

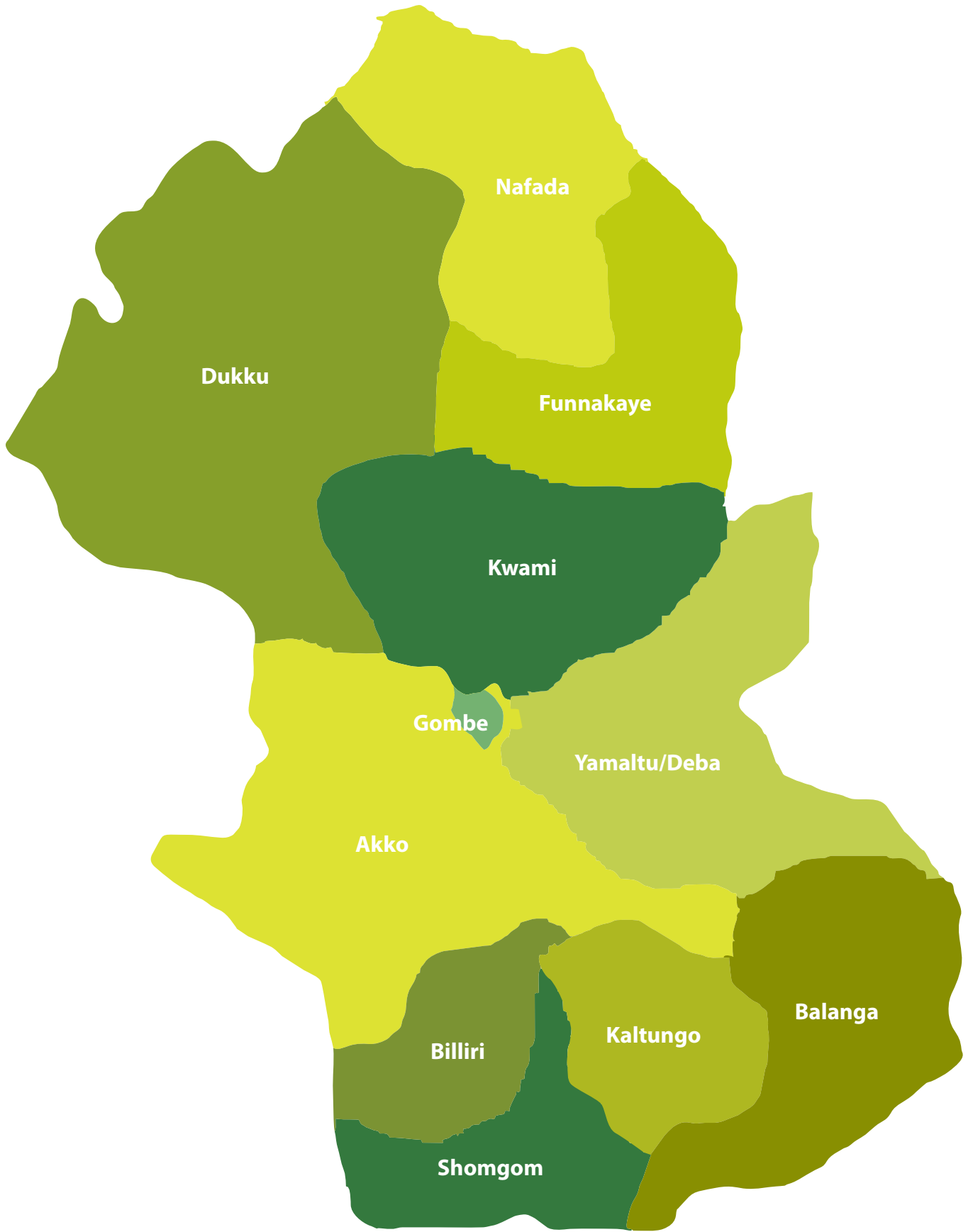


Gombe State Development Plan 2021 - 2030

Situation Analysis, Development & Sustainability Strategies

Development Agenda for Gombe State
DEVAGOM





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Shomgom



Gombe State Development Plan 2021-2030

Situation Analysis, Development & Sustainability Strategies

Development Agenda for Gombe State
DEVAGOM



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



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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.



M D 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, Manassah 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 Orelupe-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*

Acronyms & Abbreviations

ADF	Agricultural Development Fund
AfDB	African Development Bank
AITF	African Infrastructure Trust Fund
AMCOW	African Council on Water
ANFEA	Adult and Non-Formal Education Agency
AWF	African Water Facility
BESDA	Better Education Service Delivery for All
BHCPF	Basic Health Care Provision Fund
BMNCAH+N	Basic Maternal, New-Born, Child, Adolescent Health and Nutrition
BOT	Build Operate Transfer
CA-COVID	Coalition Against COVID
CBMCs	Centre-Based Management Committees
CBOs	Community Based Organizations
CCTs	Conditional Cash Transfers
CHWs	Community Health Workers
C of O	Certificate of Occupancy
COMDEC	Commodity Exchange Centre
COVID-19	Corona Virus Disease 2019
DSG-UN	Deputy Secretary-General United Nations
DWTP	Dadin Kowa Water Treatment Plant
ECCDE	Early Child Care Development Education
ECE	Early Childhood Education
EMIS	Education Management and Information System
FGN	Federal Government of Nigeria
GCF	Green Climate Fund
GEDPA	Gombe State Enterprise Development and Promotion Agency
GGGEP	Gombe Goes Green Environment Project
GHG	Green House Gas
GIS	Geographical Information System
GITDA	Gombe State Information Technology Development Agency
GOGIS	Gombe Geographic Information System
GOHealth	Gombe State Contributory Healthcare Management Agency
GOMSARD	Gombe State Agency for Rural Development
GOSAC	Gombe State Agricultural Supply Company
GOSEPA	Gombe State Environmental Protection and Sanitation Agency
GRM	Grievance Redress Mechanism
GROCOL	Gombe Revenue Optimization Company Limited

GSADP	Gombe State Agricultural Development Programme
GSDP	Gombe State Development Plan (2021 – 2030)
GSIPDC	Gombe State Investment and Property Development Company
GSM	Global System for Mobile Communications
GSUPDB	Gombe State Urban Planning and Development Board
GSWB	Gombe State Water Board
HGSFP	Home Grown School Feeding Programme
HIV & AIDS	Human Immunodeficiency Virus & Acquired Immune Deficiency Syndrome
IBSDLEIP	Inclusive Basic Services Delivery Livelihood Empowerment Integrated Project
ICA	International Cooperatives Alliance
ICT	Information and Communication Technology
IDPs	Internally Displaced Persons
IGR	Internally Generated Revenues
ILD	International Literacy Day
ILO	Labour Organization
IQS	Integrated Qur’anic Schools
JEDCO	Jos Electricity Distribution Plc
JFICT	Japan Fund for Information and Communication Technology
JME	Joint Admission and Matriculation Board Examination
JSCE	Junior Secondary School certificate of education
LBR	Literacy by Radio
LGAs	Local Government Areas
MBP&DPC	Ministry of Budget, Planning & Development Partners Coordination
MDAs	Ministries, Departments and Agencies
M & E	Monitoring and Evaluation
MHAs	Mutual Health Associations
MHUD	Ministry of Housing and Urban Development, Gombe
MIGA	Multilateral Investment Guarantee Agency
MLS	Ministry of Lands and Survey, Gombe
MRC&C	Ministry of Rural, Community Development and Cooperatives
MSMEs	Micro, Small and Medium Enterprises
MTSS	Gombe State Medium-Term Sector Strategy
MW&T	Ministry of Works and Transport
SDGs	Sustainable Development Goals
SDP	School Development Plan
SIPs	Sector Implementation Plans
PPIAF	Public Private Infrastructure Advisory Facility
POP	Plaster of Paris
PPU	Poultry Production Unit
R&D	Research & Development
NAPTIP	National Agency for the Prohibition of Trafficking in Persons
NBS	National Bureau of Statistics
NCDs	Non-Communicable Diseases
NDDC	Northern Nigeria Development Cooperation
NDE	National Directorate of Employment
NDLEA	National Drugs Law Enforcement Agency
NECO	National Examination Council

NEWMAP	Nigeria Erosion and Watershed Management Project
NGO	Non-Governmental Organizations
NITDA	National Information Technology Development Agency
NNPC	Nigerian National Petroleum Corporation
NREEEP	Nigerian Renewal Energy and Energy Efficiency Policy
NYSC	National Youth Service Corps
OSG	Office of Surveyor-General, Gombe State
PHC	Primary Health Care
PHCUOR	Primary Health Care Under One Roof
PLWDs	People Living with Disabilities
PPP	Public Private Partnership
PRB	Population Reference Bureau
PTAs	Parent-Teachers Associations
RAAMP	Nigeria Rural Access and Agricultural Marketing Project
RAI	Rural Access Index
REP	Rural Employment Promotion
RUWASSA	Gombe State Rural Water Supply and Sanitation Agency
SACCOs	Savings and Credit Cooperatives
SAME	State Agency for Mass Education
SD	System Dynamics
SEPIP	Nigeria-State Education Programme Investment
SILC	Savings and Internal Lending Community
SMDF	Solid Minerals Development Fund
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SPW	Special Public Works
SSCE	Senior Secondary School Certificate Examination
SSE	Small Scale Enterprises
SUBEB	States' Universal Basic Education Boards
SURE-P	Subsidy Reinvestment and Empowerment Program
TIS	Tourism Information System
UBE	Universal Basic Education
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UHC	Universal Health Coverage
UK	United Kingdom
VSD	Vocational Skills Development
YESSO	Youth Employment and Social Support Operation
WAEC	West African Examination Council
WASH	Water, Sanitation and Hygiene
WASHCOMS	WASH Steering Committees

Message from the UN Deputy Secretary-General

The Government of Gombe State in Nigeria has demonstrated political will and commitment towards accelerating sustainable development at the sub-national level to ensure that no one is left behind as the State is inclusively transformed.

Given its unique location at the theatre of insecurity and all its impact, it is inevitable for the State to plan its future for the benefit of coming generations in line with the 2030 Agenda for Sustainable Development. The period 2021-2030 falls within the decade of action for the SDGs.

The setting of the five pillars of this Plan within the context of the SDGs firmly places policy options and actions within the framework of the global development agenda and by this, Gombe State, under the leadership of Governor Muhammad Inuwa Yahaya, has taken a quantum leap in good governance for people and the planet.

I am delighted that the Plan not only aligns with the National Development Plan but also maintains its unique identity in the local context by focusing on the key issues facing Gombe, namely, poverty, education, health, gender and environmental challenges.

We in the UN always identify with these initiatives which contribute to local, national, regional, and global stability. I, therefore, call on all partners to support sub-national governments in their development planning as they seek to improve livelihoods, ensure growth and safeguard the planet.

Amina J Mohammed
Deputy Secretary-General
United Nations

Executive Summary

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 and enables government 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.

The Plan consists of two approaches designated as: Inclusive Socio-economic Development and Transformational Strategic Thrusts. These prongs are mutually inclusive and reinforcing. Inclusive Socio-economic Development will ensure that all socio-economic rights of the people of Gombe are achieved. Inclusivity will be at the centre of growth and development, and the benefits of prosperity will be spread as widely as possible to improve the social well-being of Gombe people. No one will be left behind regardless of geographical location, gender, ethnicity, physical and intellectual capability and social and economic status.

Inclusive Socio-economic Development

Inclusive socio-economic development is essential to further improve the living standards of Gombe people. Sustained economic expansion, supported by private sector investment and trade and the enhanced provision of social services and public goods, will be paramount.

A wide range of sector policies and programmes have been identified with detailed plans for implementation to achieve these goals and targets. Successful implementation of the overall strategy will support the realization of the Sustainable Development Goals (SDGs).

Transformational Strategic Thrusts

Transformational strategic thrusts are game-changing, forward-looking policy shifts to expand our development frontier and support the vision of transforming Gombe. New and emerging growth sectors will be nurtured, connectivity within and with the outside world will be improved, new technologies will be embraced, productivity will be maximized, human capital development will be accelerated and green growth will be made a key guiding principle in the implementation of this Plan.

Increase in GDP per capita

Based on current economic performance, economic outlook and projected population growth, Gombe is likely to achieve a twofold increase in per capita income by 2030. This is consistent with a sustained annual real GDP growth averaging 3.5 to 5 per cent, investment levels of 25 per cent of GDP and an inflation target of 9 to 12 per cent.

A twofold increase in per capita income over the next 10 years will raise Gombe up the development ladder and lead to tangible improvements in the lives of all Gombe people. Effectively implementing the transformational strategic thrusts will be critical to realizing these gains. The government is fully committed to delivering this overall objective and to achieving inclusive growth and development.

Government Debt to be Reduced to 35 Per cent of GDP

With more than twofold growth in nominal GDP expected, government debt will be reduced to below 25 per cent of GDP over the next 10 years. This commitment will be achieved through an expansion in the overall size of the economy resulting from transformational shifts rather than by constraining the development budgets of government. With the rapid expansion in the economy, rising government revenues will create more fiscal space for the required future public expenditure. Nominal GDP is expected to grow twice as fast as the nominal debt. This will support both overall development and financial sustainability.

Reducing Unemployment Rate

With sustained economic expansion and the implementation of new job creation policies, the unemployment rate will be reduced to below 14 per cent. All Gombe people will be empowered with education and skill sets to make it easy to absorb them into the workforce.

A key focus will be on skills development and turning job seekers into job creators. With the establishment of the Micro, Small and Medium Enterprise (MSME) Council and Central Coordinating Agency, greater support and incentives will be provided to small and medium enterprises. New growth sectors with high labour absorption capacity will be nurtured and expanded. Seasonal employment opportunities abroad will also be effectively utilized.

Eradicating Poverty

A new measure of poverty that incorporates relevant and measurable social determinants will be developed to help guide improvements to service delivery. Extreme poverty and hardship will be eradicated, and well-being improved for all. This will be addressed through a multi-sectoral approach, sustainable growth and better access to social services. Targeted social protection will continue to be provided for the vulnerable through new initiatives to empower the citizenry so that they may graduate out of poverty.

Access to Clean and Safe Water and Proper Sanitation

Every Gombe citizen has a right to clean and safe water in adequate quantities. For the urban areas, 100 per cent access to clean and safe water will be realized by 2026 and for the rural and maritime areas by 2030. Resources will be allocated for sustained maintenance and construction of new water treatment plants, reservoirs and reticulation systems, rural water schemes, development of groundwater sources, setting up desalination plants in the riverine areas, and distribution of water tanks in rural areas. To support low-income households, the free water programme will continue; but cost recovery charges will be imposed on the relatively middle to high income urban dwellers. To meet the long-term demand, new dam sites have been identified. Other potential sites will be identified in the future, and feasibility studies will be undertaken for new dam development. Consideration will be given to joint development of both water supply and hydro-power.

Innovative technologies will be adopted for industrial recycling, rainwater harvesting and storage, storm water and aquifer management and use of renewable energy for desalination plants. Building climate resilient water infrastructure will be a key aspect of all new projects. Leak reduction

programmes will continue so that piped water losses are significantly reduced, and other water conservation initiatives will be pursued.

To build resilience to climate change, adaptation measures will be implemented to protect freshwater aquifers from saltwater intrusion. Public awareness and education on water conservation and management will be increased to support adaptation to changes in seasonal rainfall patterns that may occur due to climate change.

To ensure improved sanitation, at least 40.0 per cent of the population will have access to centralized sewerage systems within the next 10 years. Public sewerage treatment systems will be built and expanded in all urban centres. Sustainable and viable sewerage and sanitation options will also be explored for rural areas. Ensuring that every Gombe household is connected to a proper sewerage treatment system is a key priority.

Electricity

Less than 64 per cent of the population currently has access to electricity. Hence, electrification projects in the rural areas will be expedited to ensure that at least 90.0 per cent of the population has access to electricity by 2030. Government will continue to fully fund rural electrification projects, including connections for households. For the rural areas, decentralized renewable energy sources including solar, mini hydro, hybrid biofuel/diesel operated generators and wind systems will be adopted where feasible. Other renewable energy sources such as wind, solar, biomass, geothermal and wave and tidal energy will be developed where they are viable and affordable.

Future electricity infrastructure projects will be climate resilient, and opportunities for underground cables for electricity distribution will be explored and adopted where feasible. Carbon credits under the Clean Development Mechanism (CDM) will be employed as part of the financing arrangements. Other sources of climate finance will also be accessed. Independent power producers of both

small- and large-scale electricity production will be supported with fair pricing for sale of electricity.

Provision of Affordable Housing

At least 50.0 per cent of households will have access to affordable housing through the construction of new housing units. Ensuring that more land is made available for home construction will help increase the supply of housing. Government will encourage both public and private investments in the provision of housing units with strata titles. Investment in the establishment of “vertical villages” will be supported to accommodate a more diverse group of Gombe people, that is, with differing incomes, cultural and occupational backgrounds and family sizes. This diversity will help improve the marketability of public housing units with strata titles. Private sector investments in residential lot developments will be supported and incentivized. Future public housing will be designed to cater for people with disabilities and special needs. Building standards will also be elevated.

Universal Access to Quality Education

Universal access to education at all levels will be pursued with a focus on improving the quality of education. This will increase the supply of well-trained, world-class professionals who are equipped for job opportunities in the global market. Investments will be undertaken to improve existing and new education facilities, purchase new equipment and materials, embrace digital learning and improve teacher performance. Teacher-to-student ratios will be improved and maintained, with more hiring and in-service teacher training to improve teaching quality.

Early childhood education (ECE) will be improved, and ECE centres attached to all primary schools around Gombe. The curriculum for primary and secondary schools will be reviewed to support national integration and prepare Gombe people for the transformation of their State. It will also accommodate creative and active learning and to develop entrepreneurial skills, learning by doing,

and effective peer learning. This holistic approach will incorporate enhanced parental engagement to support learning.

Tertiary education will be further improved to focus on current and future needs, including the future demands of the labour market. Technical and vocational training for lifelong learning will continue with the establishment of more technical colleges. This will assist in the creation of technical skills needed by all sectors of the economy. The education system will be made more inclusive by establishing facilities to accommodate children with disabilities and special needs.

High Quality Healthcare System

In the next 10 years, medical services will be improvised with a major focus on tertiary health care and overall medical service delivery. Investments will be made to reduce patient waiting time, improve hospital services, increase the number of beds, improve ambulance services and raise the doctor-patient ratio to 1 doctor per 1,500 people. Government will continue with the free medicine scheme to assist low income households.

Investments in the construction of new hospitals, health centres and nursing stations will continue. Inventory management will be improved, and other opportunities will be explored to ensure that drugs and consumables are available at all times. New and modern equipment will be made readily available. The government will explore options to engage strategic partners in the management and operation of certain public hospitals to improve their service delivery.

Incentives are already in place to attract private sector investment in tertiary health care. A major focus, moving forward, will be to ensure that Gombe people can take advantage of specialized tertiary care in Gombe. Tertiary health care services have the potential to become an important growth sector and revenue earner and assist Gombe to become the health hub of the North East.

More emphasis will be placed on preventive health care by promoting healthy eating habits, physical

activity and other lifestyle changes to reduce non-communicable diseases (NCDs).

Food and Nutrition Security

Food and nutrition security will be improved by ensuring increased local production, raising farm efficiency and productivity, and developing more effective distribution systems. Agriculture and fisheries programmes will be enhanced, and local produce made available to all Gombe people.

New technology, mechanization and better production practices will also be adopted. Market linkages will also be improved. Large-scale production will be encouraged and supported to achieve greater economies of scale. Organic farming will be promoted, and production of traditional crops and niche agricultural and fisheries products will be pursued. Production will be made more climate-resilient and environmentally sustainable.

To adapt to climate change, increased funding will be directed towards research into crop varieties that can be more resilient to expected changes in weather patterns. In addition, extension training will evolve to ensure that farming practices adapt to changes due to climate change.

Women in Development

Women will be empowered, allowing them opportunities for greater participation in leadership and decision making across all sectors. Police and the courts will appropriately attend to gender-based violence in all its forms. Such is the confidence in these initiatives that 100 per cent reporting of these crimes is expected. The law and justice system that protects the public and deters crime will be functional and responsive. Gender inequality and discrimination will be eliminated, providing women with greater choice and freedom for their participation in the family and society. Women's access to education will be supported, as will their desires for fulfilling employment and career advancement.

Support for women's health and decisions regarding family planning and sexual and reproductive health

will be shared and respected. Access to health and other social services will be improved and made available as required. Women will be included and consulted in all planning for future development projects, and their input will be translated into tangible project outcomes. This includes adaptation planning at the community level, where women can be key agents to help change unsustainable production and consumption practices within the family and community.

Response to gender based violence (GBV) continues to be a strong focus of government policy and programmes. GBV service delivery protocols will ensure that the health sector provides strong support for victims.

Protecting Culture, Heritage and Natural Environment

Gombe has a rich cultural diversity and heritage that will be protected and promoted. The language, food, festivals, rituals, arts and traditions, which hold essential intrinsic value, will be preserved. Local culture and heritage will be promoted as part of our vibrant tourism industry. There will be an increased focus on proper management of our forests because of the complex natural biodiversity that these systems support. These natural systems are critical for food and nutrition security, sustaining endemic flora and fauna, and maintaining the natural balance in nature. Our pristine natural environment will be protected, and the economy will be made more climate-resilient.

Security

Government will ensure a safe, secure and stable Gombe guided by the national security strategy. The rule of law will be upheld and the Constitution will be protected. Adequate resources will be allocated to prevent and appropriately respond to domestic crimes and access to justice. Responsive security forces and police, together with an adapting legislative and policy framework, will support a strong approach to the administration of justice and maintenance of the rule of law.

Transformational Strategies

Given Gombe's geographical location, economic prospects, ongoing infrastructure development and strong institutions, the State is well positioned to become the modern regional hub of the North East.

Nurturing New and Emerging Growth Sectors

Moving forward, new growth sectors will be nurtured to enable the economy thrive and create more jobs. Existing sectors will be expanded and modernized. Large-scale commercialization will be pursued together with Small and Medium Enterprise (SME) development.

Development of niche products and services for export will be pursued. This includes organic agricultural produce, agro-processing, increasing the range of tourism products (sports tourism, wedding tourism, medical tourism and conference tourism) and transport services, and many other new sector initiatives.

Value addition will be further developed in resource-based sectors such as forestry, fisheries and agriculture to support new manufacturing industries. Ecotourism to promote our unique flora and fauna, cultural diversity and adventure tourism will also be promoted. Promotion of traditional handicrafts, natural body products, local ceramic ware, and exotic herbs and spices will be nurtured and expanded, offering more opportunities for women to use their traditional skills to expand opportunities for economic empowerment.

To support the development of sports tourism, investments in new sporting facilities built to international standards will be prioritized together with increased accommodation capacity.

The business climate, including administrative and regulatory processes, will be further improved to facilitate private sector investment, including enticing more foreign investment. Government will provide the necessary infrastructure and enabling

services. Marketing will play a crucial part in developing these sectors. Options will be explored for national marketing in areas like tourism.

Government, together with the Micro, Small and Medium Enterprise (MSME) Council, will continue to support and incentivize MSMEs and thereby create more jobs and encourage inclusive growth. Training, mentoring, access to finance and advisory services will be enhanced to harness the true potential of the MSME sector. Secure transactions framework to allow the use of movable property as collateral, and government's MSME financing and credit guarantee scheme, will improve financing and growth of MSMEs. Access to markets through improvements in infrastructure and marketing services will be developed.

Improving Transport and Digital Connectivity

Greater connectivity is central to transforming Gombe. Transportation networks within the country and connectivity to the outside world will be enhanced. We will also continue to modernize Gombe's air, maritime and land transport networks and weather recording, forecasting and reporting services to meet our long-term needs and aspirations. Apart from transport connectivity, there will be a major focus on digital connectivity. All this will support human capital development, commerce and trade.

