develop the oil and gas sector for job and wealth creation

Scope

- Oil and gas upstream activities
- Oil and gas downstream activities

Policy Targets

- Generate revenue for the State through equity participations, taxes, levies and 13 per cent derivation from oil, and gas activities
- Attract foreign and local investors to the State
- Improve rural infrastructural development
- Promote rapid industrialization of the State
- Create jobs and wealth, and accelerate human capital development

Solid Minerals

Policy Objectives

- Fully explore, exploit and develop the mineral, mining and allied sectors of the State's economy
- Create jobs and wealth for the overall socio-economic development of the State and the entire citizenry
- Create an enabling environment for investors and
- Improve the State's IGR

Policy Thrust

- Develop the mineral resources for job and wealth creation
- Conduct mineral exploration programme in the State
- Attract investors into the minerals, mining and value-addition projects and programmes
- Promote the establishment of mineral based

industries

- Advocate for the enactment of appropriate mining/land use laws for the sustainability of environmental and mineral resources and revenue generation
- Establish a standard web portal for ease of access to information on the investment potentials in the minerals, mining and allied sectors in Gombe State
- Advertise the investment potentials in the minerals, mining and allied sectors of the State through the mass media, flyers, pamphlets, banners and so on

Scope

- Explore and exploit industrial minerals
- Explore, exploit and perform beneficiation on the gems and ornamental stones
- Incorporate value addition activities into implementation

Policy Targets

- Attract foreign and local investors to the State
- Flag-off rapid industrialization of the State
- Accelerate human capital development, as well as job and wealth creation
- Check the proliferation of mineral-based industry

Commerce, Trade and Industry

Directorate of Commerce

Policy Objectives

The overall policy objective of the department is to provide an enabling business environment for micro, small and medium enterprises to grow and compete both on the domestic and national markets. This objective is anchored on a number of key principles, namely, policy and regulation; credit development services; market development; business premises and registration of entrepreneurship. Thus, policy objectives include:

- Provide a conducive, attractive and healthy environment and investment equipment for growing the economy and fostering shared prosperity
- Encourage having a centralized place (cluster) for doing business
- Make it easy to identify the place for doing business

- Make production easy since the State Government will provide all infrastructure needed for the businesses to run smoothly
- Block all harmful and unhealthy trade practices
- Provide good security
- Create jobs and wealth
- Enhance internal generated revenue

Policy Thrust

The Ministry has never relented on the idea of upgrading/fencing major markets and modernizing poultry farming processing. Hence:

- Funds have been approved for the projects though not yet released
- The site for the modern poultry farming and processing has been identified
- Two major markets, Dogon Ruwa and Funakaye Markets, have already been fenced courtesy of Comdec.

Policy Targets

- Ease revenue collection
- Enhance revenue generation
- Create wealth and employment opportunities

Directorate of Industry

Policy Objectives

- Use available raw materials in the State
- Promote greater investment in native and foreign lands
- Generate mass employment
- Promote accelerated rural development through the dispersion of industries
- Contribute to national economic growth
- Provide employment indirectly in other sectors
- Participate in State and national economic policies
- Encourage indigenous ownership and operation of industries
- Broaden the economic base of the State away from pure farming
- Increase private sector participation in the State's economy (both local and foreign)
- Improve IGR

Policy Thrust

- **Industrial Cluster Bogo-Nasarawa.** Establishment of a cluster that accommodates two trade groups namely: Rice Miller and Groundnut oil processors in order to use and share common facilities. Electricity mains and transformer have been

provided by the state government at the site while, construction of access roads and drainage were on going by the Ministry of Works.

- **Gombe/BOI MOU.** Cooperative Loans. The Gombe State Government and Bank of Industry signed an Entrepreneurship Development Loan Memorandum of Understanding (MOU) to create matching funds of N1 billion investment fund for distribution as soft loan to co-operative groups and small and medium enterprises for the promotion of value chain development activities in the agro-allied sector of the economy. An initial sum of N500 million meant for the first phase of the programme was disbursed as loans to 117 benefiting cooperative societies.
- **Industrial Park/Enterprise Zone.** This achieved the following:
 - A secure a 5km X 2km (1000 hectares) of land for the project
 - Site board meeting between government officials alongside religious and community leaders of the affected areas for peaceful co-existence
 - Perimeter survey of the land
 - Constitution of steering committee to facilitate the take-off of the project with the following terms of reference:
 - Provision of infrastructure
 - Design and plan
 - Facilitation of the status of Gombe State as a Special Economic Zone
 - Any other term of reference the committee may deem fit
 - Construction of power plant and water treatment plant at Dadin-Kowa Dam
 - Preliminary design of the land by the Ministry of Lands with access road, slots for small, medium and large-scale industries was conducted, awaiting presentation and approval of the steering committee.

Policy Targets

- Promote high productivity in product quality and service delivery
- Develop entrepreneurship
- Provide a common facility in cluster form
- Attract investors into the State
- Close the demand gap by trying to meet up with the ever-increasing demand of investors for land (industrial plots)

- Boost economic activities by creating job opportunities, generation revenues for government and improving the lives of the citizenry

Micro, Small and Medium Scale Enterprises (MSMEs)

Policy Objectives

- Industrialize the State through an efficient and sustainable development of micro, small and medium enterprises
- Develop the MSME sector to function as the driver of the State's economic growth and development
- Develop a viable and sustainable MSME sector capable of competing nationally and globally both in the quality of products and services and at competitive prices
- Develop and improve entrepreneurial/management skills and competencies of existing and potential entrepreneurs
- Encourage the use of improved technology in the production of goods and services
- Increase access to funding and financial services
- Grow the domestic market for MSMEs
- Encourage forward and backward linkages with other sectors of the economy

Policy Thrust

The main policy thrust is to provide an enabling environment for Micro, Small and Medium Enterprises to start, grow, expand and increase competitiveness on both domestic and national markets. This is anchored around a number of key principles namely:

- Policy and regulation
- Credit and complementary financial services
- Information and business development services
- Infrastructural bottlenecks
- Research and development
- Market development
- Business registration and
- Entrepreneurial/Management skills.