Road Transportation

Investment in road infrastructure is essential for future growth. Modernizing our road infrastructure will continue to support strong economic expansion, rising income levels, increase in urban population and growth in agriculture and industries.

New roads will be developed and existing ones improved. More road expansions, including four-lane projects, will be undertaken. Government will embark on major projects to seal a large portion of the existing gravel roads over the next 10 years. Where practical, consideration will be given to diverting roads inland to open up land for social and economic development.

Installation of streetlights in all major urban centres and peri-urban areas and in front of villages and settlements will be embarked on. This will improve aesthetics and road safety. It will also encourage development of MSMEs such as roadside stalls and help with employment and income generation.

Similarly, traffic lights will be installed at critical junctions where there are high traffic flows. This will assist in managing traffic congestion and improve safety.

Investment in upgrading our bridges and constructing new ones will continue. This will include development of access roads to connect farming areas to markets.

Road transportation will be made more energy-efficient and environmentally friendly. Better emission and fuel standards will be adopted.

Air Connectivity

The domestic airport will be modernized and upgraded. This will commence with the modernization of the Gombe Airport, which will involve the upgrading of the terminal, widening of the runway, pavement rehabilitation and construction of new aprons and parking areas.

Domestic air services will be enhanced to support growth in the tourism industry and more-efficient mobility of all passengers within the State. Major upgrading works will be undertaken at domestic airports over the next 10 years.

Digital Connectivity

Digital connectivity through high-speed internet networks and broadband access will be provided, and all areas of Gombe will be digitally connected. Competition will be enhanced in broadband internet services by making communication infrastructure available to multiple users under reasonable terms and conditions. Fibre optic connectivity will be established.

Skill Development and Demographic Dividend

Gombe has a great opportunity to exploit its demographic dividend. With 62 per cent of the population below the age of 34, It certainly is a young state. The continued investment in education and skills development with an increasing working age population will not only provide a valuable pool of human resources for Gombe's future development needs but also help turn job seekers into job creators.

Government will work closely with industry, tertiary institutions and development partners to prepare a workforce of highly skilled Gombe people in line with future industry demand, particularly for the new growth sectors. Skills development in areas such as trades and craftsmanship, engineering and IT-related professions, health care services, hospitality and aged care, foreign languages, resource-based sector expertise, education and other services will be supported. The intelligence and capability of women will be further enhanced, and they will be encouraged to choose from a variety of occupations, many of which were previously the domain of men.

Initiatives will be introduced to promote the employment of Gombe people with these new skills by both small and large-scale businesses. Support will be provided for entrepreneurship.

The development of professionalism in sports provides another opportunity for employment generation and to position Gombe as a source of world-class athletes. Government will continue to invest in the potentials of the youth to develop into world-class athletes and sports administrators. Sports complexes, rural sporting grounds and school sporting facilities will be improved and new ones constructed. Corporate sponsorship in sports will also be incentivized to encourage better partnerships in sports development.

Embracing Appropriate and New Technology for Productivity Improvement

Appropriate new technology will be adopted to raise overall efficiency and productivity and to improve service delivery across all sectors. Adoption of new technology will be supported in areas like transportation, renewable energy, manufacturing, agriculture, ICT, education and other service-related sectors. Innovation, research and implementation of new ideas will also be incentivized.

In the manufacturing sector, greater value-addition and investment in energy-efficient machinery and equipment will be incentivized. Government will support the increased use of cloud computing, 3D printing, inter-networking of smart devices and other emerging technologies to improve efficiency and productivity.

For agriculture, government will further explore mechanized land preparation and harvesting, modern seed-breeding methods, and hydroponic and greenhouse farming techniques to deal with poor soil fertility, declining farm productivity and intermittent local supply.

For the tourism industry, increased use of marketing automation, a stronger social media presence, use of smart-phone applications for customer bookings and enquiries, and investment in smart appliances will be promoted to improve service delivery.

All major government services will be placed online. E-Government platforms to speed up approvals processes, business registration, land use administration, taxation, and other services will be pursued. ICT-based planning, budgeting and monitoring will be used in the public sector to improve work processes, productivity and service delivery. IT-related skills will continue to be developed and retained.

Building vibrant cities and towns and a stronger rural economy development will be balanced to ensure the development of both a stronger rural economy and vibrant urban centres.

Rural development will be prioritized with improvements in infrastructure and provision of

adequate public utilities. Agriculture and other sectors will be supported to generate income opportunities for people in rural and urban areas. The Ministry of Agriculture will create better linkages to enhance the marketing, promotion and value addition.

Section 1
Plan Rationale



Introduction

1

In October 1996, the Federal Government of Nigerian embarked on what has turned out to be the last structural recomposition of the map of Nigeria when it created six new states, one of which is Gombe. Thus, in the nearly two and a half decades of its existence, Gombe State has evolved in terms of its demography, economic and social development, institutions and governance. The majority of the population are young, presenting a great opportunity for further development. Some achievements have been made in social development. Infrastructure is continually being improved on through substantial public sector investment. Technological advancements have been made on limited fronts, and the State has achieved some level of development over the years. However, since inception, there has not been any long-term economic development plan in the State. Thus, several attempts at development have been ad-hoc, short termed and political regime-tied.

For development to be sustainable and political regime invariant, there is a need to develop an all-inclusive, long term Economic Development Plan for the State that is owned by and executed for the general interest of the current and succeeding generations of the Gombe state indigenes and residents. The Plan that will provide a clear development path for successive administrations in the State is not just imperative but an ultimatum if the State is to develop in an orderly fashion and all the segments included in the development process. The Government's bold decision to develop this Plan draws extensively from lessons learnt from

earlier ad-hoc arrangements in the State planning experience.

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.

Our Goals

- Poverty alleviation
- Security of lives and properties – peace building
- Human capital development
- Agriculture and industrialization
- Employment and wealth creation
- Economic and social inclusiveness, and
- Infrastructure consolidation and expansion

Plan Objectives and Core Values

The Gombe State Development Plan will serve as a tool for decision making on resource allocation. It will provide a mechanism for better response to peripheral shocks, bring key actors together in comprehensive consultations on the way forward, and assert a common mission and establish goals. It will also evaluate demands and relate the capacity to future needs. The Plan is expected to:

- Increase consciousness of the State to present and future issues and processes.
- Provide occasion for all stakeholders to

participate both in the agenda-setting and implementation processes for a better future.

- Designate a “road map” for service delivery during the immediate and near term.
- Forge an understanding between past ways of doing things and modern ideas, and projection into future service demands.
- Stress “what must be done”, “what can 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 communication tool for activities of the State.
- Augment confidence within the State by developing a common sense of resolve and solidity.

- Set the stage for the State’s institutions to operate at a new, decisive, and proficient level.
- Deliver functioning and organizational path for the State’s institutions, and
- Facilitate development of the State through appropriate action plans, including timelines for their attainment.

These goals will form the basis for setting priorities and objectives that complement the vision of the State.

Plan’s Core Values

In pursuit of the State’s mission, the following core values should guide the choices and activities of the



state and its agencies:

- Integrity
- Making evidence-based decisions premised on objectivity, impartiality, honesty and neutrality.
- Effectiveness
- Conserving and improving work aptitude that mirrors global competitiveness.
- Transparency
- Employing diaphanous mechanisms to inspire informed choices.
- Diversity
- Recognizing, understanding, and respecting the cultural mix of the State
- Inclusiveness
- Tracking and supporting a broader participation at all levels of policy and decision-making.
- Honesty
- Maintaining the highest level of standards to earn public trust and confidence.
- Loyalty
- Inspiring all residents in the State to speak and act positively toward each other in seeking the general good of the State
- Professionalism
- Demonstrating proficiency and commitment to excellence, while exhibiting optimistic assertiveness in the workplace.
- Excellence

Doggedly creating the highest principles in the pursuit of State matters.

Gombe: Handling the Development Splurge

The main goal of economic development is to improve the economic well-being of a community through efforts that entail job creation, job retention, tax base enhancements and improved quality of life. Community economic development is based on two essential notions. First, the community should be the focal point for developing human, social, and physical resources. Second, the indigenous resources, particularly human and organizational, must be the basis for any development activity. In the community, the idea of economic development is to build new wealth from the basic local resources by repositioning assets as attractors of capital. This could be accomplished through a plethora of strategies that give local people more economic power to control their own economic destiny.

Although successive planners of Gombe State have always had this thought at the back of their mind, the real challenge has been how to organize the development objectives in a pragmatic, desirable and achievable way within an all-inclusive framework that is owned by all. This Plan is designed to fill the identified gap, while creating a long-term development agenda to actualize the development aspirations of Gombe State.

In planning the future growth and development trajectory of Gombe State, therefore, three



imperatives are paramount. One, recognition of the distinct input made by all parts of the State to its development status, including efforts made to inspire different facets of development that is suitable to the diverse areas of the State, and the notable separation of Gombe into eleven core geographical and administrative zones: Akko, Balanga, Billiri, Dukku, Kaltungo, Kwami, Shongom, Funakaye, Gombe, Nafada, and Yamaltu/Deba.

The strategy is to strive towards even development of the State with the Local Government Areas (listed in Figure 1.1) acting as the development pull. Admittedly, even development does not imply equality, but the Plan seeks to ensure that development is spread across the State in an orderly manner that will engender both political and economic cohesion.

Two, the physical expansion of urban areas in the State, particularly those sharing borders with other States in the zone, will be given further attention. Three, it is necessary to preserve and deepen the robust relationship with other neighbouring states in the North-Eastern Zone to harness maximally the benefits of the planned development of Gombe State.

As a prominent and peaceful State in the North East, Gombe commands regional attention and has a record of good governance within the North East. Good governance is predicated on a range of characteristics. These include an approachable and responsible public administration, provision of critical services that satisfy the needs of the people, excellent management of public businesses and the implementation of decent planning and organizational practices, thus requiring sustained collaboration between the three arms of government – the Executive, Legislature and Judiciary.

This State Development Plan builds on the legacies of past leaders and helps to consolidate the efforts to record much greater achievements. Gombe is regarded as a jewel in the savannah in accordance with its location. The State has an estimated population of about 3,665,040 million in 2020

and is expected to grow at an average annual rate of 3.96 per cent to reach about 5.93 million people by 2030. Owing to the geographical advantage it has over the other States by virtue of its centrality in the zone, the State could become the regional centre for investment in the Zone.

Purpose and Scope of the Plan

Purpose

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 the provision of infrastructure is aligned with growth. This will provide a mechanism for coordinated decision-making on all aspects of people's social and economic life, including investment. In this direction, the Plan describes the demographic dynamics and employment profiles of the State and explicates the sectoral expansion trajectory, including agriculture tourism, industrial and socio-economic improvement required, and where it will be located. Also, it outlines the strategy for each sector supported by strategic policies; contains a greater level of detail on the growth poles through a series of framework plans; and sets out how the identified proposals and projects should be implemented.

In summary, the Gombe State Development Plan is expected to:

- Raise public awareness on all issues of development, both current and future.
- Provide an opportunity for all stakeholders to participate in the process and demonstrate considerable interest in their future.
- Designate a “road map” for service delivery in the immediate and medium term.
- Forge an understanding between past ways of doing things and modern ones as a means of predicting future service demand.
- Stress what must be done, what can 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 talking point and a tool of

communicating the planned activities of the State to stakeholders.

- Build confidence in the State by developing a shared sense of resolve and solidity.
- Set the stage for the State’s institutions to operate at a new, decisive, and proficient level.
- Design a functional and organizational path for all institutions in the State to follow
- Facilitate the development of a result “preparation” document that is appropriate for evolving action plans, and creating timelines for the state institutions.

The outcome of this process will help identify the priorities, goals and objectives that will align with the vision of the State.

Scope of the State Development Plan

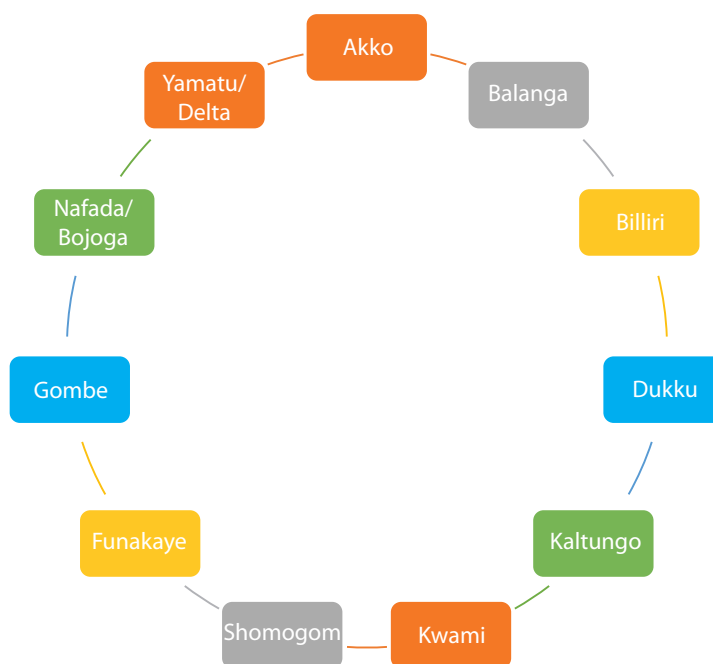
This Development Plan embraces all the main drivers of development in the State – economic, infrastructural, civil society, security and environmental. It also provides a clear opportunity to tackle inequalities. Governance and finance, two of the cutting-edge issues in the Plan, are germane to the future direction of the State. The

Plan is designed to set out a Specific, Measurable, Achievable, Realistic and Time-bound (SMART) goals. It thus sets out a strategic route for monitoring achievements and holding State functionaries to account.

While the Plan includes major projects that the government intends to implement, its main contents describe the overall thrust of government policy and the major outcomes that it expects to deliver over the period 2021-2030.

The Plan demonstrates feasibility of the expected outcomes and compels a careful consideration of financial implications and specification of the organizational ability of government to achieve the set goals. However, the Plan does not describe in detail every project or programme that the government intends to implement. These details will be reserved for the individual sector plans and strategies, including Medium-Term Sector Strategies (MTSSs), as well as the annual budgets, and operational plans of Ministries, Departments and Agencies (MDAs).

Figure 1.1: Projected Development Pull in Gombe State



Background

The Historical Background of Gombe State

On 1 October 1996, the military regime of Gen. Sani Abacha created a new State called Gombe out of the then Bauchi State. The new State had eleven Local Government Areas, namely, Akko, Balanga, Billiri, Dukku, Funakaye, Gombe, Kaltungo, Kwami, Nafada, Shongom and Yamaltu Deba.

The State is called a Jewel in the Savannah because of its location in the savannah. It comprises two distinct administrative areas – Gombe South and Gombe North, and hosts multi-ethnic groups within it. Before its creation as a State, all the inhabitants of the area were administered under Tangale Waja and Gombe native authorities.

Geography of the State

Gombe State is situated in the centre of the North-East geopolitical zone of Nigeria. It is located between latitudes 9° 30 and 12° 30 North and longitudes 8° 45 and 11° 45 East. The State shares boundaries with all the other States in the zone, namely, Adamawa, Bauchi, Borno, Taraba and Yobe. It occupies a total land area of about 20,265 sq. km. The northern belt of the State is mountainous and undulating, while the topography of the south is flat and plain. The Gongola River traverses the State, watering most of the northern and north-eastern parts of it before emptying itself into the Benue River at Numan. Numerous seasonal streams also serve as tributaries to the Gongola River. The vegetation is generally guinea savannah grassland with a concentration of woodlands in the south-east and south-west.

The State is generally warm, with an average maximum temperature above 30°C during the hot season. It also experiences two distinct seasons, which are the dry season (November to March) and the wet season (April to October), with an average rainfall of 850mm. The State is endowed with rich agricultural land, enabling about 80 per cent of the population to go into farming (predominantly

smallholder farming). The predominant crops produced include food and cash crops, such as millet, sorghum, maize, vegetable, cotton and groundnut, all achieved through rain-fed watering as well as irrigation. Some of the people are also engaged in livestock farming, fishing and craftwork. The State has large deposits of solid minerals, including limestone, gypsum, kaolin, silica, uranium and dolomite.

Demography

By the 2006 census, Gombe State had a population of 2,365,040 made up of 1,244,228 (52.28 per cent) male and 1,120,812 (47.71 per cent) females. The projected population, as at 2019, was 3,585,131. This was made up 1,886,108 (52.6 per cent) males and 1,699,023 (47.4 per cent) females.

Given the projected demography, it could be seen that the State has slightly more males than females; hence it could be said that the gender composition of the population is almost evenly distributed. About 46 per cent of the population belongs to the adolescent group (i.e. less than 15 years), while 51 per cent falls within the working cluster (between 15-64 years) and about 3.0 per cent belongs to the aged group (65 years and above). The demographic dynamics requires a decisive development strategy to create opportunities on a sustainable basis for the changing structure of the demography to reduce the incidence of disproportionate dependency. Furthermore, the comparatively low percentage of the aged population presents a challenge to economic development. This is attributable to relatively low life expectancy in the State – a major element of the phenomenon of the human development index.

People and Culture

Gombe State has a rich cultural heterogeneity, which is a point of pride for the people and for the city. Crafts, including leather works, cloth-weaving, and calabash-decoration, abound in the State. Other forms of craftsmanship can be seen in musical entertainment, cultural dances and cultural festivities in the State. Notable among many others

Figure 1.2: Political Map of Gombe State

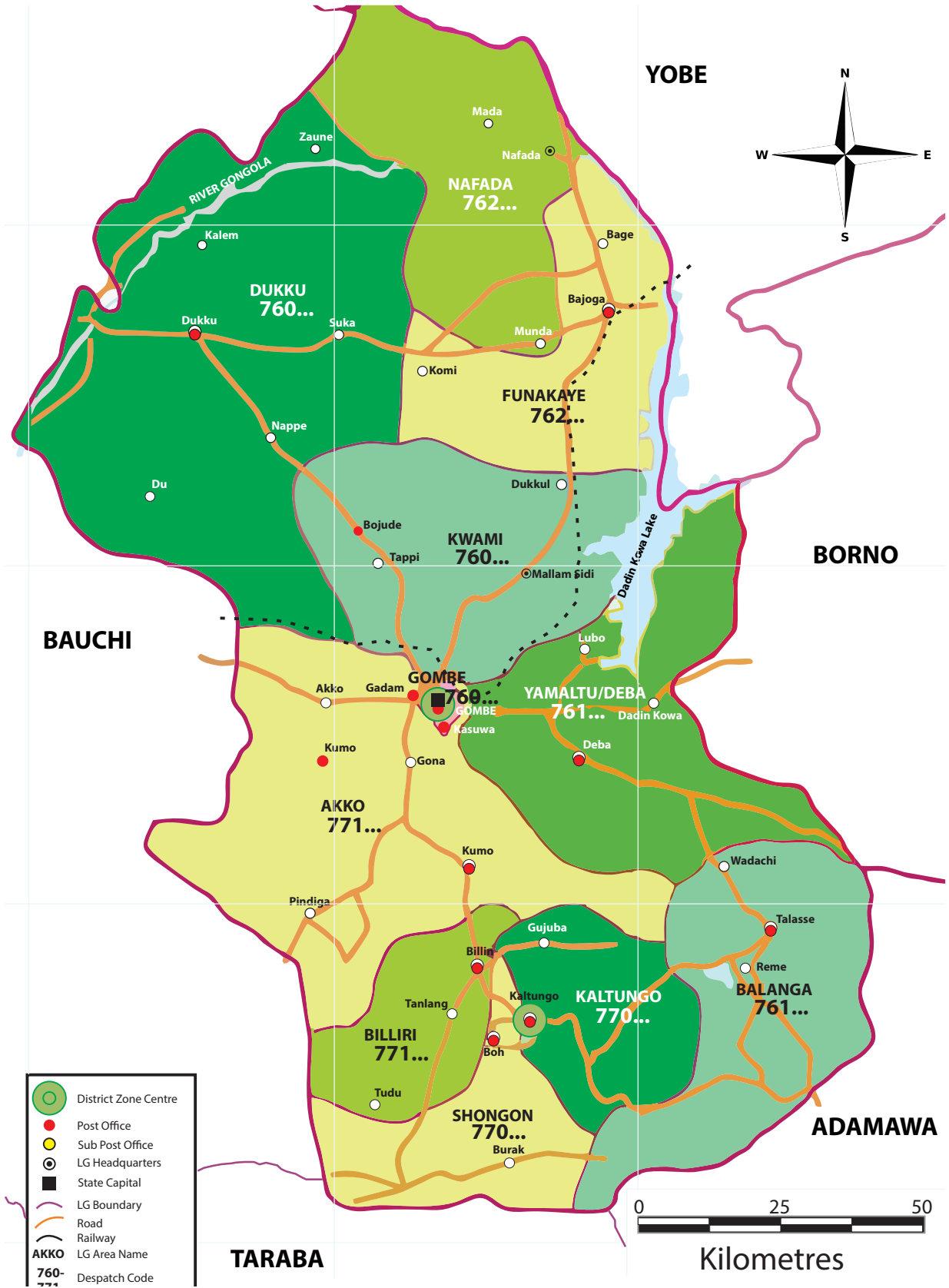
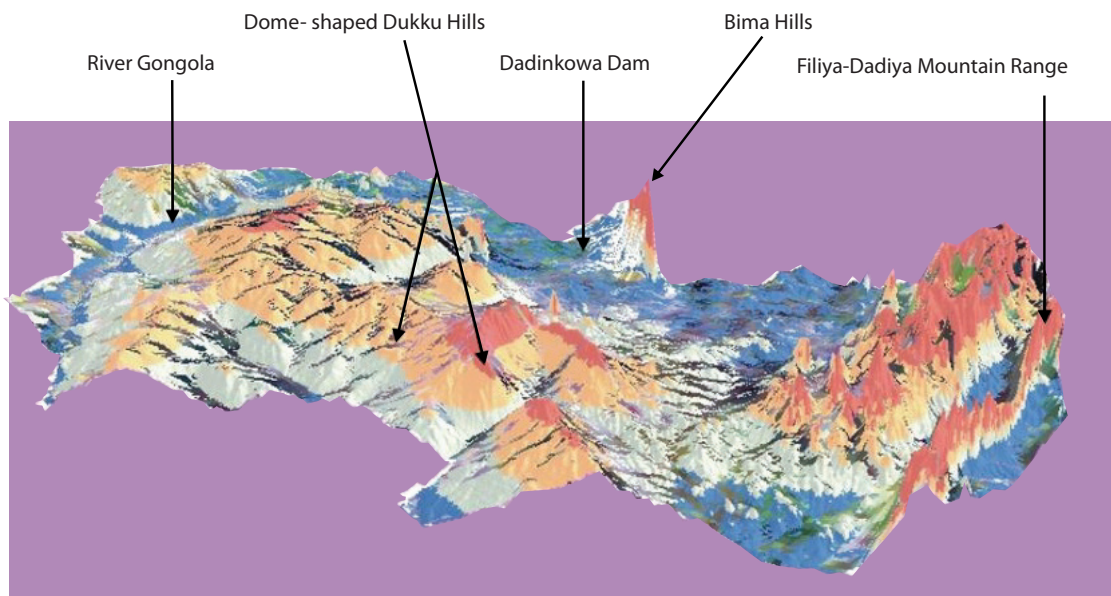


Figure 1.3: Gombe State Topographical View



are Ngorda of Yamaltu-Deba, the Bid-bid dance group of Billiri, and the Durbar in Gombe. The State is multi-religious, with Islam and Christianity being predominant. In addition, there are also traditionalists; a religion practised among some of the indigenous communities.