Policy Targets

- Promote increased value addition to states of potentials in agriculture, minerals, oil and gas
- Ensure value addition to production such that investors could be encouraged to go beyond production of raw materials processing
- Promote the use of local content through appropriate incentives for investors



- Focus on improved quality and standard of production
- Finance MSMEs in innovative ways

Tourism

Policy Objectives

- Increase the inflow of foreign exchange through the promotion of national tourism
- Encourage even development of tourism-based enterprises
- Accelerate rural-urban integration
- Foster social-cultural unity among the various groups in the State through the promotion of domestic tourism
- Preserve our cultural heritage and historical monuments

Policy Thrust

- Promote interest in cultural heritage by developing historical sites into monuments and providing support for all the annual festivals organized by each ethnic group

- Organizing the Annual State Cultural Festival
- Intensify public enlightenment programmes across the State to boost rural-urban development of cultural tourism industry and thus enhance revenue earnings
- Provide infrastructure to the communities

Policy Targets

- Revitalization of local traditions and culture
- Stimulation of creativity, new employment and educational opportunities
- Strategic attraction of tourists into the State, thus increasing the inflow of revenue
- Improvement of the living standards and the quality of life of the communities

Cooperatives

Policy Objectives

The main objectives of the Cooperatives are to promote the economic and social well-being of their members. The specific ways of doing these are to:

- Encourage thrift and promote cash savings among



members

- Provide members with loans against their savings for consumptions and production purposes at reasonable interest and inconvenient time of payment
- Promote mixed farming and home industries among members
- Encourage craft and artisan trade among members
- Purchase and retail to members such commodities as the management committee might direct from time to time
- Store and introduce new high-yielding crop varieties, and distribute other inputs, materials and goods at fair prices
- Arrange for extension services and cooperatives education as part of its functional literacy programmes
- Undertake any other measures designed on cooperative principles and encourage among members the spirit and practice of mutual and self-help to improve the living and working conditions of members

Policy Thrust

The policy thrust of the cooperatives is to strengthen their capacity and capability. This is done through the:

- Election of knowledgeable and committed leaders who can lead the cooperatives to a higher level
- Expansion of operations to benefit from economies of scale and remain competitive
- Merger between cooperatives or collaboration with third parties to venture into new areas which require excessive capital
- Increase in access to financing for cooperatives to expand their businesses.

Another policy thrust is to stimulate the participation of cooperatives in high value economic sectors. This is because changes in the local and international economic and political environment require the cooperatives movement to get more actively involved in the activities around them. Gombe State's aspiration to become a high income developed economy is a challenge that should be championed by the cooperatives movement. The financial services sector, which is the pulse of



the cooperatives movement, should be strengthened so as to help develop the cooperatives movement. In addition, other major service sectors in the cooperatives movement, namely, the distributive trade, tourism, food production and plantation need to be expanded.

The cooperatives will champion government proposals to increase food production in order to meet the nation's demand for food. Thus, more than before, cooperatives will be involved in food production and livestock farming.

The Infrastructure Pillar

7

Water Resources

Policy Objectives

The overall Water Resources objective is to “Achieve sustainable provision of water for domestic, agricultural and industrial purpose to improve health, living standard and support economic growth and development by 2030”.

Policy Thrust

“The policy thrust is based on an integrated approach that requires a mix of strategies, such as provision of physical facilities, sustained hygiene education, community empowerment for effective participation and the active involvement of private sector and NGOs in service delivery”. The policy also leans towards

revenue generation while “understanding that access to safe water supply and adequate sanitation, at least at the minimum level of service, is seen as a right to all citizens of Gombe State”.

Policy Targets

- Achieve a robust water resources environment, supportive of sustainable water supply; harnessing, protecting and managing water resources; supportive of agriculture; and allowing for generation of practical revenue promoted the Gombe State Policy on Water Resources and Water Supply and Sanitation Policy, by 2021.
- Provide safely managed water to 203,909 households, representing 1,121,500 people (or 22 per cent) of the GSBS population projection for 2030





- Provide access to basic water for 3,986,617 (or 78 per cent) of the GSBS population projection for 2030
- Achieve 100 per cent basic water supply for the rural populations of all 11 LGAs of Gombe State
- Accomplish for each local government operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies
- Engage 110 communities in a venture that will promote sustainable use, management and protection of water, water supply facilities and water bodies.

Transport

Policy Objectives

The objective of the transport component of the Infrastructure Pillar is to “deliver sustainable road and air travel infrastructure that ensures equitable access, improves living standard, promotes economic growth and development and advances Gombe State as the

road and air travel hub of the North East Zone” by 2030.

Policy Thrust

An urban and rural road network master plan and Gombe State airport development plan is imperative to grow Gombe State’s economy, develop its urban and rural roads infrastructure, build equitable road networks to grant easy access to the population; and raise the living standards of the people. The plans should be driven by the following:

Urban and Rural Road Network:

- Matching road network expansion with vehicular road use
- Reducing road accidents and fatality rates
- Making efficient use of urban road networks by reducing gridlocks
- Facilitating economic growth and development
- Raising the proportion of rural population who lives within 2 km of an all-season road
- Improving the accessibility of rural communities

to markets, agro-processing areas, education and health facilities.

Airport Development Plan:

- Systematically upgrading airport facilities to match projected increases in flight and passenger traffic
- Developing Gombe State Airport to become the air travel hub of the North East Zone
- Complying fully with all national and international aviation protocols

Policy Targets

- Provide and manage the State's rural, regional and urban road networks according to the Gombe State rural, regional and urban road network master plan by 2021
- Map and integrate agricultural areas, agro-processing areas, and markets into the Gombe State rural, regional and urban road network master plan by 2021.
- Build 4,104.07 km of urban and regional roads to achieve the target 15-20 per cent annual increases in State urban and regional roads construction.
- Achieve 2,320 km of State rural roads construction to increase the proportion of rural population living within 2 km of an all-season road
- Develop the Gombe State Airport to attain flights and passenger handling capacity of 16 passenger flights per day.

Electricity and Power

Policy Objectives

The policy objective of the electricity and power component of the Infrastructure Pillar is to “Accomplish by 2030, sustainable universal access to reliable electricity for households, businesses, industrial activities, and education and health facilities, to improve the living standards [of the people] and catalyse economic growth and development in Gombe State”.

Policy Targets

- Achieve 1,046,516,509.5 Kwh of electricity supply for Gombe State
- Accomplish connection of 463,430 urban households to electricity in Gombe State
- Connect 1,500 villages to electricity by 2030.
- Supply electricity to all mapped urban and rural

production centres, agro-processing areas and business services locations by 2023.

Renewable Energy

Policy Objectives

The policy objective for renewable energy (RE) is to “Diversify by 2030, electric energy sources through sustainable renewable energy mix to contribute to [the] accomplishment of sustainable universal access to reliable electricity for households, businesses, industrial activities, education and health to improve living standards and catalyse economic growth and development in Gombe State”.

Policy Thrust

- Harness the abundantly available renewable energy potential in Gombe State for economic electricity generation and sale through Public Private Partnerships in such a way as to provide an additional source of IGR for Gombe State, while prioritizing the power from renewable energy sources for economic activities such as of micro-enterprises, agriculture and agro-processing businesses, etc. to support economic growth.
- Develop local capability in wind and solar energy technology to create job opportunities and promote enterprise development;
- Focus on wind and solar sources of renewable energy where Gombe State has comparative resource advantage, for generation of power, with solar energy having by far the most suitable technology currently in the market for decentralized and distributed energy generation;
- Promote demand and sale of electricity generated from RE sources at decentralized locations
- Align Gombe State strategies for renewable energy with the NREEP objectives and strategies (short-, medium- and long-term) for wind and solar energy and national energy security initiative ambitions for 1,343MW and 6,831MW of solar power and 631MW and 3,211mw of wind energy by 2021 and 2030, with a sole goal of leveraging on associated federal government incentive benefits

Policy Targets

- Stable, consistent and predictable renewable energy sector environment in Gombe State promoted by Gombe State Renewable Energy and Energy Efficiency Policy by 2021

- Renewable energy sector environment guided by Gombe State Ministry of Energy and Mineral Resources regulatory guideline for renewable energy generation and supply by 2021
- Responsiveness generated from investors to potentials for renewable energy development and prospects for application in agriculture, industrial and micro-enterprise use, domestic consumption, etc. in Gombe State by 2022
- Renewable energy development and integration guided by comprehensive and collaboratively developed plan by 2021
- availability of a pool of 1,026 indigenous skills, 24 incubated and grown MSMEs and 56 engineer experts in wind and solar energy development and application for Gombe State renewable energy sector
- Reduced electricity demand-supply gap in Gombe State by 1,080 MW of electricity generated from renewable energy sources of wind and solar

ICT

Policy Objectives

“By 2030, accomplish robust investments in Gombe State ICT to facilitate provision of sustainable ICT

infrastructure; ensure exploitation of ICT to boost development and production of ICT products and services and increase production efficiency within the economy; create jobs; increase efficiency of governance and effectiveness in social services to improve living standards and contribute to economic growth and development”.

Policy Targets

- Complete the development of Gombe State Policy on ICT by 2021
- Establish Gombe State Information Technology Development Agency (GITDA) by 2021
- Motivate at least 90 ITES businesses to begin operations in Gombe State in diversified service areas such as customer support/help desk facilities; data entry and conversion; accounting and HR services; transcription/translation services; content development and design; data search; telemarketing; GIS mapping; data warehousing; application development; etc., and some 23,407 people employed in the ICT industry
- Implement functional ICT infrastructure in all Gombe State Government MDAs, House of Assembly and the Judiciary by 2022
- Integrate ICT into the business processes of all arms of Gombe State Government by 2023

The Social Development and Welfare Pillar

Health

Policy Objectives

Ensure a healthy and productive population in Gombe State

Policy Targets

The policy targets are aligned with the five targets of the National Health Policy (NHP) 2016 and the National Strategic Health Development Plan (NSHDP) II. These are to:

- Promote an enabling environment to attain sector goals
- Equitably increase coverage of quality health care services
- Strengthen the health system to deliver essential health care services
- Improve protection for health emergencies and risks
- Enhance healthcare financial risk protection

Education, Science and Technology

Policy Objectives

Eradicate illiteracy and build a strong population with relevant knowledge and skills that will drive the economy of Gombe State and make it self-reliant.

Policy Targets

- Make adjustments in the current education policy to focus it more on supporting the economic drive of the State in all the sectors:
- Create an enabling environment for bridging knowledge and skills gaps through community-based and institutional-based learning at all levels that will encourage employment.
- Close the knowledge and skills gaps in the existing system through targeted executive in-service

trainings

- Build a critical mass of skilled labour that can support, produce, manufacture, and render services especially through the coordinated expansion of MSMEs

Entrepreneurial Development

Policy Objectives

Improve the human capital to support micro, small and medium enterprises in the State

Policy Targets

Promote MSMEs to contribute up to 60 per cent of the State's GDP by 2030

Women and Children

Policy Objectives

Increase the relevance of women, children and other vulnerable groups in decision making and policy and programme implementation in Gombe State

Policy Targets

- Addressing the socio-cultural norms responsible for the resistance to relinquish higher decision-making positions to women
- Addressing financial and social barriers to protecting the rights of children and vulnerable groups

Youths and Sports

Policy Objectives

Promote the social and economic development of youths with the Gombe State Development Agenda, and improve growth.

Policy Targets

Increasing the inclusiveness of youths in the physical and economic development of Gombe State

Social Protection/Safety Nets

Policy Objectives

Develop clear understanding of the burden of extreme poverty, its root causes and promoters, and adopt appropriate measures that are smart, scalable, and sustainable to deal with it.

Policy Targets

Improving the capacity of both the judiciary and the justice system to deal with the backlog of cases and provide quality judgements within the shortest possible time.

Security and Safety

Policy Objectives

Reduce the crime rate to the barest minimum and mitigate security threats, thus guaranteeing the security of lives and property for all.

Policy Targets

Strengthening neighbourhood watch and overhauling

the security network with linkage of formal and informal security operatives to enforcement and justice. To boost investors' confidence in the State's ability to guarantee the safety of lives and property of every investor, customer or consumer.

Law and Order

Policy Objectives

Inculcate in Gombe citizens a positive attitude to self-respect and respect for the rule of law.

Policy Targets

Creating public awareness on orderliness and respect for laid down rules, regulations, and laws of the land to enable peaceful co-existence and ease of doing business

Justice

Policy Objectives

Establish a responsive system of justice that guarantees citizens' fundamental rights to harmonious living.

Policy Targets

Improving the capacity of the judiciary and the justice system to deal with the backlog of cases and provide quality judgements within the shortest possible time.

The Sustainable Environment Pillar

9

Sanitation

Policy Objectives

- Provide a clean and healthy environment for human habitation and to remain eco-friendly, thus, reducing/preventing sanitation-related diseases, illnesses and injuries
- Create, maintain and enforce adequate standards of sound sanitation in both regulated and non-regulated premises
- Conduct regular mass media sensitization on health education, the need for regular sanitation and the effects of poor sanitation on the well-being of the people and the general quality of the environment
- Undertake routine capacity building for sanitation specialists to improve on the quality of the manpower to cope with the challenges of sanitation in the 21st century
- Provide 10,000 public toilets in the State to end open defecation
- Build more waste collection centres across 11 LGAs of the State to stop indiscriminate dumping of waste on the waterways and provide both local and modern sanitation/premises inspection tools in order to keep the State clean and the environment healthy
- Review sanitation laws and domesticate adoptable federal policies and programmes for implementation to improve the quality of the local environment.