Socio-Economic Environment

Gombe, a predominantly agrarian State, has agriculture and trade as its main economic activities. Accordingly, 80 per cent of the population farm as their main source of employment, while 20 per cent engage in trading and mining. The crops are grown for commercial and subsistence purposes, mostly from rain-fed, but in some cases, through dry season farming. Most businesses are predominantly micro, small and medium enterprises (MSMEs), employing a substantial number of people in the State. The advent of the Global System for Mobile Communications (GSM) in 2001 provided employment opportunities for more people in the State, especially the youth.

Solid minerals also abound in Gombe State, and these include kaolin, silica, uranium, dolomite, limestone, gypsum, and petroleum deposit, the last being recently discovered. These mineral deposits

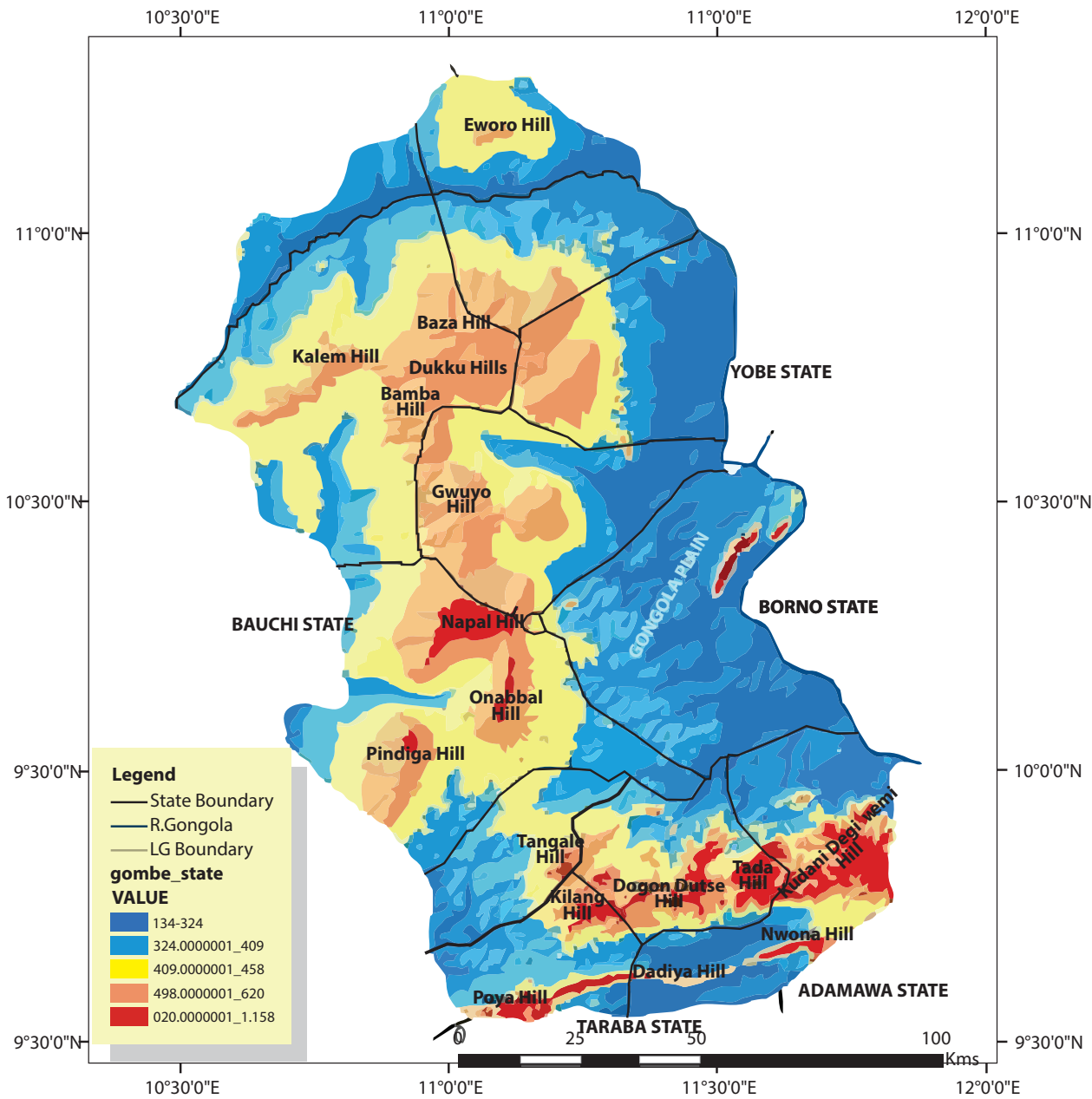
are available in commercial quantity, although yet to be fully exploited.

The State hosts one of the largest cement factories (Ashaka Cement Company Plc) in the country, which creates employment for the indigenes. In the formal sector, the government is the highest employer of labour, followed by the private sector. Agricultural value chain activities, though growing, are not at the pace that could create the desired employment opportunities for the populace. With a coordinated development framework, the State could harness its rich human and natural resource potentials to set itself on an appropriate growth and development trajectory. The socio-economic environment of Gombe State is relatively stable. This stable milieu provides the enabling setting needed to achieve the development aspirations of the State. It also serves as an avenue for effective utilization of human and natural resources for the benefit of the people.

Government and Administration

Before its creation as a State on 1 October 1996, Gombe was one of the three administrative divisions in the then Bauchi State, and was called Gombe Division. The Division had three Local Government Areas (LGAs) – Gombe Akko, Gombe, and Tangale

Figure 1.4: Gombe Population Distribution



Waja. With the creation of the State, eight additional LGAs were created that brought the number to eleven. Between 1996 and 1999, the State was administered by two military Administrators, thereafter, the democratic dispensation took effect in May 1999, during which the three arms of government came to stay. The Chief Executive of the State is the Governor, while the Speaker heads the Legislature, and the Chief Judge the judiciary.

The Planning Framework

The Gombe State Development Plan (2021–2030), builds on the robust insights gained from earlier ad-hoc development agenda. The Plan particularly leverages on critical infrastructure for employment, wealth creation, value re-orientation and up-scaling the quality of life of the residents in an atmosphere of equal opportunity. It is also designed to strengthen its fiscal discipline to ensure inclusive economic growth and development.

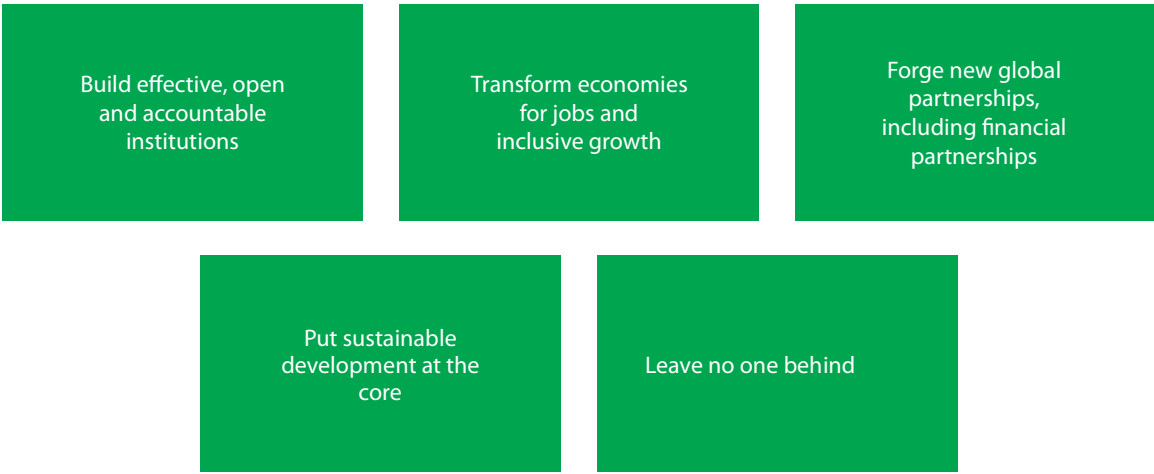
The Plan abstracts from the core pillars of Sustainable Development Goals (SDGs), including the experiences – gains and challenges. Given the experiences of the SDGs over the past few years, the Plan will strive to address holistically the well-being of the people of the State while setting out its engagement framework at the national

level, especially in the areas of security of lives and property; individual property rights; human rights; good governance; balance in the use of resources; quality education; healthcare; gender equality; economic empowerment; as well as equal opportunities for all, including the vulnerable groups like the physically challenged and children. The main plank of the Plan is the five pillars of the Universal Agenda/SDGs.

This Plan will, therefore, serve as a tool of effective and efficient decision-making on resource allocation. It will provide an approach to better respond to challenges, bring key actors together in comprehensive consultations on the way forward and assert a common mission and establish goals. It also evaluates demands and relates capacity to future needs. It has its foundation in the philosophy and policy of the new state administration as well as the collective aspirations of Gombe citizens. The development of the Plan is based on five key pillars, with different programmes across different Ministries, Departments and Agencies (MDAs) contributing to the attainment of results.

The Plan will be financed mainly by the State and from recognizable credible sources, such as internally generated revenues (IGR), allocations

Figure 1.5: Gombe State Planning Framework





from the Federation Account, as well as grants from donor agencies and the private sector. Its implementation will be firmly linked to the budget through Sector Implementation Plans (SIPs). The Plan will be strategically driven by an overriding long-term vision for the State and established priorities to achieve the vision. Implementation of the Plan will require a comprehensive process with clear-cut procedures involving the State Executive Council (EXCO), the Legislature, the Judiciary, all MDAs and the 11 LGAs.

The Office of the Special Adviser to the Governor on Budget, Planning and Donor Agencies Coordination will be responsible for Monitoring and Evaluation of MDAs' Plan implementation and performance. However, all LGAs in Gombe State would be required to develop miniature versions of the State Development Plan to harmonize the focus and direction of development across the State. Although technocrats, consultants, and development partners facilitate and anchor the Plan preparation, its outcome draws heavily from Gombe State-wide stakeholder participation. All told, by 2030,

the Plan projects that Gombe State would have become a terminus that is characterized by Growth, Development, Peace, and Shared Prosperity for All.

Procedure and Presentation of the Development of the Plan

This Development Plan is a “Plan for the Gombe People”. To develop it as a people’s document, a consultative approach was used to accommodate all shades of opinions. This included wide stakeholder consultations, including the representatives of government ministries, the private sector and non-governmental organizations. These broad groups provided guidance and directions for the Plan and its contents. Other stakeholders were consulted to identify key issues and priority needs in communities and local areas; provide feedback on the emerging proposals for the Plan; and propose locations for

new development projects, including housing, jobs, community facilities, transport infrastructure and feedback on the draft Plans. Background studies and reports were also prepared while developing the Plan. These studies and reports were produced with the assistance and input of the MDAs.

The Plan document is organized into three broad sections. Section 1 follows this general introduction and identifies the key rationale behind the document by identifying the current situation of Gombe State. Section 2 follows later the baseline analysis of Gombe State’s existing condition. The Strategic Plan would be the key components of Section 3 where the five core strategies aimed at fast-tracking Gombe State from the present level to a more desirable future by 2030 would be presented.

Section 2
Baseline Analysis



The Economy

2

Agriculture

Situation Analysis

Agriculture is the predominant economic activity in Gombe State. And, as it is in most parts of the world, subsistence agriculture predominates over the sector. In fact, it accounts for about 80 per cent of total employment in the State. Hence, agriculture is the mainstay of the Gombe economy. The large number of people involved in the agricultural value chain reflects in the diversity of agricultural practices, ranging from crop production, livestock farming and fish farming. This segment of the Plan document focuses attention on the situation analysis of the agricultural sector and the impact of its diversity on the overall economy of the State.

Crop Production and Animal Husbandry

The ecological conditions of Gombe State holds out enormous prospects for abundant production of a variety of crops, which include groundnut, cotton, cowpea, pepper, tobacco, sugarcane as well as food crops like maize, guinea corn, millet, rice, sorghum, cassava, okra, onion, garden eggs and other types of

vegetables. Table 2.1 presents the crops commonly produced in the State.

There is no gainsaying that agriculture is key to the rapid and sustainable development of Gombe State as it provides food security, employment opportunities, foreign exchange earnings, income generation and industrial raw materials. Agriculture has also been one of the key components of poverty alleviation and empowerment initiatives. Over time, government has demonstrated commitment to the development of agriculture in the State by providing inputs such as fertilizers, agrochemicals, improved certified seeds, tractors and vaccines. Despite this level of official commitment, the sector's potential is yet to be fully utilized.

Gombe State has a total landmass of approximately 20,265 km² of which only about 35 per cent is not being used for crop production. This means that about 6,099 km² of land is still available for cultivation. The State traverses three vegetation zones, namely, the Sudan savannah in the northern part; the guinea savannah in the central part; and forest savannah in the southern part. It has an expansive and rich grazing land, which is conducive for animal husbandry. The State also has enormous water resources, comprising rivers, inland lakes,

Table 2.1A Crops Commonly Produced in Gombe State

S/N	Types of Crops
1.	Cereals: maize, sorghum, rice and millet
2.	Legumes: cowpea, groundnuts, soya beans and bambara nuts
3.	Fruits: mangoes, guava, oranges and pawpaw
4.	Vegetables: tomatoes, pepper, onions, okro, pumpkin, cabbage and melon
5.	Industrial crops: cotton, beniseed, sugarcane and sunflower
6.	Tree crops: gum Arabic, locust beans, cashew, moringa, African fan palm (muruci) and tree hibiscus (goron tula)

Table 2.1B Crops Commonly Produced in Gombe State, Classified by Types, LGA and Senatorial Zone

S/NO	LGA	Senatorial Zone	Fruits	Cereals	Legumes	Vegetables	Tree Crops	Industrial Crops
1	Akko	Gombe Central	Mango, Guava	Rice, Maize, Millet Sorghum	Groundnut Soya Beans Beans	Tomato, Pepper Onion Okro	Cashew	Cotton Beni seed Sugar Cane
2	Balanga	Gombe South	Mango	Rice, Maize, Millet Sorghum	Groundnut Soya Beans Beans	Tomato, Melon Onion Okro	Locust Beans	Cotton Beni Seed
3	Billiri	Gombe South	Mango	Maize, Rice Sorghum	Groundnut Soya Beans Beans	Pepper	Locust Beans	Beniseed Sun Flower
4.	Dukku	Gombe North	Mango	Maize, Millet Sorghum	Groundnut Beans	Okro Onion	Gum Arabic Locust Beans	NILL
5.	Fu-nakaye	Gombe North	NILL	Maize, Millet Sorghum	Groundnut Beans	NILL	Gum Arabic Locust Beans	NILL
6.	Gombe	Gombe North	NILL	Maize, Millet Sorghum Rice	Groundnut Beans	NILL	NILL	NILL
7.	Kaltungo	Gombe South	Mango	Maize, Millet Sorghum Rice	Groundnut Soya Beans Beans	Okro	Locust Beans African Fan Palm and Tree Hibiscus (Goron Tula)	Cotton
8.	Kwami	Gombe North	Mango	Maize, Millet Sorghum Rice	Groundnut Bambara Nut Beans	Tomato Onion	Locust Beans Gum Arabic	Beniseed
9.	Nafada	Gombe North	NILL	Maize, Millet Sorghum Rice	Groundnut Soya Beans Beans	Tomato Onion	Locust Beans Gum Arabic	Beniseed
10.	Shon-gom	Gombe South	Mango	Maize, Sorghum	Groundnut Soya Beans Beans	Okro Onion	Locust Bean	Cotton Beniseed
11.	Y/Deba	Gombe Central	Mango Guava Pawpaw Oranges	Maize, Millet Sorghum Rice	Groundnut Soya Beans Beans	Tomato Pepper Onion Okro Melon Pumpkin Sweet Potato Cabbage	Cashew Locust Beans	Cotton Beniseed Suflower

and dams. These water resources provide excellent irrigation potentials which could be harnessed for all-year-round agricultural production.

Fisheries

Gombe State has enough large water bodies, like the Dadin Kowa dam, Balanga dam, other rivers and lakes, to sustain the artisanal fishery industry. Fishing on these water bodies is the main economic activity of the fishermen and caters for the livelihoods of their families. With the recent insurgent activities in the North-East zone, the population of fishermen in Gombe State has increased due to migration from other States in the region. Some of the migrant fishermen have no fishing gears as most of them lost their properties to the insurgents. Consequently, the facilities of the resident fishermen have become overstretched as the internally displaced persons (IDPs) flock in to share these facilities with them. Consequently, the African Development Bank (AfDB) under the Inclusive Basic Services Delivery Livelihood Empowerment Integrated Project (IBSDLEIP) is funding a programme to support 100 fishermen with fishing nets and gears to reintegrate and help them to achieve economic recovery. Beneficiaries are currently being enrolled into the programme.

The Ministry of Water Resources owns a 6-hectare fish farm located at Dadin Kowa in Yamaltu-Deba Local Government Area of Gombe State. This farm was transferred to the former Bauchi State Ministry of Agriculture and Natural Resources following Federal Government directives that all agricultural functions of the River Basin Development Authorities in the country be transferred to State Ministries of Agriculture. Upon the creation of Gombe State in 1996, the farm was transferred to the Gombe State Ministry of Agriculture and then to the Ministry of Water Resources.

The farm is made up of 12 production ponds, six nursery ponds and a modern fish hatchery. The production ponds can hold over 200,000 fish fingerlings and grow them to table size. Table-size fish of this magnitude, when translated into cash, will yield high revenue to the government. The fish hatchery on the farm can produce about 2 million fingerlings per annum. This number can supply

the fingerlings requirements of the farm and even have some excess for sale to private fish farmers. In 2019, 50,000 fingerlings were hatched and grown to juvenile stages. Unfortunately, the unexpected flood of June 2019 swept them all away.

The Ministry of Agriculture also owns a fish feed mill made up of a hammer crusher mill (7.5kw), a mixer (mixes 400kg of feeds per hour), a boiler (0.75kw) and a pelletizer (15kw). The objective of procuring the machine is dual: to compound feeds for use on the government fish farm at Dadin Kowa and sell the excess to numerous fish farmers in the State. The Department was unable to carry out the second function successfully due to fish farmers' preference. The machine can only produce sinking feeds, while fish farmers in the State prefer floating feeds.

Although both the floating and sinking feeds contain the same type of ingredients, the fish farmers were not ready to patronize the commodity. To make the feed mill relevant both to the Department and to fish farmers, two production lines can run concurrently. The old machine can continue to produce sinking feeds to be used on the farm while the new one, an extruder, can be acquired to produce floating feeds.

Organization and Management of the Agricultural Sector

The agricultural sector is organized and managed under three directorates in the Ministry of Agriculture and Animal Husbandry. These are the Directorate of Agricultural Services; Directorate of Veterinary Services; and Directorate of Livestock Services. The Directorate of Fisheries was established in 1999 after it was carved out from under the Directorate of Agricultural Services where it existed as a unit. Now, it is no longer in the Ministry of Agriculture but in the Ministry of Water Resources.

The Directorate of Agriculture Services is saddled with the responsibilities of implementing both federal and state government policies on agriculture. The Directorate has a leased fertilizer blending plant, nine stores, three training canters (Ladongor, Wajari and Kupto) and a joint training school with Leventis Foundation (Agricultural Training School), Tumu. The Directorate also has five units under



it, namely, Agricultural Services Unit; Produce and Pest Control Unit; Tractor Hiring Unit; Land Management Unit; and Agricultural Credit Unit.

The Directorate of Veterinary Services is saddled with the responsibility of relieving animal suffering, providing wholesome meat and meat products, and developing hides and skin. It has eleven Area Veterinary Offices in all the Local Government Area Headquarters of the State. Contracts for seven veterinary clinics and a veterinary hospital were awarded by the past administration and they are at various stages of completion. Those of Akko and Nafada have been completed and are already in use.

The Directorate of Livestock Services is saddled with the responsibility of providing animal protein to the populace, managing stock routes, grazing reserves and provision of water. The Directorate has the following units: Dairy Farm; Poultry Production Unit (PPU); Range Management; Grazing Reserve and Stock Routes, and Water Development.

The Directorate of Fisheries provides extension services to all established and intending fish farmers in the State. The Directorate's extension services are not limited to aquaculture alone, they extend to

the teeming number of fishermen who exploit the water bodies in the State. Over the years, there has been a remarkable increase in the number of fish farmers in the State, which can be attributed largely to a growing awareness of fish farming globally and the influx of IDPs earlier mentioned.

Baseline Information/Data

Performance of the agricultural sector in Gombe State is measurable using selected performance indicators based on objectives of the sector. The key performance indicators include number of fertilizer beneficiaries; number of women and youths trained and empowered with agricultural skills; agricultural markets and food vendors covered by produce quality control measures; area of pest or disease infestation control covered; number of hectares prepared by tractors; number of farmers covered by extension agents; total number of cattle vaccinated; and the total number of animals treated against various ailments. Table 2.2 presents the sector's key performance indicators.

The Directorate of Fisheries has a mandate to generate statistical data from fishermen in the field. Apart from providing the statistics of fishermen at

their landing sites, the data also gives an assessment of the average catch of the fishermen per man-hour. Collation of the field catch assessment helps the Directorate to compute the annual fish production figure for the State. Unfortunately, the Directorate has not been doing any catch assessment for lack of logistics. Hence there is no baseline record to fall back on.

Current Objectives

The objectives of the various directorates are spelt out as indicated below.

Agricultural Services

- Ensure adequate and timely availability of fertilizer and other agricultural inputs at subsidized and affordable rates
- Control product quality through inspection to minimize adulteration and contamination
- Protect crops from pests and diseases
- Provide training and quality extension services to farmers
- Provide timely tractor services to farmers
- Collaborate with donor agencies on agricultural interventions
- 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 one digit to farmers across the State

Veterinary Services

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

Livestock Services

- Develop livestock subsector for the production of animal protein of high quality for the populace
- Promote animal entrepreneurship in the State, especially for youth and women empowerment
- Provide grazing reserves for the large population of cattle in the State
- Provide safe corridors (stock routes for ease of animal movement) which will further reduce farmer-grazer conflict
- Provide earth dams as a source of drinking water
- Make poultry production unit to serve as a pivot of training on poultry keeping for students and retirees



Fisheries

- 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
- Advise government on fisheries-related issues in the State
- Encourage research work in fisheries using local raw materials as inputs

Policies & Actions

The major efforts put in place by government to strengthen the agriculture sector include the following.

Agricultural Services

- Provision of agricultural inputs, e.g., fertilizers, improved seeds and agrochemicals
- Provision of farm machinery and farm power, e.g., tractors, water pumps, threshers, etc.
- Provision of strategic grain reserves
- Pests and diseases control services

Veterinary Services

- Provision of vaccines for animal vaccination
- Construction of veterinary clinics across the State
- Provision of support for clinical and laboratory diagnosis services

Livestock Services

- Constitution of farmer-header conflict resolution committees
- Tracing and retracing of stock routes
- Construction of earth dams for animals
- Demarcation and gazetting of grazing reserves

Fisheries

- Implementation of all government policies relating to fish farming in Gombe State
- Development of aquaculture in the State
- Development of artisanal fisheries in the State (capture fisheries promotion)
- Collaboration with the Federal Department of Fisheries on all national fisheries programmes.