Policy Thrust

- Improve the quality of life of people of Gombe State through sustained sound sanitation practices in homes and communities
- Provide and distribute adequate sanitation facilities and equipment to all cities, towns and villages in all the 11 LGAs in the State



- Deploy enough Environmental Health Officers to inspect premises and maintain sound environmental sanitation
- Provide adequate monitoring and evaluation of performance base objectives
- Sensitize people by creating awareness on the effects of poor sanitation on their health and the environment using the mother tongue, as well as local and national languages to communicate
- In collaboration with religious and traditional leaders, use town criers, word development committees, town hall meetings and other public enlightenment programmes to disseminate information to schools and other institutions on clean environment and the effects of poor sanitation on health and the environment

Policy Targets

- Achieving about 95 per cent and 98 per cent inspection coverage of non-regulated and regulated premises
- Increasing citizens' awareness on the dangers of poor sanitation to 98 per cent and compliance to sanitation laws by 80 per cent
- Improving by 75 per cent the workforce available to monitor environmental health for optimum performance
- Ensuring that about 95 per cent of sanitation equipment/facilities are functional
- Ensuring that more than 80 per cent of public places are provided with public toilets.

Waste Management

Policy Objectives

- Develop and review policy guidelines for efficient, effective and sustainable solid and liquid waste management
- Promote a healthy environment by ensuring good sanitation through solid and liquid waste management
- Minimize waste generation and promote sorting of solid waste from the source, prevent, reduce, reject, recover, recycle and reuse waste to produce energy.
- Ensure safe and nuisance-free disposal of (urban and rural) domestic, medical, market, municipal, agricultural, bulky, electrical and electronics, hazardous and non-hazardous and industrial waste in order to adequately protect public health

during and after collection, storage, treatment, transportation and final disposal of waste

- Generate employment opportunities, improve the standards of living of people and thus reduce poverty
- Optimize labour and equipment use in waste management to enhance increased productivity
- Facilitate cost recovery in waste management investment and ensure project replication and sustainability
- Build an institutional framework to ensure effective and efficient waste management system
- Achieve environmentally sound management of chemicals and oil waste through their life cycle in accordance with agreed international framework and significantly reduce their release to air, water and soil in order to minimize their adverse impact on human health and the environment.
- Evolve and maintain an indigenous waste management system based on the physical and socio-economic characteristics of our communities.

Policy Thrust

Improve and safeguard public health and welfare of the entire people of Gombe State through effective and efficient sanitation of waste management methods that will be economical, sustainable and guarantee sound environmental quality.

Policy Targets

- Establish a pool of scavengers in each LGA of the State for mainstreaming into the waste management stream
- Construct at least 100 waste collection centres in each of the 11 LGAs of the State
- Designate/construct one modern waste dumpsite site in the 10 LGAs of the state and four in the State capital
- Establish one waste recycling plant per senatorial district of the State
- Construct waste-to-energy generation plant per senatorial district of the State
- Construct one waste treatment plant per senatorial district of the State
- Run a quarterly training programme to empower 70 women and youths per LGA of the State on waste-to-wealth initiatives
- Enforce both State and Federal laws on waste management

Pollution Control

Policy Objectives

- Reduce the rate of environmental pollution in the State
- Eliminate waste at the source by modifying production processes
- Promote the use of non-toxic or less toxic substances
- Implement conservation techniques and reusing materials rather than putting them into the stream
- Reduce the amount of any hazardous substance, pollutants or contaminants entering any waste stream or otherwise released into the environment prior to recycling, treatment or disposal
- Reduce the hazards to public health and the environment associated with the release of such substances, pollutants or contaminants

Policy Thrust

Preserve the physical, chemical and biological integrity of the ecosystem with maximum protection of public health and the environment through pollution control in the entire State

Policy Targets

Reduce the generation and emission of air and environmental pollution and reduction in pollution-related diseases

Flooding and Drainage

Policy Objectives

- Design an effective flooding and disaster management system
- Ensure proper town planning in the State
- Provide clean and safe environment for human habitation
- Carry out effective and efficient premises inspection
- Have a sustainable pre- and post-flood and disaster management system
- Strengthen the synergy system between the Emergency Management Agencies (Federal, State, Development Partners).
- Construct drainages

Policy Thrust

Provide healthy habitation through proper town

planning, pollution control, construction of drainages, and pre- and post-disaster management system put in place to address flooding and drainage challenges in the State

Policy Targets

Reduce the rate and ameliorate the challenge of flooding and other environmental degradation facing the State

Erosion Control

Policy Objectives

- Provide adequate and good land for human habitation, agriculture and development projects in the State
- Safeguard the soil nutrients
- Safeguard all the flora and fauna in the soil
- Sustain the intrinsic value of the environment.

Policy Thrust

Prevent and control gully erosion in the State through soil conservation.

Policy Thrust

- Have a safe, secure and sustainable environment for development and human habitation
- Reduce by 70 per cent the challenge of erosion in the State
- Reclaim 80 per cent of degraded land due to erosion

Climate Change

Policy Objectives

- Provide and implement a law on greenhouse gases
- Encourage tree planting that will absorb air pollutants that are being released by the vehicles in the State
- Carry out sensitization campaign on the causes and effects of climate change
- Introduce climate change as a subject in primary, secondary and tertiary school curriculum
- Have a functional metrological station for monitoring the trend of temperature changes across the State for professional advice and actions
- Strengthen partnership with the national and international metrological agencies on climate change management
- Strengthen resilience and adaptive capacity to

climate-related hazards and natural disasters in the State

- Integrate climate change into State policies, strategies and planning
- Improve education, awareness-raising and institutional capacity on climate change mitigation

Policy Thrust

Reduce environmental pollution, particularly greenhouse gases, which are responsible for climate change.

Policy Targets

Put in place all the necessary measures and facilities that would ameliorate the effect of climate change.

Environmental Management

Policy Objectives

- Establish and sustain forest and game reserves
- Support the creation and sustainability of Ruga programme
- Prevent environmental pollution
- Ensure proper waste management
- Implement effective and efficient environmental sanitation laws and policies
- Ensure proper conservation of natural resources and control environmental degradation.
- Create awareness and sensitize people on afforestation and disaster management
- Support population regulation
- Ensure that farmers make proper use of agro-chemicals
- Conduct environmental impact assessment on all intended projects in accordance with State and LGA policy

Policy Thrust

Ensure a safe and healthy environment that secures the economic and social well-being of the people of the State on a sustainable and eco-friendly basis.

Policy Targets

- Control environmental degradation processes and actions
- Foster private sector participation in environmental protection
- Reverse loss of biodiversity
- Promote sustainable management of all types forests, halt degradation, restore degraded forest and substantially increase afforestation and reforestation of the State
- Combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation-neutral State
- Integrate ecosystems and biodiversity values into the state and local government planning development processes, and poverty reduction strategies
- Mobilize and significantly increase financial gains from all sources and at all levels to finance sustainable forest management and provide adequate incentives for partnerships
- Ensure access to affordable, reliable and modern energy services
- Achieve substantial management and efficient use of natural resources
- Maintain a sustainable environment for industrial, residential, social, cultural and economic development through Environmental Impact Assessment.