Generally, the policies and actions of government in the agricultural sector include:

- Establishment of an Agricultural Development Fund (ADF)
- Ongoing training of youths and women at the Tumu Training Centre
- Modernization of agriculture through a transition from traditional labour-based agriculture to technology-based agriculture
- Development of a produce and pest control policy, including annual locust and quail birds' aerial and ground spray
- Annual procurement and distribution of fertilizers at a subsidized rates
- Maintenance of strategic grain reserves
- Provision of support for small women farmers in the budget
- Collaboration with the Federal Ministry of Agriculture and Rural Development and its agencies to implement the National Agricultural Policy
- Provision of credit facilities at one digit to individuals and cooperative societies
- Adoption of a vaccination policy that compels annual vaccination of all livestock against CBPP and PPR, respectively.
- Adoption of an Annual Anti-rabies Vaccination Policy
- Passage of a Land Tenure Act
- Design of a Nomadic Settlement Programme.
- Design of a Nomadic Education Programme
- Establishment of *Ruga* (Cattle grazing reserves)
- Development of pastures to feed the growing number of livestock in the State

Policy Outcomes

- There is a general improvement in the quality and yield of crops.
- Management of animal health has become more effective.
- People now have access to healthy and wholesome meat and meat products in a hygienic environment.
- Conflicts between farmers and herders have been reduced to the barest minimum.
- Nomadic education helps pastoralists to understand and embrace government policy.
- More youth and women participation has been



- recorded in the entire agriculture value chain.
- There has been increased agricultural productivity and profit.
- More agro-industries have been established across the State.
- The State has given attention to the development of aquaculture through the provision of extension services to all intending fish farmers.
- A forum has been created for interaction between State officials and fishermen. Such a forum serves as an avenue for educating the fishermen, especially on how to exploit the water bodies on a sustainable basis. It is also an avenue to warn them about the dangers of using obnoxious fishing methods.
- The government has maintained effective partnership with the Federal Department of Fisheries to execute the National Fisheries Programmes in the State.

Key Challenges

Given the limitations in the operating environment, it is obvious that certain challenges will be encountered. These include the following:

- Lack of adequate resources to fund:
 - Farm inputs procurement
 - Veterinary services
 - Pasture development
 - Cattle route and grazing reserve

management

- Training of youth and women empowerment in agriculture
- Strategic grains reserve
- Inadequate training facilities for youth and women
- Grazing reserve and stock route encroachment
- Inadequate number of tractors to meet the demand of farmers
- Lack of agro-food processing packaging plants and industries to reduce waste in agricultural produce and encourage the production of surplus for economic gains.
- Heavy encroachment on the grazing reserves and stock routes
- Desertification
- Erosion
- Urbanization/industrialization
- Inadequate supply of technical and non-technical manpower
- Land fragmentation
- Unstructured land tenure system
- Inadequate provision of vaccine, drugs and clinical tools
- Lack of high progeny of animal breeds
- Irregular release of counterpart funds
- Lack of political will on the part of government
- Lack of mobility

Other challenges concerning the Directorate of Fisheries include:

- The need for a steady source of power. The Dadin Kowa Fish Farm needs a steady source of power to lift water to overhead tanks and facilitate other farm processes. In due course, water from the overhead tanks returns by the force of gravity and is used during hatching of fish.
- Complete rehabilitation of the Dadin Kowa Fish Farm. This is because some of the dykes are broken and the ponds have silted up.
- The need for a steady source of water on the farm. Water required for use on the farm can be made available through the sinking of at least five boreholes or tapping water from the nearby Gongola River.
- Occasional flooding. The fish farm became flooded twice in eight years, resulting in heavy losses. This explains why the Department carries out its fish hatching and culture before the onset of the rains.
- The need to acquire a fibreglass boat. Without the use of boats, some fishing communities cannot be accessed.
- Lack of logistic vehicles and motorcycles in the department.
- The need to procure an extruder machine for the production of floating feeds is paramount.

Existing Policy and Institutional Framework

Gombe State's agricultural sector is composed of the following MDAs:

- Ministry of Agriculture and Animal Husbandry
- Gombe State Agricultural Development Programme (GSADP)
- Gombe State Agricultural Supply Company (GOSAC)

The Directorate of Fisheries was established following the creation of the Ministry of Water Resources in 1999. Since then, the fisheries sector has been domiciled in the Ministry of Water Resources, under the Department of Fisheries, and is headed by a Director. There is no other Agency or Department in the State that promotes the activities of the fisheries sector. However, the Agricultural Development Programme (ADP), which

is an agency in the Ministry of Agriculture, has some consideration for fisheries in their extension package to farmers. As of now, Gombe State has no state agricultural policy; thus, the State Ministry of Agriculture and Animal Husbandry is using the National Agricultural Policy. Nevertheless, key agricultural projects and programmes implemented in the State include:

The Gombe State Agricultural Development Programme (GSADP)

- Policy: Gombe State Agricultural Development Project.
- Ministry: Ministry of Agriculture and Animal Husbandry.
- Agency: Project.
- Department: Extension Department, Technical Services, PME, Rural Institutional Development, Finance, HRD/Administration
- Units: Extension Services, Media Unit, Women in Agriculture, Crop & Farming System, Agroforestry, Seed Multiplication, Fisheries, Animal Traction, Soil Conservation & Land Management, Crop Protection, Irrigation, Planning, Monitoring, Evaluation, Group Formation, Rural Credit & Finance, Agro. Business, Small Scale Irrigation Development, Finance, Internal Control Unit, Procurement, Training, Administration, Security.
- Activities:
 - Strengthen adaptive research along with farming system's approach
 - Strengthen the ability of the extension services to advice on farming activities and enterprises managed by women farmers
 - Increase food security and alleviate poverty
 - Unify the State's agricultural extension services' capacity range management
 - Adapt and promote farm-level agroforestry, soil and water management practices
 - Adapt and promote animal traction and simple farm implements for use
 - Increase dry season farming crop yields by developing small-scale irrigation
 - Incorporate environmental protection into the farming processes
 - Encourage private sector partnership in agriculture

FADAMA

- Policy: FADAMA Development Projects
- Ministry: Ministry of Agriculture and Animal Husbandry
- Agency: GSADP
- Dept.: Nil
- Units: Communication & Information Support, Technical Training Unit, Community Development, Gender & Livelihood, M&E, Procurement, Environmental Office, Rural Finance & Livelihood, and Project Accounts.
- Activities:
 - Youth empowerment through cash for work
 - Social and environmental safeguards
 - Extension of intervention programmes to IDPs and communities
 - Rendering assistance which helps individuals to recover and grow faster economically

UNDP/GEF Project

- Policy: Fostering Sustainability and Resilience for Food, Security in the Savannah Zone of Northern Nigeria
- Ministry: Ministry of Agriculture and Animal Husbandry
- Agency: GSADP
- Dept.: Nil
- Units: M&E, Extension & Gender, Project Accounts, Media & Communication
- Activities:
 - Scaling up sustainable agricultural practices and market opportunities for smallholder farmers
 - Encouraging youth involvement and reducing gender disparities in agricultural production.

Training Project

- Policy: Transforming Irrigation Management in Nigeria
- Ministry: Ministry of Agriculture and Animal Husbandry
- Agency: GSADP
- Dept.: Nil
- Units: Nil
- Activities:
 - Provision of extension services to targeted

- communities through Farmer Field School
 - Farmer organization and capacity building
 - Coordination, monitoring and evaluation

Sasakawa Global 2000

- Policy: Sasakawa Global 2000 Project
- Ministry: Ministry of Agriculture and Animal Husbandry
- Agency: GSADP
- Dept.: Nil
- Units: Nil
- Activities:
 - To provide extension services to smallholder farmers in all areas of agriculture

Legal Environment

The enabling laws and legal provisions governing Gombe State agricultural interventions include:

- Edit No 4 Dec 1978 of Bauchi State
- Land Use Act 1978
- Farmer-Grazer Conflict Resolution Act
- Bye-Laws on the Stock Route and Grazing Reserve by Local Government
- Meat Edit 1963
- Animal Disease Control Act 1988

The Department of Fisheries does not have an existing fisheries law other than the Northern Nigeria Fisheries Law. However, the Department recently drafted a Fisheries Edict which it submitted to a committee the Government of Gombe State constituted to harmonize all revenue laws to ease the collection of revenues in the State.

Prospects

- Procurement and distribution of farm inputs to farmers at a subsidized rate can enhance yield by 40 per cent within five years.
- Training of youths and women on agricultural entrepreneurship can reduce unemployment by 60 per cent in the next five years.
- Effective, efficient and timely control of pests can increase food production in the State
- Procurement and management of 350 tractors for hiring service will go far in bringing more fallow land under cultivation.
- Hygienic and wholesome meat and meat products will predominate the consumer markets.

- Smooth delivery of veterinary services through prompt animal treatment, control and prevention of zoonosis will greatly improve animal health across the State.
- Internally generated revenue can be increased by stocking good breed of poultry for sale as day-old chicks, table eggs and feeds from the feed mill.
- The Poultry Production Unit (PPU) can employ many youths when put to functional use.
- Year-round cultivation of crops is possible due to availability of irrigation facilities provided by three dams in the State – Dadin Kowa, Balanga and Cham.
- Poverty reduction becomes an achievable goal with these concerted efforts by all stakeholders.

The fisheries subsector of animal farming holds enormous prospects for both private and public sector investments. The unexploited nature of the sector makes it a reservoir of economic potentials. With the full participation of the private sector, huge revenues can accrue to the government in form of taxes, fees, charges and royalties.

Manufacturing Situation Analysis

The manufacturing sector plays a critical role in the development of any economy in the world. The sector is a major driver of growth and jobs due to its multifaceted nature. In Nigeria, although the sector is dominated by the production of food, beverages and tobacco with sugar and bread featuring prominently, the sector comprises of sub-sectors. These sub-sectors include cement, textile, apparel and footwear, chemical and pharmaceutical products, pulp, paper and paper products. Although the Nigerian manufacturing sector is among the largest in Africa, the sector remains relatively underdeveloped in Gombe State.

Apart from the Ashaka Cement Company and a few small-scale industries, there is a near total absence of manufacturing concerns in Gombe. However, the current administration is committed to developing the sector as it has approved the acquisition of 1,000 hectares of land for the establishment of the Gombe Industrial Park to provide an enabling environment for investors to set up businesses. The

TABLE 2.2 Agriculture Sector Baseline information/Data (I)

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE/ YEAR
1.	Inputs support to farmers at a subsidized rate	Number of bags	20,000 mt assorted fertilizer	20,000 mt assorted fertilizer	20,000 mt assorted fertilizer	10,000 mt assorted fertilizer	3,600mt assorted fertilizer	Internal records
2.	Reduction in the unemployment rate	Number of youths and women trained and empowered	150 trainees	300 trainees	150 trainees	150 trainees	150 trainees	Internal records
3.	Products quality control, grading and standardization	Agricultural markets and food vendors covered	State-wide	State-wide	State Wide	State-wide	State wide	Internal records
4.	Pests and diseases control	Area of pests or disease infestation covered	Aerial control across the State	Aerial control of Funakaye and Nafada axis.	NA	NA	Nafada, Y/Deba, Shongom, Balanga	Internal records
5.	Timely provision of land preparation activities	The number of hectares prepared by tractors	NA	NA	NA	NA	NA	Internal records
6.	Provision of training and effective extension services	Number of farmers covered by extension agents	State-wide	State-wide	state-wide	State-wide	state-wide	Internal records
7.	Collaboration with donor agencies and development partners on agricultural interventions in the State	Number of development partners/donor agencies' projects in the State.	5	5	5	5	5	Internal records

8	Annual vaccination	Number of cattle vaccinated against CBPP	151,510	0	0	98,250	588,754	Internal records
9	PPR vaccination	Number of sheep and goats vaccinated	0	0	0	0	397,261	Internal records
10	Clinical services	Number of animals treated against various diseases	400,432	643,048	936.202	682,671	418,945	Internal records
11	Meat inspection	Number of animal slaughtered and inspected	0	0	0	0	397,261	Internal records
12	Grazing reserves	Total number of grazing reserves gazetted – 58	G-NG 6:52	G-NG 6: 52	G-NG 6: 52	G-NG 6: 52	G-NG 6: 52	Handing over note
13	Stock routes	Total number traced – 121	121	121	121	121	121	Handing over note
14	Dams/boreholes	Number of dams/ boreholes constructed – 19	Dams: 13 Boreholes: 6	Dams: 13 Boreholes: 6	Dams: 13 Boreholes: 6	Dams: 13 Boreholes: 6	Dam 13 Borehole 6	Handing over note
15	Budget implementation	Percentage of implementation	Current expenditure: 89.79% Capital expenditure: 42.28%	Recurrent expenditure: 84.01% Capital expenditure: 104.15%	Recurrent expenditure: 93.05% Capital expenditure: 34.29%	Recurrent expenditure: 62.35% Capital expenditure: 66.65%	Recur. Exp. 65.98% Capt. 20.08%	

Notes:

G..... Gazetted Grazing Reserve

NG..... Non-Gazetted Grazing Reserve

Table 2.3 Agriculture Sector Baseline Information/Data (II)

Key Performance Indicators (KPIs)	2015	2016	2017	2018	2019	Source
Estimated No. of cattle in Gombe State	361562	339631	340563	N/A	N/A	Stat. Year Book
Estimated No. of sheep in Gombe State	583047	706747	708382	N/A	N/A	Stat. Year Book
Estimated No. of goats in Gombe State	687451	752385	760290	N/A	N/A	Stat. Year Book
Estimated No. of camels in Gombe State	27	36	46	N/A	N/A	Stat. Year Book
No. of cattle vaccinated in Gombe State	1103609	101153	269175	N/A	N/A	Stat. Year Book
No. of sheep vaccinated in Gombe State	41768	39671	86260	N/A	N/A	Stat. Year Book
No. of goats vaccinated in Gombe State	44900	41779	73776	N/A	N/A	Stat. Year Book
No. of dogs vaccinated in Gombe State	N/A	612	1081	N/A	N/A	Stat. Year Book
No. of dams in Gombe State	27	N/A	27	N/A	N/A	Stat. Year Book
Total size of Dams (KM3) in Gombe State	1173.9	N/A	646.55	N/A	N/A	Stat. Year Book
No. of grazing reserves in Gombe State	65	N/A	N/A	N/A	N/A	Stat. Year Book
No. of tractors distributed in Gombe State	13	4	N/A	N/A	N/A	Stat. Year Book
No. of registered SASSAKAWA farmers in Gombe State	1239	630	N/A	N/A	N/A	Stat. Year Book
No. of metric tons of fertilizer distributed in Gombe State for SASSAKAWA farmers	41.5	24.5	N/A	N/A	N/A	Stat. Year Book
No. of areas affected by gully erosion in Gombe State	271	29	49	N/A	N/A	Stat. Year Book
Estimated land area affected gully erosion in km ² .	723.731	673.808	282.946	N/A	N/A	Stat. Year Book
Estimated land area of gully erosion control in km ² .	723.731	47.038	282.946	N/A	N/A	Stat. Year Book

Table 2.4 Nigerian Manufacturing Sector (Growth, % y/y)

Sector/Sub-sectors	Q1	Q4	Q3
	2018	2017	2017
Manufacturing	3.4	0.1	-2.9
Oil Refining	7.1	-46.2	-45.4
Cement	5.3	-1.9	-4.6
Food, beverages and tobacco	5.5	2.2	0.6
Textiles, apparels and footwears	1.9	1.7	0.2
Wood and wood production	1.5	0.4	1.2
Pulp, paper and paper products	3.4	2.7	-1.8
Chemical and pharmaceutical products	1.4	4.8	0.2
Non-metallic products	-4.9	3.3	1.8
Plastic and rubber products	0.4	3.4	0.7
Electrical and electronics	10.1	0.7	0.8
Basic metal and iron & steel	0.9	1.5	-0.4
Motor vehicle and assembly	2.3	0.2	-21.3
Other manufacturing	-0.6	2.8	-9.7

proposed industrial park is sited within the vicinity of the Dadin Kowa Hydro Electric Power Plant. This is near the Dadin Kowa Dam located five kilometres north of Dadin Kowa village where the government is encouraging investors to set up mega factories and medium-scale industries.

Moreover, the recent efforts of the Nigerian government, such as facilitation of cheaper funding, discriminatory foreign exchange policies and import bans (prohibition of some imported manufactured products), create enormous opportunities for development of the manufacturing sector in Gombe State. A cursory look at Table 2.5 reveals a number of products that can be produced domestically using locally sourced raw materials and employing cheap labour.

Baseline Information/Data

Performance of the manufacturing sector in Gombe State is measurable using selected performance indicators based on the sector's objectives. However, due to the lack of relevant data as well as lack of proper institutional framework, information for baseline analysis is not available. The key performance indicators in the sector should include manufacturing total output; manufacturing total output per subsector; the total number of companies/businesses per subsector; the total

number of people employed in the manufacturing sector; the total number of people employed per subsector; manufacturing labour force distribution by gender; manufacturing labour force distribution by age; and manufacturing labour force distribution by skills (skilled, unskilled and semi-skilled). Table 2.6 presents the sector's key performance indicators.

Key Challenges

- Inadequate and epileptic power supply
- Lack of critical infrastructure
- Regulatory issues: tax administration
- Inadequate funding
- Insecurity
- Lack of proper institutional guidance, regulatory compliance and documentation
- Non-existence of trade facilitation measures and policies
- Poor business development strategies
- Absence of private sector interest and participation
- Non-availability of well-funded research institutions to support the sector
- Lack of data for planning

Existing Policy and Institutional Framework

The MDAs responsible for the manufacturing sector

Table 2.5 Nigeria: Manufactures in Import Prohibition List

S/N	Prohibited Items
1.	Refined vegetable oils and fats
2.	Cocoa butter, powder and cakes
3.	Spaghetti/noodles
4.	Fruit juice in retail packs
5.	Waters, mineral waters, aerated waters
5.	Bagged cement
6.	Medicaments (e.g. Paracetamol, multi-vitamins, etc.)
7.	Waste pharmaceuticals
8.	Soaps and detergents
9.	Mosquito repellent coils
10.	Rethreaded and used pneumatic tyres
11.	Corrugated paper and paper boards
12.	Telephone recharge cards and vouchers
13.	Carpets and other textile floor coverings
14.	All types of footwear, bags and suitcases
15.	Hollow glass, bottles of a capacity exceeding 150mls
16.	Ball point pens and parts including refills
17.	Tomato paste or concentrate

Source: Nigeria Customs Service

Table 2.6 Manufacturing Sector Baseline information/Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE/ YEAR
1.	Implement industrial policy/ programme	Establishment of an industrial park / layout	NA	NA	NA	NA	Acquisition of land of 5km by 2km (1000 hectares) along Dadin Kowa-Biu Road, Yamaltu Deba LGA as Industrial Park Enterprise Zone	Approved budget 2020

Source: Gombe State Ministry of Trade, Industry and Tourism, 2020.

in Gombe State are:

- Ministry of Commerce, Industry and Tourism
- Gombe State Investment Promotion Agency
- Gombe State Enterprise Development and Promotion Agency

Prospects

- By the time the Dadin Kowa Hydro Power Plant is put to use, the industrial park will be a hub for trade and investment in the State and the North-East zone at large.
- The industrial park is poised to generate over 10,000 direct and 100,000 indirect jobs when

completed, thus providing job opportunities for the teeming youths.

- Protection measures by the government can attract and accelerate more investment by the private sector (both domestic and foreign).
- The availability of cheap labour, raw materials and other domestic inputs makes the surroundings of the State production-friendly.
- Existence of buoyant demand and a ready market for goods and services in the State and the North-East zone are strong indicators of the huge potentials of the manufacturing sector in Gombe State.

- The manufacturing sector has the potential of not only creating jobs but also creating wealth and increasing the incomes of most people.
- Development of the sector can lead to significant improvements in the standard of living of Gombe citizens.
- Through the various initiatives of the government, such as the Gombe Industrial Park, the sector has the potential to increase the contribution of Gombe State to Nigeria’s GDP.
- Strategic development efforts in the manufacturing sector will ensure an expansion of the internally generated revenue base as well as increase the State’s internally generated revenue.
- The Gombe Industrial Park has the potential to foster diversification of the economy of the State.
- All these measures have the capacity to reduce poverty.

Oil, Gas and Other Solid Minerals

Oil and Gas Situation Analysis

The oil and gas sector remains a critical part of Nigeria’s economy. The oil and gas sector in Gombe State is relatively weak and has remained largely untapped over the years. Interestingly, in October 2019, the Nigerian National Petroleum Corporation (NNPC) declared that it had discovered hydrocarbons, comprising crude oil, gas and condensates in the Kolmani River II Well on the Upper Benue Trough, Gongola Basin, in the north-eastern part of Nigeria. The discovery was made after eight months of crude oil exploration in the

area which is the border community between Bauchi and Gombe States.

The crude oil exploration began in February 2019, following the inauguration of the drilling site (at the Kolmani River – II Well located at Barambu, a border village between Bauchi and Gombe States) by President Muhammadu Buhari. The oil search revealed the existence of oil and gas in several levels in the Upper Benue Trough, Gongola Basin. Further tests are ongoing to confirm the hydrocarbon volumes, commercial viability and flow of the Kolmani River reservoirs. The discovery consists of gas, condensate and light sweet oil of API gravity ranging from 38 to 41 found in stacked siliciclastic cretaceous reservoirs of Yolde, Bima sandstone and Pre-Bima formations.

With the support of the Gombe State Government and the full cooperation of all the communities in Gombe State, the ongoing NNPC oil exploration activities in the Gongola Basin may not only be successful but will also foster impactful development in the oil and gas sector in Gombe State. More so, the discovery of oil in the Kolmani River II is a strong indication already that Gombe State is on its way to becoming an oil-producing state.

Solid Minerals

The solid minerals sector is a non-oil sector and an alternative revenue source that can achieve the objective of diversifying the economy if strategically developed. Gombe is a mineral-rich State as it sits on about fifty solid minerals. The State is among the leading producers of gypsum, limestone and

Table 2.7 Some Solid Minerals found in Gombe State

S/N	Solid Minerals
1.	Industrial Minerals and Rocks: Clay, limestone, gypsum, kaolin, silica sand, lead, (is available in substantial quantities), taic, diatomite, hilites, bar-ites, mica, bentonite and calcite.
2.	Metallic Ores: Galena, spalerite, iron ore, opal, feldspar, copper.
3.	Gemstone: Aquamarine, sapphire, tourmaline, topaz, garnet, amethyst.
4.	Energy and Fuel: Coal and uranium



coal (which are being mined by the Ashaka Cement Company) in Nigeria. The sector has, however, remained largely undeveloped over the years as reservoirs of diverse kinds of solid minerals remain untapped.

The current administration is committed to unlocking and tapping these mineral endowments and other resources to diversify the economy of the State. In 2020, the state government, in collaboration with the Solid Minerals Development Fund (SMDF) under the Federal Ministry of Mines and Steel Development, hosted a 2-day strategic engagement workshop on coal, industrial and metallic minerals for the north-east geopolitical zone. The workshop aimed to sensitize the stakeholders on how to leverage the potentials and opportunities available in the solid minerals sector. With such laudable initiatives and many more to come, the State is well positioned to become a trailblazer in the solid minerals sector.

Baseline Information/Data

The performance of oil and gas and the solid minerals sector in Gombe State can be measured using selected performance indicators based on the sector's objectives. Apart from a few minerals that have been exploited, especially in the production of cement, the sector is largely undeveloped. Among the factors responsible for this are lack of relevant

data, lack of proper institutional guidance and documentation, and non-availability of information for baseline analysis.

Key Challenges

Key challenges faced in the development of the sector include:

- Insecurity, which poses a serious threat to the development of the oil and the solid minerals sectors
- Inadequate and epileptic power supply
- Inadequate funding
- Lack of proper institutional guidance, regulatory compliance and documentation
- Absence of Public Private Partnership (PPP) arrangements
- Absence of private sector investments (both domestic and foreign)
- Lack of critical infrastructure
- Inadequate trained manpower with the required skills set for the sector

Existing Policy and Institutional Framework

The MDAs responsible for the oil, gas and solid minerals sector in Gombe State are:

- Ministry of Energy and Mineral Resources
- Gombe State Energy and Mineral Resources Development Agency

Table 2.8 Solid Minerals and Their Location in Gombe State

S/N	Solid Minerals	Location	LGA
1	Gypsum	Pindiga	Akko
2	Kaolin	Kumo	Akko
3	Coal	Maiganga	Akko
4	Limestone	Pindiga	Akko
5	Petroleum	Pindiga	Akko
6	Bentonite	Pindiga	Akko
7	Lead	Kumo	Akko
8	Ventaline	Pindiga	Akko
9	Potassium	Bambam, Cham and Dangaji	Balanga
10	Gypsum	Dadiya	Balanga
11	Limestone	Cham	Balanga
12	Granite and Kaolin	Dogondutse & K/Bawa	Balanga
13	Columbite	Mai Tunku	Balanga
14	Potassium	Todi and Tal	Billiri
15	Coal	T/Kwaya and Payign	Billiri
16	Iron Ore	Tal	Billiri
17	Granite	Kalmal	Billiri
18	Gypsum	Billiri	Billiri
19	Limestone	Landogor	Billiri
20	Kaolin	Gombe Abba	Dukku
21	Gypsum	Tongo, Ribadu and Bodor	Funakaye
22	Kaolin	Tilde, Siddikuuu	Funakaye
23	Crude Oil	Tilde, Siddikuuu, Ashaka and Kupto	Funakaye
24	Cement	Ashaka Cement	Funakaye
25	Igneous Rock	Tilde and Bage	Funakaye
26	Uranium	Gombe	Gombe
27	Baltic	Gombe	Gombe
28	Mica	Gombe	Gombe
29	Diatoms	Gombe	Gombe
30	Clay	Gombe	Gombe
31	Kaolin	Gombe	Gombe
32	Gypsum	Gombe	Gombe
33	Coal	Gombe	Gombe
34	Limestone	Tungo	Kaltungo
35	Gum Arabic	Tula Hill	Kaltungo
36	Uranium	Kilang Hill	Kaltungo
37	Kwaranda	Lakwaime/Stock	Kaltungo
38	Granite	Tula Hill	Kaltungo
39	Gold	Awak Hill	Kaltungo
40	Kaolin	Ture and Tula Areas	Kaltungo
41	Gypsum	Dukkul D/Fulani	Kwami
42	Coal	Doho	Kwami

43	Petroleum/Gas	Gadam	Kwami
44	Petroleum/Gas	Bojude	Kwami
45	Kaolin	Birinfulani, Nafada	Nafada
46	Gypsum	Ngango, Konja, Barwo,	Nafada
47	Iron Ore	Jaurobarde	Nafada
48	Pure Sand	Nafada, B/Winde, B/Nasarawa, B/Sg	Nafada
49	Coal	Birin Bolawa	Nafada
50	Limestone	Biri	Nafada
51	Precious Stone	Biri	Nafada
52	N.A.	N.A.	Shongom
53	Gypsum	Lubo, Kurba & Kuri	Y/Deba
54	Marble	Pata, Lano & Jagali	Y/Deba
55	Barile	Jagali, Pata & Liji	Y/Deba
56	Limestone	Lambam & Lubo	Y/Deba
57	Kaolin	D/Kowa & Jagali	Y/Deba

Note: N.A.: Not available.

Source: Gombe State Bureau of Statistics, Facts and Figures, (2019)

- Gombe State Enterprise Development and Promotion Agency

Prospects

- The discovery of oil is a magnet for attracting foreign direct investment to the State
- The sector is capable of generating employment opportunities for the citizens
- Increases in the incomes of the people are guaranteed
- There are bound to be improvements in the

standard of living and welfare of people

- There will be an increase in the internally generated revenue of the State
- Poverty will further reduce in the State

Commerce, Trade and Industry

Situation Analysis

Gombe State is the commercial nerve centre of the North-East geopolitical zone. The State has experienced fairly rapid development because of its

Table 2.9: Number of Major Business Establishments in Gombe State

LGA	Type of Business Establishments					
	Block Industries	Petrol Stations	Bakeries	Business Centres	Furniture Industries	Table Water
Akko	19	35	16	69	47	13
Balanga	6	3	3	7	8	3
Billiri	6	5	4	25	8	4
Dukku	9	5	15	4	25	8
Funakaye	37	15	23	23	18	17
Gombe	157	46	127	68	113	36
Kaltungo	11	7	3	16	17	4
Kwami	3	11	8	5	4	4
Nafada	3	6	4	3	6	2
Shongom	2	2	2	4	6	
Y/Deba	10	15	7	7	20	10
Total	267	150	212	231	272	101

Source: Ministry of Trade, Industry and Tourism (2020)



suitability as a centre of commerce and industry and its stance as home to an enterprising population. The State has enjoyed a favourable position over the years in the ease of doing business ranking in Nigeria. This explains the presence of a host of micro, small and medium enterprises (MSMEs) in the State. Given the enormous potentials it stands to gain from commerce, trade and industry, the state government is committed to developing the sector. This is evident in the existence and growth of many cooperative movements across many sectors in the State. Furthermore, the Gombe Industrial Park is one of the laudable initiatives of the government that will serve as a trade and investment hub for the State and the North-East zone.

From the inception of Gombe State, the Ministry of Trade, Industry & Tourism has been among the mainstream ministries with an existing structure and which has maintained its position as the main revenue generating Ministry, thus encompassing all economic activities in the State. The Ministry has its Area Commercial Offices across all the eleven Local Government Areas of the State where they function as representatives of the Ministry by overseeing all commercial, industrial and tourism activities taking place in the LGAs.

However, the Ministry originally consisted of four key functional departments, namely, Commerce, Industry, Tourism and Small-Scale Industries.

The Department of Small-Scale Industries was transformed into an Agency called Gombe Enterprise Development Agency (GEDPA) in 2016 and, the same year, a Commodity Exchange Centre (COMDEC) was established as off-takers of all agro-allied produce from the State which package the same for export.

Baseline Information/Data

Performance of the Commerce, Trade and Industry sector in Gombe State is measurable using selected performance indicators based on the sector's objectives. Government is focused on entrepreneurial development, skills development and the establishment of mechanic villages to enhance competitiveness among automobile technicians. However, the lack of relevant data and proper institutional guidance and documentation makes it difficult to have adequate information for baseline analysis. However, Table 2.10 presents a semblance of baseline data in the motor vehicle and assembly sub-sector.

Current Objectives

The main objectives include skills development through training; provision of basic infrastructure to grow MSMEs effectively and create a conducive business environment; provision of adequate support for start-ups; and encouragement and promotion of innovations. Among the key supporting apparatus for MSMEs in the State are to:



- Develop an MSME sector that is the driver of the State's economic growth and development
- Develop a viable and sustainable MSME sector that is capable of competing both nationally and globally in product quality, services and pricing
- Develop and improve entrepreneurial/management skills and competencies of existing and potential entrepreneurs
- Increase opportunities for entrepreneurship and technical skills training to create more direct and indirect employment opportunities
- Encourage the adoption of technology in the production of goods and services
- Increase access to funding and financial services
- Encourage forward and backward linkages with other sectors of the economy
- Help grow a domestic market for the MSMEs

Policy/Actions

- Establishment of mechanic villages at four entry points to Gombe State
- Entrepreneurial development through training, seminars and workshops.

Policy Outcomes

- The State is a hub for artisanship development. This promotes innovation and competition.
- There is an increase in the inflow of entrepreneurs/industrialists into the State.
- There is an increase in revenue generation to the State and the nation in general.
- There are increasing employment opportunities for the citizenry.

Key Challenges

- Inadequate funding
- Insecurity due to insurgency in the region

Table 2.10 Commerce, Trade and Industry (Motor Vehicle and Assembly Sub Sector) Baseline information/Data

S/N	OBJECTIVES	KPIS	2015	2016	2017	2018	2019	SOURCE/YEAR
1.	Establishment of mechanic villages at the four entry points to Gombe (Securing of land along the Gombe-Kumo Road as a pilot scheme).	No of automobile technicians accommodated in the village	NA	NA	NA	NA	NA	Approved Budget 2020

Source: Gombe State Ministry of Trade, Industry and Tourism, (2020)

- Inadequate and epileptic power supply
- Tax issues, especially multiple taxation
- Absence of regulatory compliance
- Poor documentation process
- Lack of critical infrastructure
- Non-availability of credit facilities
- The influx of imported finished products, which render local products non-competitive

Whereas these challenges are peculiar to the entire commerce, trade and industry sector, MSMEs in Gombe State face some specific challenges among which are the following:

- Poor entrepreneurial capability of operators running the MSMEs
- Aversion to joint ownership, which is a major setback in achieving the desired relative of MSME cooperation.
- Influence of family interference, which is a major constraint to effective personnel recruitment/placements, discipline and so on
- Weak financial management.
- Non-recruitment of qualitative staff in order to keep running cost low, thus compromising the quality of outputs
- Poor record keeping (especially of accounting books), which makes evaluation either by the business owner or potential investors difficult.
- Lack of standardization of products, which has the capacity of producing a market share with a negative impact on funding.
- Low capacity to invest in research and development (R&D), which affects the ability to develop cheaper and better methods of production.
- Low use of ICT in operations, which has a direct effect on the cost of production, thereby making MSMEs unattractive.

Existing Policy and Institutional Framework

The MDAs responsible for the Commerce, Trade and Industry sector in Gombe State are:

- Ministry of Commerce, Industry and Tourism
- Gombe State Investment Promotion Agency
- Gombe State Enterprise Development and Promotion Agency

Legal Environment

For the legal and regulatory framework, the Ministry of Commerce, Industry and Tourism is in constant consultation with the Ministry of Justice on legal issues that are of best interest to the State.

Prospects

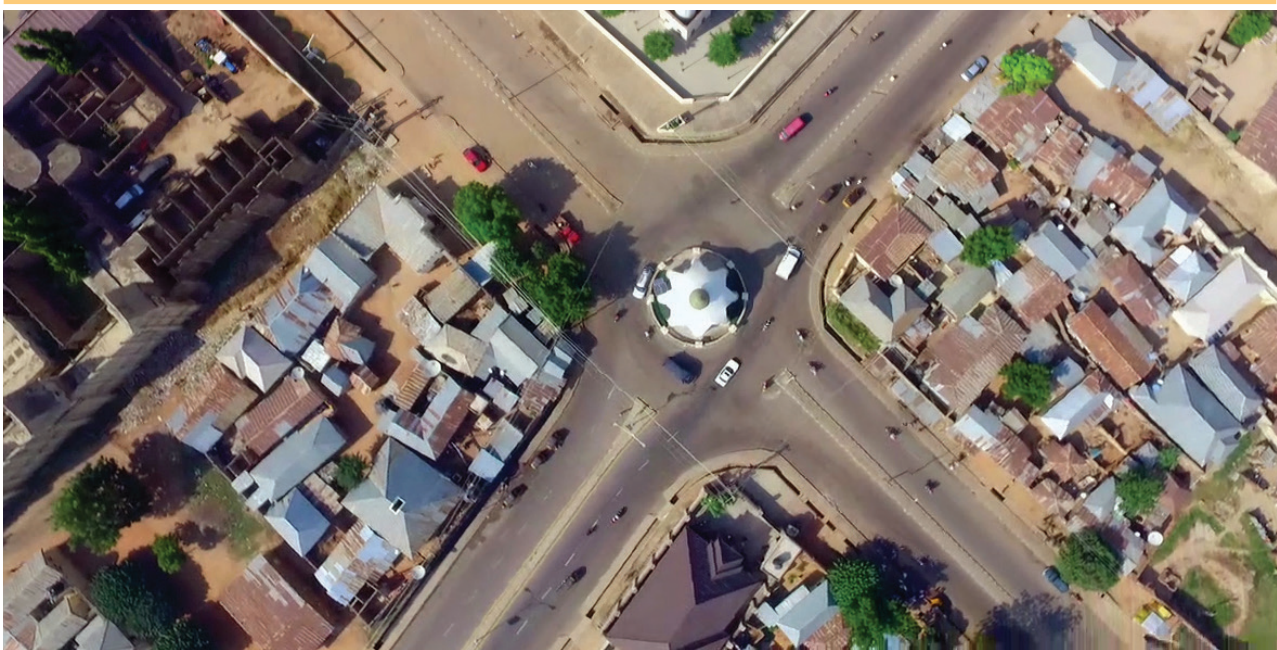
- Creating more industrial layouts and clusters across the State to encourage more MSMEs to emerge
- Creating a conducive business environment to attract domestic and foreign direct investments
- Creating job opportunities for the people
- Increasing the incomes and wealth of the people
- Improving the standard of living and welfare of people
- Increase in the internally generated revenue of the state.
- Reducing poverty
- Creating a conducive business environment to attract investors to join the State in exploiting its abundant natural resources
- Regulating MSMEs properly to foster the production of high quality made-in-Gombe goods

Tourism

Situation Analysis

Tourism is one of the critical sectors that contribute significantly to Nigeria's gross domestic product. In Gombe State, the sector plays a prominent role in the quest for economic diversification by successive governments. Since the creation of Gombe State, the government has made efforts to develop tourism into an economically, socially and politically viable industry in line with the Federal Government's Tourism Policy. Thus, in 1997, officials of the State Ministry of Trade, Industry and Tourism and the Local Government Councils toured the eleven local government areas, namely, Akko, Balanga, Billiri, Dukku, Funakaye, Gombe, Kaltungo, Kwami, Nafada, Shongom and Yamaltu-Deba, to identify all the potential tourism sites in the State.

The outcome of the exercise was amazing. The officials identified numerous potential tourism sites,



many of them characterized by beautiful natural features ranging from colourful open places and wonderful mountain formations. There were other interesting sites such as the Tula hideout caves, the undeveloped forest of Kanawa plantation, the scenic beauties of Dadin Kowa, and the Cham and Balanga Dams. The team also identified several historical monuments. Table 2.11 presents a list of the identified tourist sites in the State.

Baseline Information/Data

Performance of the tourism sector in Gombe State can be measured using selected performance indicators based on the sector's objectives.

Current Objectives

The current objectives of the State in this sector are to:

- Increase the inflow of foreign exchange through

Table 2.11 Tourist Sites in Gombe State

S/N	Name of Tourist Centres	Location	LGA
1	Chiroma Bauda Forest	Adjacent to ADP Quarters, Kumo	Akko
2	Dutsin Amina Kumo	Kumo Hospital Road	Akko
3	Boho Wrestling Area	Boho Beach Road	Akko
4	Kembi Stream Water Centre	Kembu Kumo	Akko
5	Kumo Dam	Tike Road Kumo	Akko
6	Layinot Forest	Kumo	Akko
7	Binga Hills	Yelwa Pindiga	Akko
8	Akko Dam	Akko	Akko
9	Kala Gambo Hills	Kalshingi	Akko
10	Jukun Old Settlement	Pindiga	Akko
11	Balanga Dam Site	Balanga Village	Balanga
12	Mgua Tourist Park	Gelengu	Balanga
13	Dadiya Hill	Dadiya	Balanga
14	Dele Hill	Dadiya	Balanga
15	Quarry	Gelengu	Balanga
16	Swarandi Hill	Lafiya	Balanga
17	Zwale Hill	Lunguda	Balanga
18	Cham Valley	Bambam	Balanga
19	Kumana Hills	Tangalang Kufayi	Billiri
20	Dutsin Maman Tangalang	Tangalang Kufayi	Billiri
21	Pandi Tal	Tal	Billiri
22	Pandi Bore	Baganje	Billiri
23	Itacen Daya Zama Duste	Baganje	Billiri
24	Bore Hill	Tal	Billiri
25	Tangalang Old Settlement	Kufayi	Billiri
26	Bubayero Tomb	Gombe Abba	Dukku
27	Gombe Emir Palace	Gombe	Gombe
28	Gombe Old Garage	Gombe	Gombe
29	Gombe Famous Tudun Hatsi	Gombe	Gombe
30	Kilang Government Hill	Popandi	Kaltungo
31	Tula Caves	Tula	Kaltungo
32	Tula Spring Water	Tula	Kaltungo
33	Lakwaime Spring Water	Kaltungo	Kaltungo
34	Tula Pass Plateau	Tula	Kaltungo
35	Gamji Shamshamo	Bojude	Kwami
36	Grains Silos	Kwami	Kwami
37	Sand Dunes	Jar Kwami	Kwami
38	Dadina Labbo Fishing Village	Malleri	Kwami
39	Nafada River Site	Nafada	Nafada
40	Biri Hill & Valley	Biri	Nafada
41	Gypsum Beacon	Nafada	Nafada
42	Ambulok Spring Water	Latur	Shongom

43	Lakomji Spring Water	Labarya	Shongom
44	Paleng Hill	Filiya	Shongom
45	Bangunji Hill	Bangunji	Shongom
46	Dadin Kowa Dam Site	Dadin Kowa	Yamaltu Deba
47	Kanawa Plantation	Kanawa	Yamaltu Deba
48	Bima Hill	Hinna	Yamaltu Deba
49	Irrigation Pilot Farm	Dadin Kowa	Yamaltu Deba
50	Liji Hill	Liji	Yamaltu Deba
51	Wade Hill	Wade	Yamaltu Deba
52	Fish Hatchery	Dadin Kowa	Yamaltu Deba
53	Fish Pond	Dadin Kowa	Yamaltu Deba
54	Water Treatment Plant	Deba	Yamaltu Deba
55	Baure Orchard	Deba	Yamaltu Deba

Source: Gombe State Bureau of Statistics (2019)

Table 2.12: Tourism Sector Baseline Information/Data

S/N	Objectives	KPIs	2015	2016	2017	2018	2019	Source/Year
1	Increase the inflow of foreign exchange through the promotion of state tourism	NA	NA	NA	NA	NA	NA	NA
2	Encourage even development of tourism-based enterprises	NA	NA	NA	NA	NA	NA	NA
3	Accelerate rural-urban integration	NA	NA	NA	NA	NA	NA	NA
4	Foster socio-cultural unity among the various groups in the State through the promotion of domestic tourism	Community festivals	5	5	7	7	3	Ministry of Information and Culture
5	Promote and encourage active private sector participation in the economy of the State	Leasing of government-owned hotels to private companies	3	NA	3	NA	NA	Ministry of Culture and Tourism
		Inspection of hotels within Gombe town	1	1	1	1	NA	NA
		Organization of seminar on security matters with hotel proprietors	NA	NA	1	NA	NA	NA
6	Preserve our cultural-historical monuments	Ongoing construction of Sultan Attahiru and Major F.C. Marsh Tombs in Funakaye LGA and Pandi Tekki in Billiri LGA					2	Ministry of Culture and Tourism

Source: Gombe State Ministry of Trade, Industry and Tourism (2020)

the promotion of national and international tourism

- Encourage the development of tourism-based enterprise
- Accelerate rural-urban integration
- Foster socio-cultural unity among the various groups in the State through the promotion of domestic tourism
- Preserve the cultural heritage and historical monuments of the State

Policies/Actions

- Identification of tourist's sites
- Establishment of zoological garden/amusement park in Kanawa plantation
- Development of Tula Plateau into a holiday resort
- Provision of budget allocation for tourism development
- Employment of professionals in the Tourism Directorate
- Review/updating of Gombe State Tourism Guide
- Establishment of State-owned hotels in Kumo and Billiri
- Review/collection of data on tourists flow into the State from hotel proprietors

Policy Outcomes

- Emergence of Gombe State as a tourist destination
- Impact of rural-urban integration, which fosters an even development through the proliferation of tourist-based enterprises
- Peaceful co-existence among the people within and outside the State through cultural exchange
- Recording of an increase in the inflow of tourists
- Recording of an increase in revenue generation
- Creation of employment opportunities through the growth of small-scale industries

Key Challenges

- Insufficient funding for tourism development
- Lack of awareness of what tourism is all about and its role in economic development
- Insecurity, which constitutes a serious setback

in tourism development

- Staff attrition in the Tourism Directorate
- Inadequate number of professional staff
- Lack of synergy among the three tiers of government regarding the planning, development, promotion and marketing of tourism in the State

Existing Policy/Institutional Framework

The MDAs responsible for the tourism sector in Gombe State are:

- Ministry of Commerce, Industry and Tourism
- Gombe State Investment Promotion Agency
- Gombe State Enterprise Development and Promotion Agency

Prospects

- The endowment of Gombe land with a vast array of natural resources provides a high-level attraction for investors-cum tourists.
- There are enormous opportunities for Public Private Partnership initiatives in the tourism sector that can unlock the growth potentials of the sector.
- The sector can generate much income and employment opportunities for citizens.
- The sector can improve the standard of living and welfare of the people, if properly developed.
- Development of the tourism sector can engender poverty reduction.
- Tourism can enhance the State's internally generated revenue position.

Cooperatives

Situation Analysis

Cooperatives are a common feature in the commerce, trade and industry sector of any economy, including that of Gombe State. The existence and growth of many cooperative societies across different sectors of the State's economy necessitates a careful appraisal to leverage on their contributions to the various sectors of the economy. Cooperatives play an important role in agriculture, forestry, finance, consumer/retail markets, insurance, housing,



health, manufacturing, general utilities, and so on. A 2019 estimate shows that Gombe State had 8,112 registered, formal and informal cooperative societies cutting across different sectors of the economy. By the end of 2019, these cooperatives had mobilized savings of N1.2 billion, advanced over N700 million to their members, and controlled assets worth more than N800 million.

It is estimated that 40 per cent of Gombe State population participate directly or indirectly in cooperative societies and contribute a reasonable percentage of the total GDP. This has engendered employment and wealth creation opportunities in the State. Other than being engaged in the traditional areas of agricultural production, processing and marketing, the strength of cooperatives is now becoming evident in finance, real estate, manufacturing and mining sectors.

Cooperatives have played a crucial role in financing education, agriculture, housing, transport, health and other commercial ventures. Besides these, cooperatives have been at the heart of rural economies in the country where smallholder agriculture is the mainstay of the communities. Cash crop farming, especially beans, groundnut, Bambara nut, sugarcane, rice, and cotton, is largely carried out by smallholder farmers. The

opportunities available for cooperatives include financial intermediation, farm inputs supply, and storage and marketing of produce.

Baseline Information/Data

Performance of the Cooperatives in Gombe State is measurable using selected performance indicators based on the sector's objectives. Table 2.13 presents the baseline information/data on Cooperatives in the state.

Current Objectives

The main objectives of the cooperatives are to promote the economic and social conditions of members by:

- Encouraging thrift collections thus promoting cash savings among members
- Providing members with loans against their savings for consumptions and production purposes at reasonable interest rates and a more conducive repayment plan
- Promoting mixed farming and home industries among members
- Encouraging crafts and artisan trade among members
- Purchasing and retailing to members such commodities as the management committee might direct from time to time
- Providing for storage facilities

Table 2.13 Cooperatives (Commerce, Trade and Industry Sector) Baseline Information/Data

S/N	Objectives	KPIs	2015	2016	2017	2018	2019	SOURCE
1	Inspection of cooperatives	Inspection of cooperative societies' activities	1,150 societies	1,145 societies	2,140 societies	3,100 societies	2,100 societies	Primary data from Area Offices
2	Registration of cooperatives	Registration and inspection	Registered 300 cooperative societies	Registered 150 cooperative societies	Registered 200 cooperative societies	Registered 150 cooperative societies	Registered 250 cooperative societies	Planning Department of the Directorate
3	Enlightenment and publicity	Sensitization through workshop/training of cooperative members	1,250 staff and society officials	1,300 staff and society officials	34 cooperative staff training on CODAS	0	0	Planning Department of the Directorate
4	Education and training	Education and training of officials and staff	The two-day, in-house training workshop	Training workshop	Workshop on CODAS	Workshop for cooperative staff	N/A	Planning Department of the Directorate
5	Planning, Research and Statistics	Budgetary implementation and record keeping for the Directorate of Cooperatives	Training on preparation of progress reports and updates, and business advisory services	Distribution of palliatives to cooperative societies	Distribution of economic trees and Hybrid seeds to Cooperative societies	Workshop for cooperative staff	Not executed	Planning Department of the Directorate
6	Audit	Annual audit of cooperative societies and unions	800 societies	600 societies	500 societies	700 societies	400 societies	Audit Unit of the Directorate

Source: Gombe State Directorate of Cooperatives, 2020.