Governance, Administration and Institutional Capacity Pillar

10



Policy Objectives

- Establish the principles which underpin support for good governance
- Identify critical interventions that impact positively on governance
- Provide guidance for engagement in the plan implementation
- Ensure best practice informed by the lessons of research, experience and clear analysis
- Identify management arrangements to give effect to Gombe State commitments
- Create a workable and accountable governance framework for the attainment of the Gombe State Development Plan through:
 - Deepening democratic systems of government at all levels
 - Building effective institutions for service delivery
 - Promoting and protecting human rights
 - Building strong civil society
 - Strengthening the rule of law
 - Strengthening media and access to information

- Fighting corruption

Policy Targets

- Ensuring responsive, inclusive, decisive, efficient and participatory decision making at all levels
- Reducing corruption and free resources for development
- Enhancing the capacity of the public service for effective formulation and implementation of government policy
- Enabling women and men to jointly influence and share control over the decisions that affect them
- Sharing a vision of development that involves mutual commitment to poverty reduction through dialogue, with the implementing agency taking primary responsibility
- Showing willingness to provide accurate and accessible information

- Showing willingness to submit to public scrutiny
- Demonstrating efficiency and effectiveness such that institutions can meet their objectives and provide value for money in the delivery of services
- Treating all equally without consideration for ethnicity, gender, political allegiance, religion, language or any other factor

Policy Actions and Programmes

- Building effective institutions for service delivery
- Promoting and protecting human rights
- Building a strong civil society
- Strengthening the rule of law
- Strengthening media and access to information
- Creating a framework for collaboration between Gombe State Government, the private sector and the donor community
- Fighting corruption

Gombe State 10-Year Development Plan: Financing the Plan

11

Financing the Gombe State 10-Year Development Plan involves estimating the total resource requirements for achieving the plan objectives. The costing of the Plan also encompasses the establishment of the funding gaps, as well as appropriate funding strategy.

Costing/Planning Tools

The costing of the Gombe Plan will provide the state government with two complementary tools for the review of the Plan: a short/medium term, and a medium/long term tool. The tool for short term planning consists of a set of excel based intervention costing tools in eight sectors. These are education, health, agriculture, water and sanitation, roads, power, housing and environment. The sectoral costing/needs assessment can be used for programming expenditures in the annual budget as short-term tool. The tools can also be used for costing the initiatives contained in the mid-term sector strategies (MTSSs) of MDAs that are attached to the medium-term expenditure framework (MTEF) of government.

The system dynamics-based policy simulation tool is used for long term perspective planning. Planning for the long term requires an understanding of the behaviour of complex systems over time and taking into consideration the likely changes and uncertainties as well as the risks inherent in the future. This dynamic complexity is best addressed by system dynamics (SD). Computer simulations of alternative policy actions allow planners and policy makers to experiment and test the potential effects or results of policy measures before they are undertaken, thereby mitigating the undesirable effects while finding leverage points to enhance the desired results.

Estimating Total Resource Needs/ Requirements

This is an analysis of the results of the needs assessment (NA) and costing. The NA/costing essentially seeks to answer the question: What will it take to reach all the targets in the Gombe State 10-Year Development Plan (2021-2030), in terms of the financial costs of inputs, the human resources and the infrastructural needs in the eight key sectors, earlier mentioned, which are education, health, agriculture, water and sanitation, roads, power, housing and environment. This sectoral costing is done using excel-based costing tools.

Financing Strategy

The financing strategy involve taking four meticulous steps in a rigorous process of assessments, comparisons and gap analysis:

- First, compiling the estimated annual resource requirements and estimated total costs of achieving the plan objectives during the plan period (2021-2030)
- Second, subtracting from the annual resource needs or total envelop the current and projected annual budgetary expenditures or total projected budgetary expenditures up to the end of the plan period (2021-2030) in order to establish the funding gaps
- Third, financing gaps. The difference between the estimated annual costs or total costs and the current annual budget or total projected budgetary expenditure gives you the funding gaps. The funding gaps are the annual estimates of additional expenditures outside the current budget and projected sectoral budgetary allocations that is required to meet the plan objectives at the end of the plan period; and
- Fourth, closing the funding gaps involves mobilizing resources for development from local

and international sources; and it is the end of the financing strategy, which is key for effective implementation.

Linking Plans and Budgets through Costing

The link between the long-term development plan (LTP) or medium-term development plan (MTP) and the annual budget is the costing. The annual budget identifies what is to be done and the resources needed to carry them out each year to achieve the targets in the MTP. Thus, projects identified in the Needs Assessment/Costing exercise form the annual budget. The multi-year tasks and targets of a MTP or MTSS and the quantities and cost of achieving targets are incorporated into the annual budgets. Also, the SDGs NA/Costing provides a good opportunity to translate the Gombe LTP into annual resource requirements during preparation of the MTSSs of MDAs for inclusion in the annual budgets. Thus, NA ensures that the MTP is drawn from the LTP; and only well costed projects and programmes in the MTP are admitted to the MTSSs; and also, that only well costed initiatives in the MTSSs are admitted to the annual budget. Thus,

the NA/costing facilitates the strengthening of the budget-plan link.

Advantages to the Costing Models

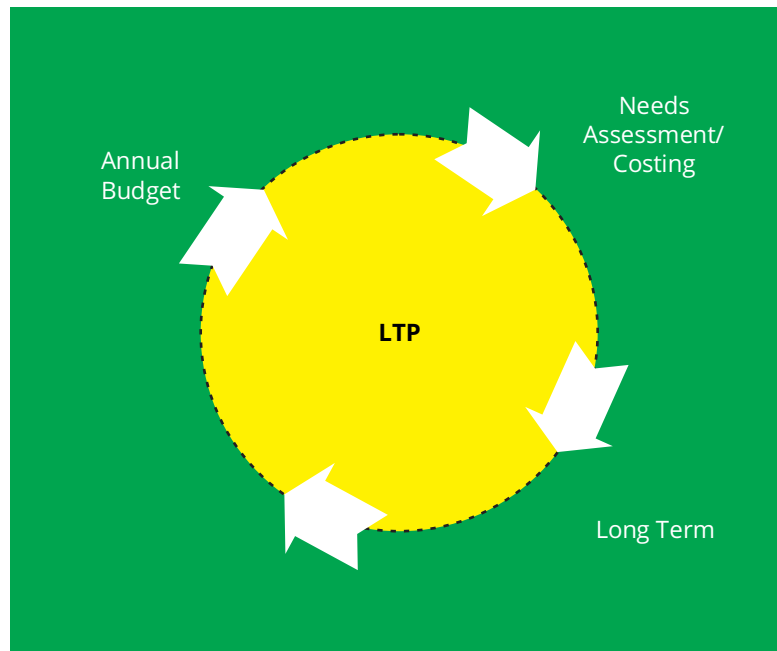
From the foregoing, it is clear that costing the plan and laying out a financing strategy provides the following advantages:

- Unveils and allows the institutionalization and capacity building for two planning, costing and budgeting tools
- Ensures that long-term plans are linked to annual budgets through MTP/MTSSs and MTEF
- Provides a framework/database for monitoring and evaluating the plan
- Provides an advocacy tool for resource mobilization and a focal point for donor coordination in executing the plan

System Dynamics Model

Figures 12.2-12.6 are some of the model sketches of the priority areas of the Gombe State Development Plan (2021-2030): As these Figures show, the vision of the Gombe Plan rests on five priority areas, namely, security, health, education, and infrastructure with

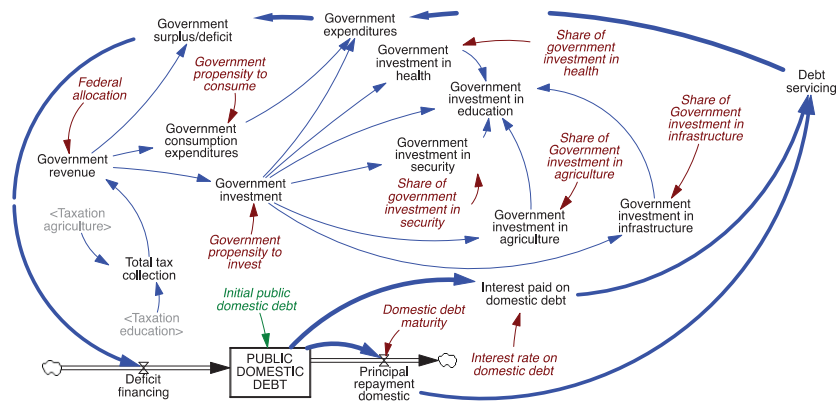
Figure 11.1: Long-Term Development Plan



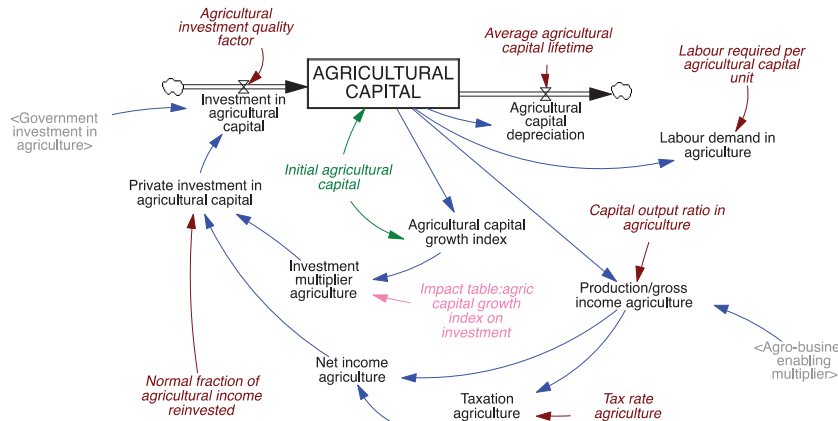
the fifth one, agriculture and the agro-allied industry, bearing special emphasis. The aim is for government to initiate a long-term growth through fiscal stimuli, leading to the development of agriculture and related industries. The highlighted feedback loops, all mutually reinforcing, show the direct and induced effects of government policy on health, education, security and

infrastructure – four strong business enablers – and ultimately on induced investments, both local and foreign, on government revenues and on employment. This constitutes the basis of the operational system dynamics model developed for planning, costing and budgeting.

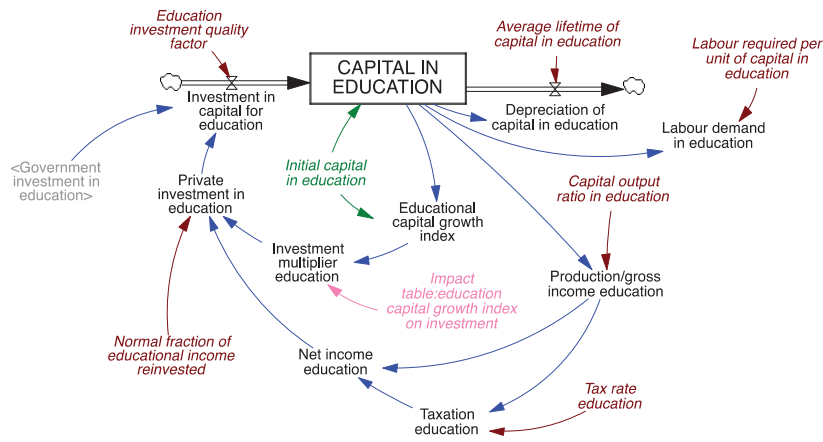
11.2: Government Revenue, Expenditures and Public Debt