- Introducing their members to new, high yielding crop varieties and distributing other inputs, materials and goods at fair prices
- Arranging for extension services and cooperatives education as part of its functional literacy programmes
- Undertaking any other measures designed on cooperative principles to encourage the spirit and practice of mutual and self-help among members and thus improve the living and working conditions of members

Policies/Actions

- Inspection of cooperatives societies' activities
- Education and training of cooperative members
- Enlightenment and creation of awareness and

- publicity initiatives for cooperative members
- Improvement of planning, research and statistics
- Audit of cooperatives societies and unions

Policy Outcomes

- Inspection of a large number of cooperative societies' activities
- Registration of new cooperatives
- Training of cooperatives' officials and staff
- Promotion of increased sensitization and awareness among members of cooperative societies through workshops and training programmes
- Preparation of budgets, budget implementation and improved record keeping among

cooperative regulators and cooperatives in the State

- Annual Audit of cooperatives societies and unions

Key Challenges

- Arbitration of cooperatives' disputes is currently offered by the Cooperative Tribunal, which is under the Judiciary where it faces capacity challenges in handling all the disputes filed.
- Lack of a coordinated regulatory framework to regulate the activities of cooperative societies and the conduct of their officials and staff.
- Lack of legal distinction and clarification on the areas of interaction between the national and state governments with the different categories of societies.

Existing Policy and Institutional Framework

The MDAs responsible for cooperative societies in the commerce, trade and industry sector in Gombe State are:

- Ministry of Commerce, Industry and Tourism
- Gombe State Investment Promotion Agency
- Gombe State Enterprise Development and Promotion Agency
- National Directorate of Employment (NDE)
- Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)
- Donor Agencies in the State

Legal Environment

The current legal and regulatory framework for cooperative societies in Gombe State is anchored on the following legislation, rules and regulations:

- The Cooperatives Societies Act Cap 90
- Gombe State Cooperatives Societies Regulations of 1998

Prospects

The establishment, organization and regulation of cooperatives have positive implications as well as enormous prospects. These prospects include:

- Generation of income and employment opportunities
- Value and wealth creation

- Increased mobilization of savings
- Improved access to finance
- Improvement in financial intermediation processes
- Increased supply of farm inputs
- Improved access to other inputs and raw materials
- Provision of storage facilities
- Increased marketing of products/services
- Facilitation of linkages between farmers/producers and high-end markets
- Improvements in the standard of living and welfare of people
- Increase in the internally generated revenue of the State
- Poverty reduction

Other Sectors

The dominant activities in Gombe State economy are to be found in agriculture, public service and trading. The private sector in the State is dominated by informal sector activities, such as trading, transportation, subsistence farming, agro-processing, poultry and animal production, as well as the production of local arts and crafts.

The size of the organized and formal private sector is small and highly concentrated in the urban centres, particularly the state capital, Gombe town. The major activities undertaken by most enterprises in the formal private sector are services, finance, insurance and general commerce. Both the formal and informal sector activities have enormous income and employment generation potentials which can ultimately lead to significant improvements in the living standards of the people.

Other sectors of the economy such as transport, communications, housing, building and construction are discussed in subsequent chapters of this document. It is pertinent to note that, with proper regulation and strategic efforts by the government and all stakeholders, these sectors can foster a speedy growth and development of the Gombe economy.

Employment In Gombe State

Achievement of full employment is one of the major macroeconomic objectives of national and



sub-national governments. And since employment indices underscore the performance of any economy, employment and unemployment figures are key performance indicators of any economy.

Unemployment has become one of the key challenging issues in most economies. Experience has shown that economic growth may not translate automatically into job opportunities or poverty reduction, especially among certain groups such as youths, the physically challenged, retired persons, women and other vulnerable groups. Certainly, unemployment is one of the major problems facing the youths in Nigeria today. This is one of the factors leading to the prevalence of social vices such as destitution, prostitution, robbery, financial fraud, corruption, banditry, kidnapping, insurgency, terrorism and drug running. Unemployment is a global phenomenon, but it needs to be addressed decisively in Nigeria because of the rising social violence it is fuelling.

The National Bureau of Statistics places Nigeria's unemployment rate at 23.1 per cent of the workforce. Also, about 86.9 million Nigerians are

believed to be living in extreme poverty, which represents nearly 50 per cent of its estimated 180 million population. It is necessary, therefore, to look for ways of alleviating poverty in the society by creating jobs. Poverty is linked to unemployment and one of the major causes of unemployment is lack of employable skills or skills mismatch.

The federal government recognized this challenge many years ago, leading it to establish the National Directorate of Employment (NDE) as a parastatal to combat the menace of unemployment in the country. The NDE, in turn, designs programmes and schemes that develop skills. It also carries out its mandate in collaboration with other development partners, both local and international, including state governments, local governments, philanthropists, individuals and the International Labour Organization (ILO).

The NDE maintains an active presence in all the 36 states of the federation from where it implements programmes designed at the Headquarters in Abuja. The State offices are manned by State Coordinators who are of the Deputy Directorate level on Grade

Table 2.14 National Directorate of Employment Gombe State Baseline Information /Data.

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	Source/Year
1.	Vocational Skills Development (VSD) Programmes	B-NOAS	360	300	1478	415	762	Annual Report
		A-NOAS	25	50	-	-	-	Annual Report
		CBTS	50	50	-	-	-	Annual Report
		SOW	-	-	-	50	50	Annual Report
		RLS	-	-	-	-	-	Annual Report
		Collaboration (IDPs)	-	-	352	-	-	Annual Report
2.	Small Scale Enterprises (SSE) Programmes	BBT	100	100	-	5000	500	Annual Report
		SYOB						Annual Report
		MEES	100	-	-	700	610	Annual Report
3.	Rural Employment Promotion (REP) Programmes	SADTS	-	-	-	50	50	Annual Report
		CFTP	25	-	-	-	-	Annual Report
		OSADTS	-	-	30	-	-	Annual Report
4.	Special Public Works (SPW) programmes	EBTS	-	50	-	50	-	Annual Report
		GAP	-	45	-	-	72	Annual Report
		GCS	-	15	-	-	-	Annual Report
		SETS	-	20	-	-	-	Annual Report
		RLS	-	-	-	-	12	Annual Report

Source: National Directorate of Employment Annual Reports (Various Years)

Level 16 and are accountable to Director-General. In line with its mandate and in view of the state government's interest in youths, especially unemployed school leavers and graduates, National Directorate of Employment in Gombe State adopted the following areas of intervention (called the four core programmes of the NDE). These are Vocational Skills Development (VSD); Small Scale Enterprises (SSE); Rural Employment Promotion (REP); and Special Public Works (SPW) programmes. Table 2.14 presents the baseline information and data of these programmes.

It is pertinent to note that, apart from the laudable efforts of the NDE in Gombe State over the years, other productive activities have generated income and employment opportunities for the citizens in

the State. However, owing to weak institutional and regulatory framework, information and state-wide employment and unemployment figures are lacking, or sometimes grossly understated and very unreliable. This is usually the case with data from developing economies.

Gombe State is very rich given its abundant human and material resources. It sits atop a vast array of natural resources spreading across its geographic space. Enormous income and employment prospects exist in the various sectors of the economy, including agriculture; oil, gas and other solid minerals; manufacturing; housing; building and construction; transport; communications; services; informal economic activities; commerce, trade and industry; as well as tourism sectors. Thus, the development



of these sectors is imperative to guarantee the creation of employment opportunities, which is necessary to reduce poverty in the State.

Poverty and Inequality in Gombe State

In 2019, the National Bureau of Statistics classified 40.1 per cent of Nigerians as poor (NBS, 2019). In other words, on average, 4 out of 10 Nigerians have real per capita expenditures below N137,430 per year. This translates to over 82.9 million Nigerians who are considered poor by national standards. It should be noted that this figure excludes Borno State (NLSS, 2018-2019), where 62.31 per cent of the total population (3,585,131 as at 2019) were classified as poor. This implies that over 2.2 million persons are considered poor in Gombe State. Furthermore, while depth of poverty or poverty gap of 20.03 per cent exists in the State, the level of economic inequality is of the magnitude of 31.54 per cent (NLSS, 2018-2019). This is equally indicative of the existence of poverty and inequality in the State.

Poverty and inequality rates over time are obtainable from previous official poverty studies and reports. It is pertinent to note that NLSS 2018-19 is not technically comparable to any of the previous years' reports: it is not possible, for instance, to compare poverty levels between 2003-04, 2009-10 and 2018-19. This is largely due to the varying and dissimilar methods of data collection employed. The 2019 study is accordingly treated as a case study and any comparisons with previous poverty studies should be treated with caution.

The existence of poverty and inequality in Gombe State brings to fore the overarching demand on the government to deploy policies, plans and programmes that specifically target poverty reduction, close the inequality gap and generally improve the welfare and living standards of the citizenry. With proper planning and strategic efforts within the short-to-long term, these objectives can be achieved.

Table 2.15 Poverty and Inequality Indices in the North East States of Nigeria

State	Poverty headcount rate of the population in strata (%)	Poverty gap index of the poverty line (%)	Gini coefficient
Adamawa	75.41	27.64	27.78
Bauchi	61.53	20.50	26.51
Borno*			
Gombe	62.31	20.03	31.54
Taraba	87.72	42.38	32.23
Yobe	72.34	26.48	27.31

Note: * the estimates exclude Borno State.

Source: Adapted from Nigeria Living Standards Survey, 2018-19.

Table 2.16 Values of Food, Total Lower and Upper Levels of Poverty Lines in Nigeria in 2019

Annual Food Line	Annual Lower Line	Annual Upper Line
N81,767.00	N124,948.00	N137,430.00

Note: The estimates exclude Borno State.

Source: Nigeria Living Standards Survey, 2018-19.

Table 2.17 Poverty and Inequality Indicators in Nigeria in 2019

	Poverty headcount rate of the population in strata (%)	Poverty gap index of the poverty line (%)	Gini coefficient
NIGERIA	40.1	12.9	35.1
Urban	18.0	4.5	31.9
Rural	52.1	17.4	32.8

Note: The estimates exclude Borno State.

Source: Nigeria Living Standards Survey, 2018-19.



Infrastructure

3

The Gombe State Medium-Term Expenditure Framework and Fiscal Strategy Paper 2019-2021 show infrastructure expenditure performance averaging 59.10 per cent between 2014 and 2017. Notably, water resources was not included as a component of infrastructure. An analysis of infrastructure expenditure performance for 2018 and 2019 by the Budget, Planning and Development Partner Coordination Office shows an average of 53.4 per cent (water resources included). At averages of 40.16 per cent and 66.71 per cent, respectively, these figures indicate a decrease in average performance between 2018 and 2019. Water resources, transport, electricity, renewable energy and Information and Communication Technology (ICT) constitute the infrastructure sector in the Gombe State Development Planning process.

Of these component sub-sectors, only water resources and ICT could be said to possess a prerequisite basis, such as a formal State policy for development planning.

Water Resources

Situation Analysis

Several key sources of water have been identified in Gombe State. These include rivers, inland lakes, springs, streams, ponds and dams (notably the Dadin Kowa, Balanga and Cham Dams). The Dadin Kowa and Balanga dams, according to the Gombe State SEEDS II (2008 – 2011), support irrigation farming, fishing and domestic use. Whereas these dams have developed irrigation facility, the Cham dam does not have any such facility. The Ministry of Water Resources, Gombe State Water Board (GSWB), Gombe State Rural Water Supply and



Table 3. 1: The Volume of Treated Water Produced and Supplied by the DWTP and Targeted Number of Households

S/N	Data Description	2015	2016	2017	2018	2019
1	Installed capacity	50 million	50 million	50 million	50 million	50 million
2	Volume of safely managed water supplied daily	30 million litres daily	30 million litres daily	32 million litres daily	21 million litres daily	33 million litres daily
3	Volume of safely managed water supplied daily and annually (litres)	10.8 billion litres by year's end	10.8 billion litres by year's end	11.5 billion litres by year's end	7.7 billion litres by year's end	11.9 billion litres by year's end
4	Estimated number of households targeted with safely managed water	300,000 households	300,000 households	400,000 households	300,000 households	Over 400,000 households
5	Income generated by GSWB (Naira) monthly	4,000,000 monthly	4,000,000 monthly	4,000,000 monthly	4,000,000 monthly	4,000,000 monthly

Source: Gombe State Water Board, 2020

Sanitation Agency (RUWASSA) and the Ministry of Rural, Community Development and Cooperatives are the MDAs with specific mandates in the water resources sector. Gombe State Water Board (GSWB), Gombe State Rural Water Supply and Sanitation Agency (RUWASSA) and Ministry of Rural, Community Development and Cooperatives are directly responsible for ensuring access to safe and managed water in the State.

According to GSWB, currently, about 39 million litres of “safely managed water” is supplied daily from its 50 million litres per day capacity Dadin Kowa Water Treatment Plant (DWTP) to Gombe metropolis and suburbs, as well as to villages and towns around its facilities (treatment plant, pipe lines, flow stations, etc.). Among the communities that enjoy this facility are Deba town and the headquarters of nine LGAs, comprising over 400,000 households. Table 3.1 shows details of production, supply and reach of the treated water produced at the Dadin Kowa Water Treatment Plant (DWTP) from 2015 to 2019.

Table 3.1 shows that, based on the 2019 National Household Average of 5.5¹ and the targeted 400,000 households (61.36 per cent of the estimated 651,842 households in Gombe State), about 2,200,000 people were estimated to have been supplied 11.9 billion litres of safely managed water through the public pipes and non-piped means at an average of 33 million litres

per day in 2019. Based, however, on medium-term (maintaining) daily estimates for drinking, cooking, bathing, washing of clothes and cleaning the home of 50 litres, provided in the hierarchy of water requirements (inspired by Abraham Maslow’s hierarchy of needs)², one view is that for the targeted 400,000 households (of 2.2 million people) in 2019, a daily and annual supply of 110 million and 39.6 billion litres of safely managed water would be required.

Data obtained from Gombe State RUWASSA shows that the cumulative number of boreholes provided by the Agency in the 11 LGAs of the State in 2019 rose to 4,013. However, 52.6 per cent (2,114 boreholes of motorized, sola powered and hand-pump types) are non-functional. Table 3.2 provides the breakdown of the total number of boreholes per LGA.

Similarly, despite the 1,899 functional motorized, solar-powered and hand-pump boreholes available in the State, basic treated water was extended only to 1,370,000 people (38.2 per cent) of the GSBS estimated 3,585,131 population of Gombe State in 2019. This was done using UNICEF criteria of one motorized borehole per one thousand people; one solar-powered borehole per one thousand people and one hand-pump borehole to five hundred people. Table 3.3 shows provision of basic water coverage in each of the 11 LGAs of the State.

Table 3. 2. Number of Boreholes per LGA (2019)

S/N	LGA	FN M-BH	NFN M-BH	FN BH	SP- SP-BH	FN BH	HP- BH	NFN BH	HP- BH	Cumulative Number of Boreholes per LGA
1	Akko	67	75	20	74	159	196	591		
2	Balanga	28	32	35	24	114	88	321		
3	Billiri	19	7	26	72	176	110	410		
4	Dukku	21	57	94	21	26	88	307		
5	Funakaye	9	17	6	10	48	53	143		
6	Gombe	7	43	13	17	27	74	248		
7	Kaltungo	75	68	28	49	251	155	626		
8	Kwami	9	18	17	25	25	76	170		
9	Nafada	33	92	14	32	120	44	335		
10	Shongom	167	205	23	26	31	22	474		
11	Yamaltu / Deba	21	22	42	41	81	181	388		
	TOTALS	523	636	318	391	1,058	1,087	4,013		

Notes: M-BH: Motorized Borehole; SP-BH: Solar Powered Borehole; HP-BH: Hand-Pump Borehole; FN: Functional; NFN: Non-Functional.

Source: Gombe State Rural Water Supply and Sanitation Agency, 2020

Table 3. 3: Population Covered by the Functional Motorized, Solar-Powered and Hand-Pump Boreholes in the 11 LGAs of Gombe State

LGA	M-BH (1/1000 People)	SP-BH (1/1000 People)	HP-BH (1/500 People)	ESTIMATED LGA POPULATION (2019)	POPULATION COV- ERED BY FUNCTIONAL M-BH / SP-BH / HP-BH	LGA POPULATION COVERED (%)
Akko	67,000	20,000	79,500	511,513	166,500	32.55
Balanga	28,000	35,000	57,000	320,595	120,000	37.43
Billiri	19,000	26,000	88,000	307,240	133,000	43.29
Dukku	21,000	94,000	13,000	314,786	128,000	40.66
Funakaye	9,000	6,000	24,000	360,306	39,000	10.82
Gombe	74,000	13,000	13,500	404,505	100,500	24.85
Kaltungo	75,000	28,000	125,500	243,136	228,500	93.98
Kwami	9,000	17,000	12,500	294,074	38,500	13.09
Nafada	33,000	14,000	60,000	212,504	107,000	50.35
Shongom	167,000	23,000	15,500	228,820	205,500	89.81
Yamaltu / Deba	21,000	42,000	40,500	387,651	103,500	26.70
Total	523,000	318,000	529,000	3,585,130	1,370,000	38.2

Notes: M-BH: Motorized Borehole; SP-BH: Solar Powered Borehole; HP-BH: Hand-Pump Borehole; FN: Functional; NFN: Non-Functional.

Source: Gombe State Rural Water Supply and Sanitation Agency, 2020

Table 3.4: Water-Use Estimates in Nigeria

Drinking water	Year	Popula- tion (thou- sands)	% Urban (popula- tion)	Na- tional	Rural	Ur- ban	Proportion of the population using improved water supplies									
							National			Rural			Urban			
Country, area or territory					At least basic	At least basic	At least basic	Safely man- aged	Piped	Non- piped	Safely man- aged	Piped	Non- piped	Safely man- aged	Piped	Non- piped
Nigeria	2000	122 352	35	48	35	73	15	17	40	11	6	34	23	37	51	
	2017	190 886	50	71	56	87	20	11	67	16	8	56	25	15	78	

Source: WHO-UNICEF Joint Monitoring Programme (JMP) for Water Supply, Sanitation and Hygiene “Estimates on the use of water, sanitation and hygiene by country (2000-2017)”

Nigeria is a party to the United Nations Declaration of the Right to Water, which entitles everyone living in a country to sufficient, affordable, safe and acceptable water for personal and domestic uses.³ Primarily, the responsibility for the provision of municipal and domestic water supply in Nigeria is that of States and Local Governments.⁴ According to WHO-UNICEF’s Joint Monitoring Programme (JMP) for Water Supply, Sanitation and Hygiene, “Estimates on the use of water, sanitation and hygiene by country (2000-2017)” show that the percentage of Nigerians with access to at least basic safe drinking water had risen from 48 per cent in 2000 to 71 per cent by 2017. Table 3.4 provides a breakdown of access to “basic water” (improved sources within 30 minutes per round trip to collect water) and “safely managed water” (accessible on-premises, available when needed and free from contamination) at national, rural and urban levels.

Based on the national percentage for 2017, as shown on Table 3.4, some 975,232 (29 per cent) of the 3,362,871 projected population of Gombe State for 2017 by the GSBS, did not have access to “basic water” while only 672,574 people (20 per cent) had access to “safely managed water” with 73,983 having access to piped water and 269,018.88 to non-piped water. Thus, over

2,868,104 (roughly 80 per cent of the Gombe State population) are without access to safely managed water. Similarly, basic water provision by RUWASSA and the Ministry of Rural, Community Development and Cooperatives, still leaves over 40 per cent of the population uncovered due in part to a large number of non-functional boreholes (see Table 3.5). It is noteworthy that the population covered by the provision of basic water can be increased up to 70 per cent through the rehabilitation and deployment of the over 2,100 non-functional boreholes in existence in the 11 LGAs of the State. Besides, though the population covered by the provision of basic water is over 50 per cent in certain LGAs, such as Kaltungo (93.98 per cent), Shongom (89.81 per cent) and Nafada (50.35 per cent), coverage is as low as 10.28 per cent in Funakaye, 13 per cent in Kwami, 26.70 per cent in Yamaltu/Deba LGAs. This shows serious uneven provision of basic water across the LGAs of the State, and that needs to be corrected.

The 2030 Agenda for Sustainable Development includes Sustainable Development Goal 6 (SDG 6) – “Ensure availability and sustainable management of water and sanitation for all” with the following targets:

- 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.
 - 6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
 - 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
 - 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
 - 6.5 By 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate.
 - 6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.
 - 6.7 By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies.
 - 6.8 Support and strengthen the participation of local communities in improving water and sanitation management.
- Gombe State lags behind substantially in achieving the SDG 6, particularly its water and sanitation objective to “provide affordable and sustainable potable water to citizens in urban and rural areas, as well as sanitation services and community hygiene mobilization all over the State” (Gombe State Medium-Term Sector Strategy, 2019 – 2021) and the first target (6.1) – “By 2030, achieve universal and equitable access to safe and affordable drinking water for all”. This is a critical area of need that

Table 3.5: Non-Functional Motorized, Solar-Powered and Hand-Pump Borehole Population Coverage for the 11 LGAs of Gombe State

LGA	M-BH (1/1000)	SP-BH (1/1000)	HP-BH (1/500)	ESTIMATED LGA POPULATION (2019)	POPULATION COVERED BY NON-FUNCTIONAL M-BH /SP-BH/HP-BH	% OF LGA POPULATION COVERED
Akko	75,000	20,000	74,000	511,513	169,000	33.04
Balanga	32,000	35,000	24,000	320,595	91,000	28.38
Billiri	7,000	26,000	72,000	307,240	105,000	34.18
Dukku	57,000	94,000	21,000	314,786	172,000	54.64
Funakaye	17,000	6,000	10,000	360,306	33,000	9.16
Gombe	43,000	13,000	17,000	404,505	73,000	18.05
Kaltungo	68,000	28,000	49,000	243,136	145,000	59.64
Kwami	18,000	17,000	25,000	294,074	60,000	20.40
Nafada	92,000	14,000	32,000	212,504	138,000	64.94
Shongom	205,000	23,000	26,000	228,820	254,000	111.00
Yamaltu / Deba	22,000	42,000	41,000	387,651	105,000	27.09
Totals	636,000	318,000	391,000	3,585,130	1,345,000	37.52

Note: M-BH: Motorized Borehole; SP-BH: Solar Powered Borehole; HP-BH: Hand-Pump Borehole; FN: Functional; NFN: Non-Functional.

Source: Gombe State Rural Water Supply and Sanitation Agency, 2020.

Table 3.6: Water Resources Baseline Information/Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	Source/Year
1	"Provide affordable and sustainable potable water to citizens in urban and rural areas as well as sanitation services and community hygiene mobilization all over the State".	N/A	N/A	N/A	N/A	N/A	N/A	Gombe State Medium Term Sector Strategy (2019-2021)
2								

Source: Gombe State Ministry of Water Resources, 2020.

this Development Plan must prioritize.

Baseline Information, Including 3-5 Years of Data

Current Objectives

Where the sector strategic objective of Ministry of Water Resources in Gombe State is, "To provide affordable and sustainable potable water to citizens in urban and rural areas as well as sanitation services and community hygiene mobilization all over the State", the goals and objectives of the Gombe State Water Supply and Sanitation Policy are as follows:

Goals

Improve the well-being and health of the people, particularly of women and children, by adopting an integrated approach in the provision of water supply and sanitation services in a sustainable manner.

Objectives

- Increase the level of water supply and sanitation services
- Increase access to water and sanitation services
- Reduce the incidence of water-related diseases to improve the quality of life and reduce poverty, especially among women and children
- Provide a strategic framework based on which programmes will be designed to address the problems on a sustainable basis
- Ensure effective private sector and civil society participation in planning, implementation, monitoring and evaluation of water supply and sanitation service delivery
- Undertake institutional reforms within the

sector as part of the governance reform process to increase the efficiency and effectiveness of the Ministry of Water Resources and other service delivery agencies

- Promote inclusive approaches which will ensure equity and gender considerations in water supply and sanitation service delivery
- Improve behavioural change on water sanitation and hygiene among the populace
- Improve data generation, collection and processing
- Increase the level of funding

It is instructive, therefore, to note that the objectives pursued by the Gombe State Water Board, Gombe State Rural Water Supply and Sanitation Agency, and the Ministry of Rural, Community Development and Cooperatives do not necessarily derive from the State Water Resources sector objectives.

Policies/Actions

The National Water Policy was domesticated into the Gombe State Water Policy (2018). The Policy provided a basis for the establishment of Rural Water Supply and Sanitation Agency (RUWASSA), which is saddled with the responsibility of providing rural water and sanitation. However, the extent to which the Gombe State Water Policy drives initiatives, actions, programmes and projects of the sector may be gauged by how well it is driving the Gombe State Medium-Term Sector Strategy (MTSS) 2019-2021. The following are thirteen water resource targets adopted for implementation in the Gombe State MTSS:

- Enhanced State water resources regulatory policy

- Increased coverage of Balanga Irrigation scheme land utilization
- Increased development and utilization of irrigable land of Dadin Kowa dam
- Increased development of medium gravity dams
- Increased and improved water schemes constructed across the State
- Improved rehabilitation of dysfunctional earth dams and construction of new ones
- Increased water, sanitation and hygiene (WASH) boreholes drilled
- Improved irrigation farmer yield
- Reduced herders-farmers conflict through the designation of small earth dams for livestock consumption
- Increased hand-pump-fitted boreholes provided
- Increased household toilets constructed
- Improved community mobilization on household hygiene promotion
- Increased training and strengthening of WASH Committees and Steering Committees in rural communities
- Rehabilitate dysfunctional earth dams and fit some with aqua-filters for clean water, etc., as well as commence the construction of new ones in areas of priority needs, to enhance minor irrigation activities, water supply, flood control, etc.
- Drill WASH boreholes in areas with high water formation, procure and distribute irrigation farmers units of assorted sizes of water pumps on loan-and-hire basis.
- Increase irrigation farmer yield to 95 per cent through the promotion, development and sustainability of irrigation schemes and activities.
- Reduce herders-farmers conflict by 95 per cent through the designation of some small earth dams strictly for livestock consumption.
- Operate and maintain the Gombe Regional Water Supply Scheme.
- Procure engineering consultants for project design and supervision of water supply projects.
- Improve Dukku, Kumo, Nafada, Bajoga, Mallam Sidi, Kaltungo and Deba Water Supply Schemes and Balanga Regional Water Supply Scheme.
- Expand Billiri and Talasse Water Supply Schemes.
- Undertake Gombe Township Water Reticulation Project.
- Improve mechanical workshops and provide drilling equipment.
- Construct water supply schemes in state constituencies.
- Construct phase II of the Gombe Regional Water Supply Scheme.
- Provide hand pump-fitted boreholes to 80 per cent of communities of the State.
- Build and provide access to household toilets to 95 per cent of communities in the State at the rate of 1 toilet to 10 inhabitants, or persons.
- Undertake community mobilization on household hygiene promotion practices in all the 11 LGAs.
- Provide training to school teachers on the basic school health education principles and hygiene promotion practices, to cover 90 per cent of the primary schools in the State.

Similarly, the Water Resources MTSS outlines twenty-nine strategic interventions to achieve the foregoing Targets. These are to:

- Enhance the State Water Resources Regulatory Policy and develop a specific policy to strike a balance on the interdependency and role of irrigated and rain-fed agriculture.
- Increase the Balanga Irrigation Scheme land utilization coverage (Phase I) to 90 per cent capacity utilization, and develop Phase II of the project.
- Collaborate with the Federal Government and the catchment states of Gombe, Adamawa and Borno to develop and put to use 50 per cent of the 44,000 hectares irrigable land of the Dadin Kowa Dam potential.
- Construct more medium gravity dams, in addition to the existing one with the capacity to irrigate 4,000 hectares in each Senatorial District, to harness hydro-electric power generation, water supply, recreation and other economic activities.

- Undertake massive campaign on household hygiene practices, such as hand washing before and after visiting toilets, and before and after taking food.
- Undertake strengthening and re-orientation of all existing village-based health workers on modern ways of hygiene promotion.
- Establish WASH Committees across the State, to enhance more coverage of community mobilization and hygiene education programmes in the State.
- Undertake formation of new women groups that will be responsible for outreach community mobilization and hygiene education in such communities.
- Provide training and strengthening of LGAs WASH Steering Committees from the 11 LGAs on effective community mobilization and hygiene education in the rural communities, and WASH programme implementation in the various communities.
- Provide training for traditional and religious leaders on their expected roles in their communities' WASH programmes in 220 communities across the State.
- Provide training to WASHCOMS (i.e. WASH Committees) on the community management of WASH programmes in their various communities.
- Undertake follow-up visits to all communities where activities had been carried out.
- Facilitate sensitization workshops for traditional leaders, religious leaders, teachers, and women groups across the State on the management and community ownership of WASH facilities in their respective communities.

Policy Outcomes

Outlined in the Gombe State Medium-Term Sector Strategy 2019-2021, expected outcomes of the water resources sector “targets” and “strategic interventions” are:

- Increased access to potable water to citizens across the State
- Increased quality, affordability and sustainability of water supply for domestic,

industrial and agricultural production

- Increased irrigation facilities for agricultural production
- Increased sanitation and hygiene in various communities in the State
- Reduced prevalence of water-borne diseases, such as guinea worm, river blindness and others, in the State
- Increased economic activity and income generation in the State engendered by improved access to water supply and sanitation services

The Gombe State Water Supply and Sanitation Policy equally has the following targets to achieve:

- Increase access to safe water in Gombe State from the current 78.7 per cent to 90 per cent by 2015
- Attain 100 per cent access to safe water, sanitation and hygiene by 2020.
- Provide water supply to communities according to their classification:
 - Rural water supply represents provision for settlements with a population of less than 5,000 with minimum supply standard of 30 litres per capita per day;
 - Small towns water supply represents settlements with a population of 5,000-20,000 with a minimum supply standard of 60 litres per capita per day;
 - Urban water supply for a population greater than 20,000 inhabitants, with a minimum standard of 90 litres per capita per day and at least 6 hours of continuous piped water supply services to households and public standpipes where applicable.
- Ensure the distance of potable water source from the dwelling does not exceed 250m or 30mins walking/waiting time.
- Ensure that all public primary and secondary schools have functional water supply by the year 2015. The level of access to water supply service should be such that each pupil gets at least 20 litres of water per day.

Key Challenges

The Gombe State Medium-Term Sector Strategy 2019-2021 lists “challenges encountered which

militate against achieving the goals of the water supply and sanitation sector”. Outlined in the list are the following:

- Inadequate funds to develop and operate water infrastructure, particularly in rural areas
- Lack of equipment, tools and accessories for the development and maintenance of water projects
- Inaccessibility of water during drilling operations
- Incessant borehole failure resulting from poor maintenance
- Limited use of water supply facilities due to inadequate electricity supply.

The Gombe State Water Supply and Sanitation Policy (2014) also identified additional challenges listed as follows:

- Lack of clearly defined water supply policy direction
- Weak institutional framework for the delivery of services
- The limited mandate given to Local Government Water Environmental and Sanitation Units
- Poor maintenance culture for existing facilities
- High cost of operation and management of facilities
- Inadequate manpower
- Ineffective coordination of the activities of various agencies
- Limited allocation of financial resources
- Limited private sector participation

Existing Policy and Institutional Framework

- The Gombe State Water Policy (2014).
- The Gombe State Medium Term Sector Strategy (MTSS) 2019-2021. This shows Gombe State Ministry of Water Resources, Gombe State Water Board and Gombe State Rural Water Supply and Sanitation Agency as the main MDAs with a mandate to provide and manage urban, semi-urban and rural water supply. It is to be mentioned that the Ministry of Rural, Community Development and Cooperatives also executes rural water projects and, thus, is the fourth MDA with the mandate in the water resources sector.
- The Gombe State Water Board. This also has

the mandate for urban water services with the 2.8 billion litres Dadin Kowa dam as its source of domestic water supply to households within Gombe metropolis and areas hosting and near infrastructure of the Board in adjoining Local Government Areas. While RUWASSA has the mandate for semi-urban and rural water access through motorized, solar-powered and hand-pump boreholes, the Ministry of Rural, Community Development and Cooperatives’ mandate is specifically to aid rural water supply through mostly provision of hand-pump boreholes.

Legal Environment

The establishment of all these MDAs with a mandate in the water resources sector is backed by relevant provisions of State law. These are laws establishing Gombe State Ministry of Water Resources, Gombe State Water Board, Gombe State Rural Water Supply and Sanitation Agency and the Ministry of Rural, Community Development and Cooperatives.

Prospects

- Over 2,114 non-functional motorized, solar-powered and hand-pump boreholes are available for rehabilitation to increase basic water coverage by 37.52 per cent; that is, for 1,345,000 people based on GSBS population estimate for 2019.
- Balanga and Cham dams have a combined capacity of 83 m³ for domestic water supply, irrigation and use by cattle herds.
- Also available are water borehole drilling technologies for wells over 1,000 metres deep and porous substrata for LGAs with challenging groundwater depths or other difficulties.

Transport (Road, Air, Rail and Water)

Situation Analysis

The mandate for road, air and inland waterways transport infrastructure in Gombe State lies with the Ministry of Works and Transport, Ministry of Rural, Community Development and Cooperatives and the Gombe State Road Maintenance Agency. Both Ministries have a joint mandate for rural access roads, while the mandate for State roads and air transport lies solely with the appropriate division in the Ministry of Works, air transport is managed by the Transport

Table 3.7: Total Lengths of Federal, State and Access Roads from 2015 to 2019

Description		2015	2016	2017	2018	2019	Source
Total Length of Roads	Access Roads	Approx. 8.39 km.	Approx. 8.39 km.	Approx. 8.39 km.	Approx. 8.39 km.	Approx. 8.39 km.	Federal Ministry of Works
	State Roads	approx. 793.43 km.	approx. 808.63	Approx. 957.34 km.	Approx. 972.106 km.	Approx. 1,024.106 km.	Gombe State Ministry of Works & Transport
	Federal Roads	Approx. 571 km.	Approx. 571 km.	Approx. 571 km.	Approx. 571 km.	Approx. 571 km.	Gombe State Ministry of Works & Transport
Estimated Number of Vehicle Road Users		Approx. 910,754	Approx. 977,100	Approx. 1,043,445	Approx. 1,114,295	Approx. 1,189,955	Gombe State Vehicle Inspection Office Gombe State Ministry of Works & Transport

Source: Gombe State Ministry of Works and Transport, 2020.

Division of the Ministry. Since the use of inland water ways for transportation in Gombe State is negligible (Ministry of Works and Transport GSDP Baseline Assessment submission, 2019) and intra-state rail transportation currently non-existent, the dominant means of transportation in Gombe State is by road, followed by air travel on a far lower scale. Road networks in Gombe metropolis and LGA headquarters are said to have improved greatly, according to the Gombe State SEEDS II (2008 – 2011) document. Gombe State Ministry of Works and Transport data indicates 1,603.496 km as the total length of roads in the State as of 2019. This comprises approximately 571 km (35.60 per cent) of federal roads; 1,024.106 km (63.86 per

cent) of state roads; and 8.39 km (.52 per cent) of feeder roads. Table 3.7 shows total lengths of federal, state and access roads from 2015 to 2019, and also vehicular use.

As seen in Table 3.7, no increase was recorded in the length of access roads in the State from 2015 to 2019. Also, submissions from the Ministry of Rural, Community Development and Cooperatives shows that, as of the first quarter of 2020, the approximate length of rural feeder roads provided by the Ministry is 550 km. Going by the 2019 GSBS population estimates, the 25.95 per cent total length of all roads in Gombe State provides access to only about 1,792,565 rural population.



Investment in rural roads brings greater economic impact ahead of education, agriculture and health (World Highways, 2011).⁵ Rural access roads unleash untapped economic potentials and help to eradicate poverty by reducing transport costs and travel time in the short term. They also increase agricultural productivity, agri-business profitability, availability of jobs and eventually help to alleviate poverty over the longer term.⁶ SDG Target 9.1 seeks to “develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all”. The indicator of SDG 9.1 is the “Proportion of the rural population who live within 2 km of an all-season road”. The Rural Access Index (RAI) ascertains degree of progress towards the SDG 9.1 target at national and sub-national levels by measuring the proportion of people who have access to an all-season road within two kilometres,⁷ considered a reasonable distance for people’s normal economic and social purposes. The lower the RAI, the fewer the people in rural areas that have access to an all-season road at a distance of less than or equal to two kilometres. Owing to paucity of required data, the RAI for Gombe State could not be calculated.

The Gombe State Airport provides services for domestic air travel and annual Hajj pilgrimage operations. The submission from the Ministry of Works and Transport indicates that flights increased from one in and outbound flight four times a week

with 75 passenger capacity and 1 chartered flight in 2015 to two in and outbound flights eight times a week with 100 and 120 passenger capacity and 1 chartered flight in 2019.

In the 2030 Agenda for Sustainable Development, sustainable transport is mainstreamed across several SDGs and targets, especially those related to food security, health, energy, economic growth, infrastructure, and cities and human settlements.⁹ Sustainable transportation can enhance economic growth and improve accessibility. Also sustainable transport achieves better integration of the economy while respecting the environment, improving social equity, health, the resilience of cities, rural-urban linkages and productivity of rural areas.¹⁰

It is noteworthy that the Ministry of Works and Transport projects about 50 km of annual increase in total length of roads to be paved in Gombe State, following the 10 per cent expected increase in vehicular traffic, resulting in about 1074.106 km from 2020 to about 1,624.106 km by 2030. Another projection within this period is the upgrading of Gombe Airport to an international airport.

Baseline Information, Including 3-5 Years of Data

Current Objectives

Among current objectives pursued by the Ministry of Works and Transport are to:



- Improve road safety and enhance harmonious relationship among road users
- Ensure easy access to all Local Government Areas through the projected Governor’s 100 km Access Road per LGA in State
- Ensure smooth management and operation of Gombe State Airport to improve IGR
- Improve road networks in the state capital to ease movement (of people and goods), reduce travel time; increase accessibility to all parts; and reduce crime.
- Reduce road accidents through the installation of traffic control lights and street lights
- Improve rural road networks to facilitate ease of movement of farm produce to the markets and inputs to farms to boost agricultural activities in the State

Policies/Actions

There is no indication of the existence of an official Gombe State Policy on Transportation. There is, however, information regarding planned, ongoing and completed efforts (listed below) for roads and air transportation, as documented in the Gombe State Ministry of Works and Transportation submissions. It is perhaps striking that Nigeria also does not have an official National Policy on Transportation. However, even though the unapproved 2003 and 2008 policy documents on transportation may not be regarded as official, it is

observed that government investment and funding decisions, including management techniques, reflected the aspirations and desires expressed in the draft documents.¹¹

Directorate of Civil Engineering

Projects Awarded by the Department

- Dogon Ruwa Gelengu Road Project
- GRA (Maidugu Area) - Bolari Izala Mosque - Central Primary School Roads and road networks around federal low-cost housing projects
- Dukku township roads and repair work on Gombe Abba - Hashidu Malala Road
- Additional work on Gombe Abba Township Roads
- Kaltungo and Shongom Townships Roads
- Bajoga Township Roads
- Street Lighting in Gombe Metropolis
- Kanawa - Deba - Jagali - Jauro Gotel Road with spurs to Lano, Kuri, Kurjale, Maikaho, Dumbu - Dadin kowa and Dasa
- Kumo Township Roads
- Dadin Kowa and Hinna Townships Roads
- Dukku-Wawa-Biri-Wuro Bapparu Road
- Ngalda - Jigawa Road
- Dukku - Dokoro – Jamari Road
- Kumo - Kalshingi Road
- Mallam Sidi township roads
- Reconstruction of INEC road with spurs

Table 3.8: Transportation Baseline Information and Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE / YEAR
1	Planning, design, construction, supervision and maintenance of all state roads.	Good roads for economic growth	6 road projects (118.87 Km).	5 road projects (15.2 Km).	11 road projects (148.71 Km).	4 road projects (9.843 Km).	5 road projects (67.6 Km).	MOW&T (2020)
2	Street lights and a central sewage system in Government Estate.	Electrification of streets and construction of drainage systems	6 road projects (118.87 Km).	5 road projects (15.2 Km).	11 road projects (148.71 Km). Street light extended to C.H.T KT. (0.8 Km).	4 road projects (9.843 Km).	5 road projects (67.6 Km).	MOW&T (2020)

3	Direct labour for civil engineering works.	Emergency repairs	N/A	N/A	N/A	N/A	1 Project (Washout repairs)	MOW&T (2020)
4	Bill of Engineering Measurement and Evaluation (BEME) for construction of State road projects.	BEME produced	6 road projects (118.87 Km).	5 road projects (15.2 Km).	11 road projects (148.71 Km).	4 road projects (9.843 Km).	5 road projects (67.6 Km).	MOW&T (2020)
5	Liaison with Federal Ministry of Works on related roads and civil Engineering Infrastructure	Projects jointly supervised with Federal Ministry of Works	N/A	N/A	N/A	N/A	N/A	MOW&T (2020)
6	Repair of bridges and other crossings.	Repaired bridges and other crossings.	N/A	3 road Maintenance projects.	N/A	N/A	2 bridges maintained & rehabilitated (Doma & Kalshigi bridges).	MOW&T (2020)
7	Design, provision, supervision and maintenance of street lights	Street lights designed, constructed and maintained	22 No. location Maintenance work.	1 No. project. @ 3Rd 2.587Km, 24 loc. maintained	2 No. project @ 2 Rd 3.520km, 26 loc. maintained	26 No. location Maintained.	2 No. project @ 7 Rd 18.97km, 26 loc. maintained	MOW&T/2020
8	Planning, design and construction, and maintenance of traffic lights	Traffic lights designed, constructed and maintained	N/A	28 No. location facilities Mgt.	30 No. location facilities Mgt.	13 No. loc. Designed & constructed, 30No. location facilities Mgt.	N/A	MOW&T/2020
9	Overall coordination of parastatals and agencies.	Parastatal and agency activities coordinated.	N/A	N/A	N/A	3 Parastatals for RAMP, Physical Responsibilities com. & N.E.D Com.	3 Parastatals for RAMP, Physical Responsibilities com. & N.E.D Com.	MOW&T (2020)
10	Professional services to MDA's	Professional services provided to MDAs	3 Ministries: Water resources, Lands & survey & Rural, Comm. Dev. & Coops.	3 Ministries: Water resources, Lands & survey & Rural, Comm. Dev. & Coops.	3 Ministries: Water resources, Lands & survey & Rural, Comm. Dev. & Coops.	3 Ministries: Water resources, Lands & survey & Rural, Comm. Dev. & Coops.	3 Ministries: Water resources, Lands & survey & Rural, Comm. Dev. & Coops.	MOW&T (2020)
11	Operations management for Gombe Airport	Operation and management activities carried out on Gombe Airport.	N/A	N/A	N/A	N/A	N/A	MOW&T (2020)

Source: Gombe State Ministry of Works and Transport, 2020.

- Rehabilitation and Upgrading of Ngaji Bauchi - Jurara - Daban FulaniLubo - Zambuk - Baure road with spurs to Gwani and Kinafa
- Gona - Garko - Gujuba - Kalshingi Road with a spur to Maidugu
- Construction of Ngaji Bauchi - Biri Butu - Gwaram - Gwiwa - Abuja- Garin Bura Road
- Provision and Installation of Street Lighting along roads in Liji T/ships
- Dukku - Kalam - Dokoro / Jamari Road
- Dongor - Ayaba - Tudu Road with Spur to Panguru
- Ladongor - Kwiba - Amtawalam - Pobawure - Sabon Layul – Ayaba
- Emergency Repairs of Road Washout and Patching Works on Hinna - Shinga- Gwani Road
- Reconstruction of FCE (T) Roundabout - Police Barracks (PDP Junction) - Emir’s Palace Road
- Rehabilitation of Nafada Spur Road
- Dualization of a Section of Bauchi - Gombe Federal Highway Phase II (Tumfure-International Conference Centre Road totalling 7.40 km)
- Construction of Idi Maternity Road Network
- Construction of Gombe Township Roads (Phase VI)
- Construction of Roads Network in Jekadafari North
- Construction of Roads Network in Industrial Cluster at Nasarrawo in Gombe Metropolis
- Dualization of Federal Secretariat road and Some link roads in the Gombe City Centre
- Construction of Boltongo - Nono road with a spur to Garin Malami
- Construction of Bambam - Tula Yiri Road
- Construction of Gombe Postiskum - Federal Highways - Gerkwami – Daniya Road
- Construction of Mallam Inna - Kundullum - Kurba - Gombe/Potiskum Road
- Emergency repairs of the construction of failed box culvert at Mallam Inna
- Construction of Malala - Zaune - Dukkuyel Road
- Construction of Degri - Bembelem - Reme - Dong - Talasse Road
- Mararraba – Jabba – Sambo Daji – Pandi Kola – Gwarar – Garin Wada Road
- Construction of Bagunji - Dadiya - Yelwa -

Gombe/Yola Road

- Construction of Bambam - Mwona - Kutare - Gombe/Yola Road
- Construction of Lapan - Labarya - Lasenja – Latatar - Lakenturum road with spur to Burak
- Construction of Talasse - Bangu - Bokabundi - Wala Lunguda road with spur to Dala Waja.

Commenced Road Projects

- Dogon Ruwa Gelengu Road Project
- GRA (Maidugu Area), - Bolari Izala Mosque - Central Primary School Roads and roads network in Federal Low-Cost Housing Scheme
- Dukku Township Roads and repair work on Gombe Abba - Hashidu Malala Road
- Additional work on Gombe Abba Township Road
- Kaltungo and Shongom Townships Roads
- Bajoga Township Roads
- Street Lighting in Gombe Metropolis
- Kanawa - Deba - Jagali - Jauro Gotel Road with spurs to Lano, Kuri, Kurjale, Maikaho, Dumbu - Dadin Kowa and Dasa.
- Kumo Township Roads
- Dukku-Wawa-Biri-Wuro Bapparu Road
- Ngalda - Jigawa Road
- Dukku - Dokoro – Jamari
- Kumo - Kalshingi Road
- Mallam Sidi T/ship Roads
- Rehabilitation and Upgrading of Ngaji Bauchi - Jurara - Daban Fulani - Lubo - Zambuk - Baure road with spurs to Gwani and Kinafa
- Gona - Garko - Gujuba - Kalshingi road with spur to Maidugu
- Construction of Ngaji Bauchi - Biri Butu - Gwaram - Gwiwa - Abuja- Garin Bura Road
- Provision and Installation of Street Lighting along roads in Liji Townships
- Dukku - Kalam - Dokoro/Jamari Road
- Dongor - Ayaba - Tudu Road with Spur to Panguru
- Ladongor - Kwiba - Amtawalam - Pobawure - Sabon Layul – Ayaba
- Emergency Repairs of Road Washout and Patching Works on Hinna - Shinga- Gwani Road
- Reconstruction of FCE (T) Roundabout - Police Barracks (PDP Junction) - Emir’s Palace Road
- Rehabilitation of Nafada Spur Road

- Dualization of a Section of Bauchi - Gombe Federal Highway Phase II (Tumfure-International Conference Centre Totalling 7.40 km)
- Construction of Idi Maternity Road Network
- Construction of Gombe Township Roads (Phase VI)
- Construction of road networks in Jekadafari North
- Construction of road networks in Industrial Cluster at Nasarrawo in Gombe Metropolis
- Construction of Boltongo - Nono Road with a spur to Garin Malami
- Construction of Bambam - Tula Yiri Road
- Construction of Gombe Postiskum - Federal Highway - Gerkwami - Daniya Road
- Construction of Mallam Inna - Kundullum - Kurba - Gombe/Potiskum Road
- Construction of Malala - Zaune - Dukkuyel Road
- Construction of Degri - Bembelem - Reme - Dong - Talasse Road
- Mararraba - Jabba - Sambo Daji - Pandi Kola - Gwarar - Garin Wada Road
- Construction of Bagunji - Dadiya - Yelwa - Gombe/Yola Road
- Construction of Bambam - Mwona - Kutare - Gombe/Yola Road
- Construction of Lapan - Labarya - Lasenja - Latatar - Lakenturum Road with spur to Burak
- Construction of Talasse - Bangu - Bokabundi - Wala Lunguda road with spur to Dala Waja.