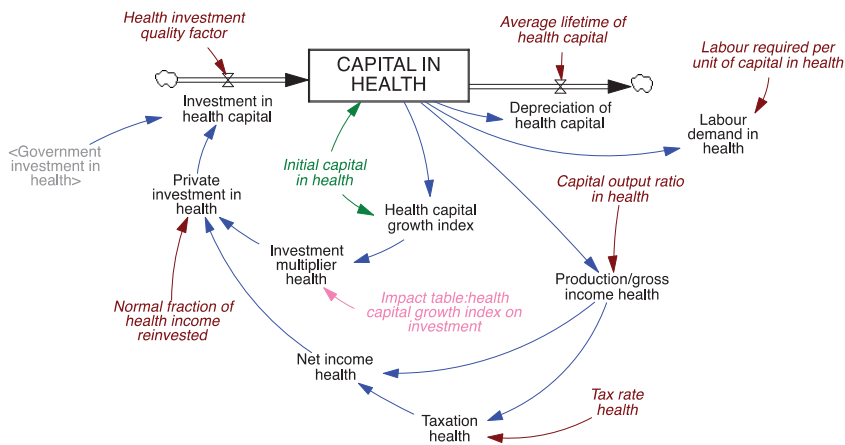
11.3 Agricultural Capital



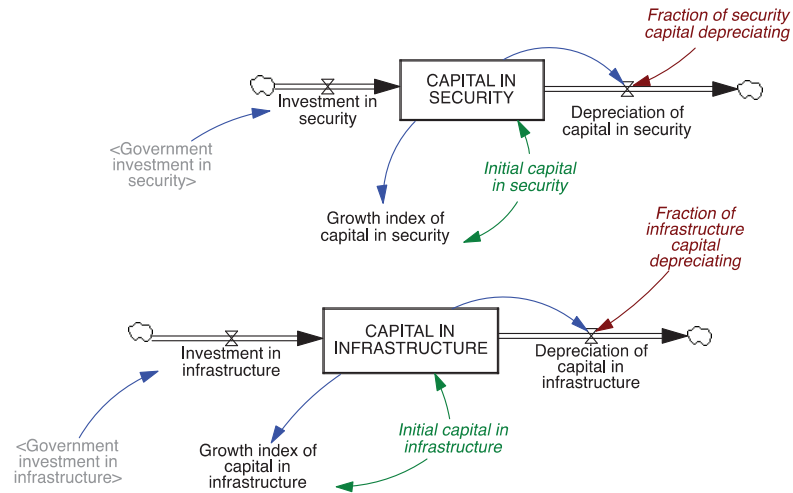
11.4: Capital in Education



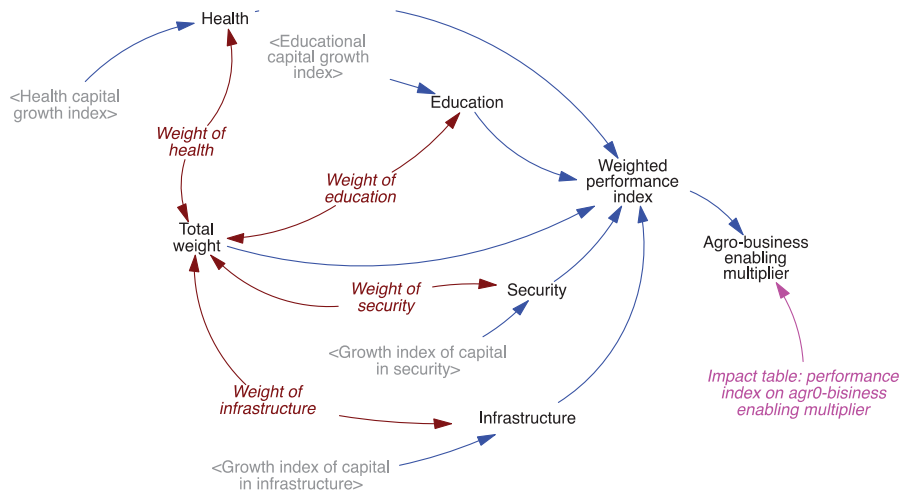
11.6: Capital in Health



11.7: Capital in Infrastructure and Security



11.8: Agro-Business Enabling Multiplier



Monitoring and Evaluation Framework

12

The M&E framework emphasizes the importance of availability of human capital and technology for collecting vital, reliable and timely data in gauging quantitative and qualitative performance indicators. It also emphasizes the importance of coordination and analytical capabilities to generate new insights for policy makers; distil reliable information to be communicated to the citizenry on progress being made; and gaps to be filled. This is expected to evoke commitment and consistency in efforts directed towards the realization the 10-Year Development Plan objectives. Largely, the framework and institutional arrangement for M&E are embedded in the prevailing Results Based Management M&E System. The M&E Framework strongly encourages the use of standard indicators with priority Sustainable Development Goals.

Aim

Provide a common understanding of the M&E processes and approaches that will be adopted to influence accountability, document implementation, and establish a robust performance management system

Strategic Direction

The Gombe State Development Plan will be monitored and evaluated as an integral part of the existing centralized government-wide RBM M&E System domiciled in the Gombe State Budget, Planning and Development Partner Coordination Office. The focus of the M&E system will be on objectivity, quality of data and utilization of information generated for decision making. This framework provides the basis for measuring the GSDP performance with a view to

providing proper reporting to shareholders within and outside Gombe State

M&E Conceptual Framework

The M&E conceptual framework Figure 11.1 highlights the processes as well results mapping of the GSDP M&E implementation

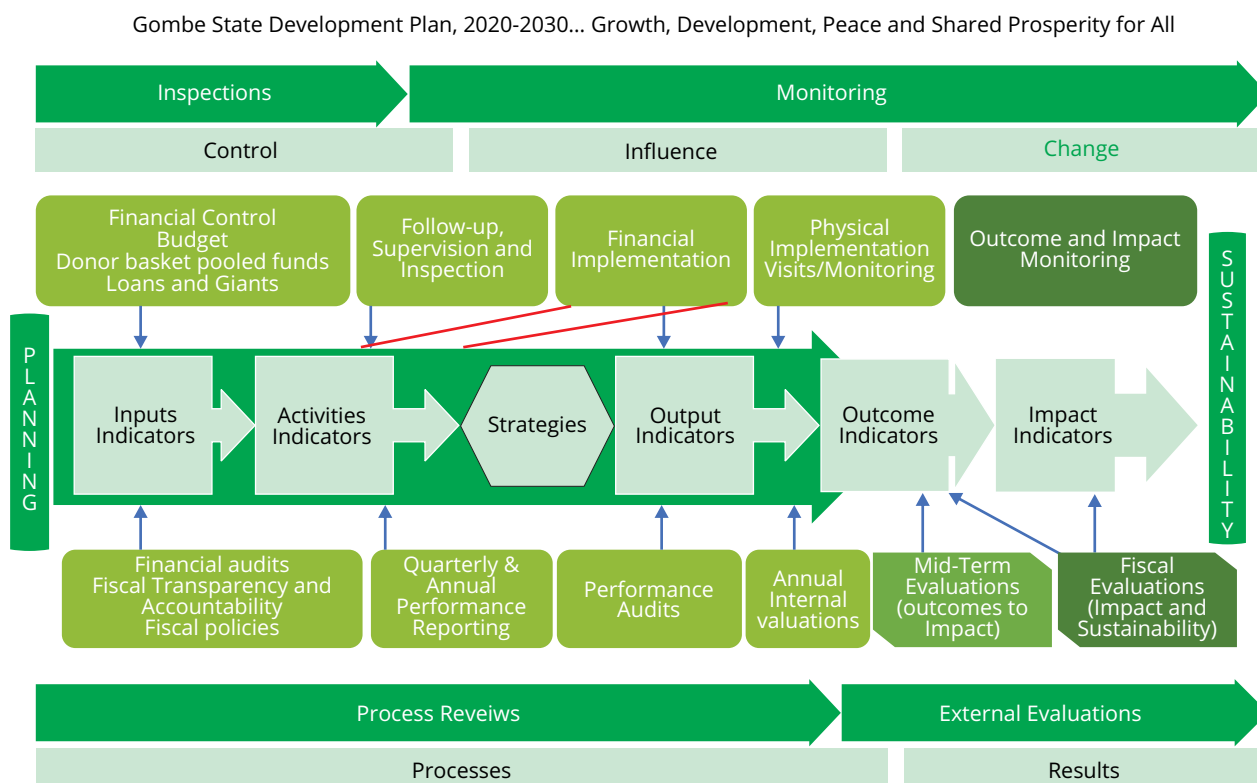
Objectives of the M&E Framework

The overall objective of the M&E framework is to provide a platform for constructive engagement with stakeholders. At macro level, the framework uses an integrated approach that combines outcomes reported by the State MDAs, LGAs, other public institutions and the private sector. The MDAs are the key implementers of strategic policies, projects, and interventions of the state government and are key to achieving the outcomes and impacts.

Specifically, the objectives of the Development Plan M&E framework are to:

- Track progress and demonstrate results of GSDP interventions over the short, medium and long term, including reporting on global indicators and targets such as SDGs that are integrated into national and state development frameworks.
- Coordinate and help MDAs, LGAs, private sector and other stakeholders to track progress of the implementation of priority of the GSDP initiatives regularly and systematically
- Assess performance in accordance with the agreed objectives and performance indicators and targets in order to support management for results (i.e. evidence-based decision making), compliance with government policies (accountability) and constructive engagement with stakeholders (policy and implementation dialogue)

Figure 12.1: GSDP M&E Conceptual Framework



- Provide opportunity for continuous learning for MDAs, LGAs and other M&E stakeholders during implementation of the GSDP
- Facilitate the setting of a research agenda, detailed analysis of data, development trends and dissemination of the findings to inform a wide range of stakeholders; and;
- Continue the institutionalization and harmonization of the use of M&E information in policy formulation, planning and budgeting in the public sector in particular and the economy in general, including sustained technical support and training for entrenchment of an M&E culture

Approach

To ensure effective tracking, evaluation and feedback on GSDP implementation, a well-coordinated government-wide M&E system will be required. In this regard, MDAs, LGAs, CSOs, private sector, research and academic institutions will be involved in formulating and implementing the M&E activities in an integrated fashion. This will enable all key actors to fully internalize and own the system as well as utilize

the results to inform and shape requisite intermediate interventions. The coordination of the M&E system will be the responsibility of the Gombe State Budget, Planning and Development Partners’ Coordination Office. The Office will be responsible for developing M&E system tools, data collection platforms, data verification and reporting towards ensuring quality, efficiency, and effectiveness of interventions at various stages of implementation of the Development Plan. At the end of every four years, the government will conduct evaluations to help account for the implementation of the State Government interventions outlined in the Development Plan, document the results achieved and learn from the improved policy decision and direction.

Monitoring Score Cards and Performance Contracts

Among the roles of the Gombe State Budget, Planning and Development Partner Coordination Office is the establishment of an M&E Department that will facilitate the establishment of M&E Unit across all the MDAs in the State to identify key performance indicators (KPIs)

to track all MDAs according to the specific mandate of each one of them.

Building on the existing structures, therefore, within the 10 years of implementing this Development Plan, the M&E Department of the Gombe State Budget, Planning and Development Partner Coordination Office will develop data collection tools, logical framework matrix (log frames) and results frameworks for all the MDA.

To ensure successful implementation and M&E of the Development Plan, each MDA will have an Annual Performance Contract consistent with priorities of the administration of the Gombe State Government

Key Performance Indicators and Targets

A compendium of sectoral key performance indicators (KPIs) will be developed to facilitate the tracking of MDA performance. Being a long-term plan, the KPIs will comprise long-term outcomes and impacts and the extent to which the Development Plan is on track to meeting them. Targets will be developed every four years to reflect current realities and priorities of the State Government consistent with the SDGs and the MTSS M&E processes. While attention will be on SDGs standard indicators with definitions and a listing of evidences required to report on the indicators. Unique indicators may be developed from time to time as becomes necessary.

Monitoring and Evaluation Policy and Manual

Quarterly and Annual Performance Reporting

The Gombe State Government will institutionalize government-wide Annual Performance Monitoring Reporting. Performance against targets for each year will be monitored and reported to the State Executive Council every quarter and annually.

The quarterly and annual performance reporting will be used for the following primary purposes:

- Feedback to citizens. The outcomes of the review can be disseminated to the general public as government's account of what progress is being made to achieve the long-term outcomes of the

Plan. This process lays down a baseline of progress that citizens can expect for the future as well as to give them the information with which they can query government about its future performance.

- Revision of sector strategies (MTSSs). As the outcome of the Performance Management Review includes an account of plan performance, a highlight of sector challenges, and recommendations that should lead to improved performance in the future, they need to be taken into account when the sector's MTSS is being revised.

Evaluation of the GSDP

An evaluation system will evaluate the impact of the GSDP. This evaluation system is designed in such a way that institutions that are key stakeholder will be commissioned from time to time to conduct evaluations, political economic analysis (PEA), etc. There will be three categories of evaluations: annual, mid-term and final. Thus, two rigorous and comprehensive evaluations, namely, the mid-term and the end of period evaluations will be carried out. These two evaluations will be undertaken by an independent evaluator outside of government machinery to ensure transparency and objectivity. The details of the evaluations are as discussed hereunder:

Annual Internal Evaluation

The internal evaluation will involve production of Annual Performance Reports as sector annual reviews to stimulate dialogue and inform the Plan and budgeting process.

Mid-Term Evaluation

This will be conducted after two and half years during the Plan's implementation. This review will be coordinated by the M&E Department of the Gombe State Budget, Planning and Development Partner Coordination Office and will address performance against the intended objectives and targets. It will recommend any changes required to return to right trajectory of implementation towards achieving the objective targets set in the original set up of the Plan.

Impact Evaluation

This will be conducted after four years and will be coordinated by M&E Department of the Gombe State Budget, Planning and Development Partner



Coordination Office and will address impact of each phase of the Plan implementation.

Final Evaluation

This is to be conducted after 10 years of implementing the Plan's roadmap. Although done by external/independent consultants, the evaluation will be coordinated by Gombe State Budget, Planning and

Development Partner Coordination Office. The evaluation will assess the overall effectiveness, impact, coherence and sustainability of the GSDP objectives/ goals and targets, and where possible, against outcomes and impacts. It will also constitute parts of the main analytical report to inform ways to coordinate implementation of the subsequent GSDP.

Conclusion

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Gombe State is very rich in human and material resources. If these resources are efficiently and effectively harnessed granted the latitude of political will, good governance and best practice, the vision, mission and objectives of Gombe State Development Plan, 2021-2030 will be achieved.

The GSDP, 2021-2030 is a beacon of hope for the people of Gombe State. Indeed, by 2030, this Plan projects that Gombe State will be a social development terminus that speaks boldly of Growth, Development, Peace and Shared Prosperity for All.

Acknowledgements

The GSDP document is the outcome of a rigorous and intensive work spanning several months and

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- The Executive, Legislature and Judiciary
- The Expert team (Consultants/Facilitators)
- The Development Partners/Donor Agencies
- The Steering Committee
- The Technical Committee
- The Non-Governmental Organizations/Civil Societies
- Religious and Traditional Institutions
- The People

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