Roads Proposed for Procurement in 2nd Quarter of 2020

- Construction of Bridge on Wuro Bapparu – Biri – Wawa – Dukku Road as phase 1
- Construction of Jagabari – Magaba – Kuka Bakwai
- Kumo – Bappah Ibrahima – Luggerewol – Wuro Papa

Roads and /Bridges Proposed for Awarded

- Design of roads and bridges
- The procurement process for the following roads/bridges:
 - Construction of bridge on Dukku – Wawa – Biri – Wuro Bapparu road.
 - Ture Mai – Bule – Kaltin – Talasse road
 - Marraban Lembi – Barambu – Jauro Tukur
 - Dongor – Ayaba – Kweye – Tudu with spur to Pangur
 - Bangumji – Labuti –Yelwa – Gombe Yola Road
 - Pindiga – Sabon Kaura – Garin Galadima – Dumbe – Lambo with spur road
 - Nafada – Ndaba – Biri da Biri – Munda – Bajoga.
 - Bappah Ibrahima – Unggerowu – Papa Road
 - Upgrading of Hinna – Shinga – Gwani
 - Upgrading Gombe Airport

Directorate of Electrical Engineering Services
Proposed Projects:

- Construction of streetlights in Jekadafari South





- Refurbishing of bucket crane plant
- Construction of streetlights in Jekadafari North
- Construction of vehicle/plant workshop
- Completion of streetlights on dual carriage roads from Matrix filling station to City gate
- Construction of streetlights in Local Government Areas and major towns
- Rehabilitation of machine and welding shop
- Construction of streetlights on Mallam Inna – Arawa and Kurba Titi Road
- Construction of streetlights in LGAs head-

quarters and major roads

- Construction of streetlights works in Mallam Inna – Arawa and Kurba Titi Road
- Refurbishing of fuel dump

Directorate of Transport

Proposed Projects:

- Inspection and assessment of vehicles
- Creation of data bank for a government vehicle
- Co-ordination and monitoring of Gombe line
- Insurance of vehicle roadworthiness (VIO)

- Accident report on the vehicle (VIO)
- Vehicle inspection (VIO)

State Road Maintenance Agency

Proposed Projects:

- Construction/conversion of existing office structure
- Repairs of township roads (state wide)
- Rehabilitation/maintenance of regional roads

Policy Outcomes

- Good road network to promote economic growth
- Airport facilities to handle projected increase in demand for services and business activities
- Increased revenue generation from roads
- Enhanced quality control of construction materials before and during construction.
- Increased road safety through traffic lights and street lighting
- Roads and environment protection through effective drainage system
- Increased maintenance culture
- Increased collaborative partnership with the Federal Ministry of Works through joint supervision
- Increased coordination between Ministry of Works and Transport, Ministry of Rural, Community Development and Cooperatives and Road Maintenance Agency
- More professional services rendered to MDAs

Key Challenges

- Inadequate funding for budgeted projects
- Compensation for buildings and the relocation of public utilities
- Dwindling annual budgetary allocations

Existing Policy and Institutional Framework

Where there is a shared mandate for rural (access) roads with the Ministry of Rural, Community Development and Cooperatives, the State Ministry of Works and Transport has the sole mandate over State roads, while the Road Maintenance Agency has responsibility for the repair of damaged State roads.

Legal Environment

The establishment of Gombe State Ministry of Works and Transport, Ministry of Rural, Community Development and Cooperatives, and Road Maintenance Agency are backed by separate State laws.

Prospects

- Nigeria Rural Access and Agricultural Marketing Project (RAMP). This is a World Bank-Nigeria Government project to “improve rural access and agricultural marketing in participating states while strengthening the financing and institutional base for effective development, maintenance and management of the rural road network”. The project is expected to run from February 2020 to June 2026.
- Discovery of crude oil deposits in addition to the presence of several other minerals like gypsum, kaolin, limestone, etc., is likely to increase mining activities and thus result in increased air travels, especially chartered plane and helicopter flight services to and from Gombe Airport.
- The central location of Gombe State and its connection to all States of the North East provides it a unique opportunity to become an air travel hub.
- The projected 10 per cent annual increase in vehicular traffic presents an opportunity for increased income generation from new vehicles registration, driver’s licence; parking permits, vehicle inspection, etc. It also widens the opportunity for revenue generation for government through air travel VAT, ticketing (entry/parking), landing charges; car hire services and so on.

Electricity and Power

3.4.1 Situation Analysis

In Gombe State, off-grid energy sources, such as electricity generators and solar energy, complement the on-grid (national grid) supply of electricity for household, business and industrial use. The electricity distribution company covering Gombe



State – Jos Electricity Distribution Plc (JEDCO) – reported 78,000 properties connected to electricity as at 2019. JEDCO also indicated that estimated electricity demand was 480,000,000 Kwh while supply was 264,000,000 Kwh during the same year. This indicates a 45 per cent electricity supply gap the total 78,000 connected premises in the State as of 2019. Table 3.9 presents a breakdown of connected premises, estimated annual demand and total electricity supplied to Gombe State.

From Table 3.9, despite increases in the number of premises JEDCO connected to electricity from 2015 to 2019, the average annual increase in connection of premises was only about 8.75 per cent of the previous year’s, even as households alone (excluding

all business premises, public offices etc.) in Gombe State constitute about 651,842 (based on 2019 household size average and Gombe State population estimate for 2019).^{12,13} On average, 42 per cent of annual demand for electricity from 2015 to 2019 was unmet, indicating that of the 390,611,328 Kwh average annual demand of electricity from 2015 to 2019, only 229,400,000 Kwh (58 per cent) was supplied. This is as projections in Table 3.9 show that by 2030, Gombe State’s annual demand will rise to 697,677,673 Kwh of electricity, a 22.6 per cent increase in 2020 estimated annual demand of 540,000,000 Kwh.

Data from Gombe State Bureau of Statistics June 2020 Household Survey show 40.2 per cent of rural

Table 3.9: Electricity Demand Projections and Supply for Gombe State

S/N	Data Description	2015	2016	2019	2018	2019	2020
1	Total number of connected premises	56,000	58,800	61,740	64,827	78,000	N/A
2	Estimated annual demand (Kwh)	360,000,000	367,200,000	371,016,000	374,840,640	480,000,000	540,000,000
3	Total supplied for the year (Kwh)	192,000,000	212,000,000	232,000,000	247,000,000	264,000,000	N/A

Source: Jos Electricity Distribution Plc, 2020

Table 3.10: Electricity Demand Projections for Gombe State

S/N	Data Description	2021	2022	2023	2024	2025
1	Projected Annual Demand (Kwh)	550,800,000	567,324,000	590,016,960	619,517,808	631,908,164
S/N	Description	2026	2027	2028	2029	2030
2	Projected Annual Demand (Kwh)	644,546,327	657,437,254	670,585,999	683,997,719	697,677,673

Source: Jos Electricity Distribution Plc, 2020.

Table 3.11: Household Main Source of Electricity

Classification	What is the main source of electricity?				
	Rural Electrification	Private Generator	Solar Power	JEDCOC	None
State	2.2%	1.9%	2.4%	46.8%	49.5%
Urban	0.0%	2.5%	0.7%	97.4%	2.3%
Rural	2.5%	1.8%	2.7%	40.2%	55.6%

Source: Gombe State Bureau of Statistics - 2020

Table 3.12: Household Main Source of Fuel for Lighting

Classification	What is the main fuel used for Lighting?						
	Battery / torch	Candles	Electricity	Firewood	Kerosene / paraffin	Other	Total
State	85.8%	0.4%	11.0%	1.4%	1.1%	0.3%	100.0%
Urban	75.4%	0.7%	20.3%	0.2%	2.8%	0.7%	100.0%
Rural	87.2%	0.3%	9.8%	1.6%	0.8%	0.3%	100.0%

Source: Gombe State Bureau of Statistics - 2020

Table 3.13: Household Main Fuel used for Cooking

Classification	What is the main fuel used for cooking?								
	Animal waste	Charcoal	Crop residue/sawdust	Electricity	Firewood	Gas / LPG	Kerosene / oil	Other	Total
	%		%	%	%	%	%	%	%
State	0.0	2.7	0.5	0.1	94.9	1.3	0.4	0.1	100.0
Urban	0.0	19.8	0.0	0.0	69.6	10.2	0.3	0.0	100.0
Rural	0.0	0.5	0.5	0.1	98.2	0.2	0.4	0.1	100.0

Source: Gombe State Bureau of Statistics

households in Gombe State rural have electricity as a main source of power, 9.8 per cent use electricity for lighting and 0.1 per cent for cooking (see Tables 3.11, 3.12 and 3.13).

Statistics from Tables 3.11, 3.12 and 3.13 thus indicates that electricity is not a main source of power for 58 per cent of rural households in Gombe State; 90.2 per cent depend on other sources (such as torch, candle, firewood, kerosene/paraffin and others) for lighting; and 99.9 per cent on other sources of fuel, such as animal waste, charcoal, crop residue/sawdust, firewood, gas/LPG; kerosene/oil and others, for cooking.

It can be seen from Tables 3.12 and 3.13 that only about 293 rural communities are connected to or have ongoing connection projects to electricity grid in Gombe State.¹⁷ The low dependency of rural areas on electricity as a main source of power and the very low dependency on electricity for lighting and cooking are partly related to the low access of rural communities to electricity.

With the UN General Assembly’s adoption of 2030 Agenda for Sustainable Development and dedication

of Sustainable Development Goal number 7 (SDG 7) to “ensuring access to affordable, reliable, sustainable and modern energy for all”,¹⁴ Nigeria set for itself a target of expanding electricity access to 75 per cent of the population by 2020 and 90 per cent by 2030.¹⁵ Even though Nigeria has 12,500 MW of installed generation capacity, drawn largely from hydropower (12.5) and gas thermal power (87.5), only 3,500 MW to 5,000 MW is currently or typically available for onward transmission for consumption,¹⁶ and it is projected that at a growth rate of 7 per cent, the electric power capacity demand for Nigeria will be approximately 7.5-fold between 2020 and 2030.¹⁸ Based on this projection and given the same condition, Gombe State’s demand for electric power between 2020 and 2030 can be estimated at 7.5-fold of current demand.

Given the situation outlined above, therefore, meeting SDG 7 in Gombe State will require significantly decreasing access and demand-supply gaps through significant annual increases in the number of connected urban households, rural communities and households, and annual increases in electricity supply up to 100 of estimated



demand. There must also be determined action to exploit alternative energy sources within the State’s mandate to bridge shortfalls from on-grid sources and also promote efficient energy usage.¹⁹

Baseline information, including 3-5 years of data

Current Objectives

The following have been presented as the current objectives of the electricity and energy sector in the submission made by the Ministry:

- Collating power audit data to ensure energy planning and availability of reliable energy for all residents of Gombe State
- Collaborating with the Federal Government, Ministry of Power and its agencies to align power reform policies and implementation
- Creating an enabling environment for private investors to partner with it in the exploration and exploitation of energy and mineral resources in Gombe State

Other objectives for rural electrification are:

- Developing rural areas to urban settlements by electrifying the villages
- Benefitting from the payment of all liabilities to complete the stagnant electrification projects

Policies/Actions

Gombe State is yet to have an official policy on electricity and energy in place. There are, however,

instruments such as The National Energy Policy (2003), Renewable Electricity Policy Guidelines (2006), etc. All these were borrowed from the Federal Government to regulate electricity and power in Gombe State. Policy actions listed in the Ministry of Energy and Solid Minerals submission are:

- Formulation and evaluation of policies relating to energy and mineral resources matters
- Development of sustainable policies for both conventional and renewable power solutions; and
- Regulation and issuing of operational/access permit to persons, corporations, partnership or bodies involved in energy, minerals mining and allied activities in Gombe State.

Those for rural electrification include:

- Electrification of the entire villages in all 11 LGAs that can be accessed
- Reduction of congestion of settlements in the state capital and main towns
- Development of the entire State by paying electricity bills.

Policy Outcomes

These are (as presented in the Ministry’s submission):

- Sustainable development of the sector through local and foreign investment in the State
- Strong support for industrialization in the State
- Supporting wealth and job creation

Table 3.14: Electricity and Energy Baseline Information/Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE/YEAR
1	Availability of steady power supply	Enhanced electricity supply					N/A	N/A
2	Community participation	Number of communities sensitized					N/A	N/A
3	Job and wealth creation	Number of mineral base industries established					N/A	N/A
4	Job and wealth creation	Number of mining activities taking place					N/A	N/A
5	Improved internally generated revenue (IGR)	Enhanced revenue generation, including derivation					N/A	N/A

Source: Gombe State Ministry of Energy and Mineral Resources

Key Challenges

- Lack of requisite mineral statistical data
- Lack of basic field and laboratory equipment for follow-ups and ground-breaking surveys;
- Lack of genuine investors to invest in the sector from the preliminaries to mine development;
- Lack of synergy between government, traditional rulers, land owners and illegal mining activities;
- Huge capital outlay and long incubation periods for energy, minerals, mining and allied projects;
- Limited federal budget support; and
- Lack of funding/sector financing etc.

Other challenges outlined by the Ministry of Rural, Community Development and Cooperatives for rural electrification are:

- Paucity of funds to complete the uncompleted electrification projects and the awarded projects
- Lack of operational vehicles for survey and supervision of the projects
- Inadequate staff

Existing Policy and Institutional Framework

The Jos Electricity Distribution Company provides electricity in Gombe State and connects consumers to the national grid. The Ministry of Rural, Community Development and Cooperatives links the rural communities to the national grid.

Legal Environment

The Jos Electricity Distribution Company is a registered privately owned company, while the Ministry of Rural, Community Development and Cooperatives is a public institution of the Gombe State Government established by law of the State.

Prospects

- Revenue generation for the State through equity participation, taxes, levies, etc.
- Public Private Partnership to generate electricity under the Nigerian Renewal Energy and Energy Efficiency Policy (NREEEP)
- Improvement in rural power infrastructure to boost economic development and increased

agro-processing

- Statutory power allocation to Gombe State from the Dadin Kowa electricity generation project
- Job and wealth creation

Renewable Energy

Situation Analysis

Renewable energy (RE), that is, energy from sources that are naturally replenishing but flow-limited, virtually inexhaustible in duration but limited in the amount that is available per unit of the time,²⁰ a veritable source of power in Gombe State, became a subject of increased interest in February 2018 when Rencore Energy Limited of the UK and Esam Energy Solution of Nigeria signed an agreement to establish wind energy farms in the State. This was in addition to the national grid's hydro-electric power and private solar energy sources used in the State. The committee set up by the previous administration on the issue is yet to submit its report since July 2018. The Ministry of Energy and Mineral Resources is the institution with the mandate for the renewable energy in Gombe State.

While the State has demonstrated potential to achieve SDG 7 (that is, to “ensure access to affordable, reliable, sustainable and modern energy”) by opening a new world of opportunities for billions of people through new economic opportunities and jobs, empowering women, children and youths through the provision of better education and health, building of more sustainable, equitable and inclusive communities, and providing greater protections from, and resilience to, climate change,²¹ sunlight and wind power stand out as reliable sources of renewable energy that Gombe State can harness within the confines of the National Renewable Energy and Energy Efficiency Policy (NREEEP). This is based on the widespread private use of solar power in the State, the 2018 agreement with Rencore Energy Limited of the UK and Esam Energy Solution of Nigeria, abundant resources for solar and wind power generation, and the 10 MW of wind power plant project in Katsina State.

Table 3.15: Renewable Energy Baseline Information / Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE/YEAR
1	Generation of electricity from a renewable energy source (i.e. wind) 360MW	N/A					2020	Ministry of Science, Technology and Innovation (2020)
2	Creation of jobs for youths							
3	Improvement of internally generated revenue (IGR) of the State							

Source: Gombe State Ministry of Science, Technology and Innovation

Baseline Information, Including 3-5 Years of Data

Current Objectives

The Federal Ministry of Science, Technology and Innovation, which has the mandate for the sector, outlines the objectives of renewable energy as follows:

- Generate electricity from a renewable energy source (i.e. wind) 360MW.
- Create more jobs for the youths
- Improve the State’s internally generated revenue

In addition, the NREEEP outlines the following renewable energy objectives:

- Encourage the diversification of sources of energy supply through renewable energy, and as such, improve the energy security of the country
- Ensure the development of the nation’s renewable energy resources and energy efficiency opportunities for the achievement of national energy security and an efficient energy delivery system with an optimal energy resource mix
- Guarantee increased contribution of renewable energy and energy efficiency productive activities to national income
- Guarantee adequate, reliable and sustainable supply of energy at appropriate costs and in an environmentally friendly manner, to the various sectors of the economy, for national development
- Guarantee an efficient and cost-effective consumption pattern of energy resources
- Promote increased investments in, and

development of, the energy sector industries with private sector leadership

- Enhance technological development through increased domestic manufacturing of renewable energy and energy efficiency components
- Ensure a comprehensive, integrated and well-informed energy sector plans and programmes for effective development
- Foster international co-operation in energy trade and projects development in both the African region and the world at large
- Promote research and development in, and adoption of, sustainable low carbon and clean energy technologies to mitigate environmental pollution and climate change
- Promote gender sensitivity and special attention to rural energy needs
- Promote efficiency, conservation and carbon management best practices in the nation’s energy supply chain
- Ensure effective coordination of national renewable energy and energy efficiency planning, programmes and policy implementation
- Stimulate growth in employment generation through an expanded renewable industry
- Promote rapid expansion of renewable-based electricity market through cost-reducing supply-side and demand-side incentives
- Develop regulatory procedures that are sensitive to the peculiarities of renewable energy-based power supply
- Create a stable and predictable investment climate in renewable energy and energy efficiency market
- Provide effective protection of electricity consumers through effective regulation
- Reduce household and outdoor air pollution

as well as contribute to the abatement of greenhouse gas emissions, and thus contribute to improved health and overall social development

- Ensure strategic market transformation from sales of inefficient energy-consuming products to massive sales of energy-efficient appliances in Nigeria

Policies/Actions

As already observed in several other sectors, there is no formal State Policy on Renewable Energy in Gombe, although the Ministry of Science, Technology and Innovation has the responsibility to regulate the sector. Actions described in the Ministry's submission of note are:

- The signing of the agreement for the establishment of wind energy farm by Rencore Energy Limited of the UK and Esam Energy Solution of Nigeria in February 2018
- Provision of a site for the wind energy farm along Bauchi Road, between Tunfure and Lafiyawo of Akko LGA in June 2018
- Report of the committee set up on the establishment of this wind energy farm by the immediate past government since July 2018 is still being awaited.

The Nigerian Renewable Energy and Energy Efficiency Policy (NREEEP) proposed by the Federal Ministry of Power and approved by the Federal Government in April 2015 is expected to deal with Nigeria's energy supply crisis and improve energy security by increasing power output by at least 2,000MW (Nigerian Renewable Energy and Energy Efficiency Policy, 2015: 2). Outlined policies and policy actions for wind, solar and biofuels are discussed next.

Wind

Policies: The nation shall:

- Commercially develop its wind energy resource and integrate this with other energy resources into a balanced energy mix
- Take necessary measures to ensure that this form of energy is harnessed at sustainable costs to both suppliers and consumers in the rural areas
- Apply global best practices in the wind

energy resources and the mileage will be the achievement of optimum contribution from wind energy

Objectives

- To develop wind energy as an alternative energy resource
- To develop local capability in wind energy technology
- To use wind energy to provide power to rural areas and remote communities far removed from the national grid
- To apply wind energy technology in areas where it is technically and economically feasible.

Strategies: Short-Term

- Encouraging research and development in wind energy utilization
- Developing skilled manpower to provide basic engineering infrastructure for the local production of components and spare parts of wind power systems
- Training skilled local craftsmen to operate and maintain the wind energy systems
- Intensifying work in wind data acquisition and development of wind maps
- Providing appropriate incentives to producers, developers and consumers of wind power systems
- Developing extension programmes to facilitate the general use of wind energy technology

Strategies: Medium-Term

- Reviewing, improving and continuing short-term strategies
- Developing local capability through the establishment of local manufacturing of wind energy technology

Strategies: Long-Term

- Reviewing, improving and continuation of medium-term strategies

Solar

Policies: The nation shall:

- Aggressively pursue the integration of solar energy into the nation's energy mix, which should be based on the established potentials

and available technologies nationwide

- Keep abreast of worldwide developments in solar energy technology and utilization to adopt global best practices
- Use solar energy resources where it is more cost-effective and advantageous
- Support the establishment of local manufacturing industries for solar energy conversion technologies and applications
- Effectively harness solar energy resources and integrate them with other energy resources
- Promote the use of efficient solar energy conversion technologies, such as the use of photo-voltaic and concentrated solar panels for power generation
- Promote solar energy generation for productive use

Objectives

- Develop the nation's capability and capacity in the utilization of solar energy
- Use solar energy as the main energy option in rural and peri-urban areas with higher solar energy potential
- Develop a market for solar energy technologies and services
- Develop local manufacturing capabilities for solar energy conversion technologies

Strategies: Short-Term

- Intensifying research and development in solar energy technology and applications
- Intensifying human and institutional capacity building in solar energy technologies and applications
- Providing adequate incentives to suppliers of solar energy products and services
- Providing adequate incentives to local manufacturers for the production of solar energy systems and accessories
- Introducing measures to fast-track the development of local solar energy industries
- Setting up extension programmes to popularize solar energy technology and solutions to the rural and peri-urban communities
- Providing fiscal incentives for the installation of solar energy systems
- Pursuing an aggressive mass campaign and advocacy on the use of RE as alternative

energy sources

- Developing and enforcing standards for solar energy technologies, products, services and processes

Medium-Term

- Reviewing, improving and continuing of short-term strategies
- Setting up and maintaining a comprehensive information system on available solar energy resources and technologies
- Establishing measures to leverage funding from international agencies and countries that promote the use of solar energy

Long-Term

- Reviewing, improving and continuing the medium-term strategies

Biofuels

Policies: The nation shall:

- Improve on the link between the agricultural sector and the energy sector
- Promote the blending of biofuels as a component of fossil-based fuels in the country as required for all automotive use. The blend shall involve upgrading fossil-based fuels
- Promote investments in the biofuels industry
- Grant biofuels pioneer status for an initial 10-year period with the possibility of an additional 5-year extension
- Support the emergence of an industry in which a substantial portion of feedstock used by biofuel plants will be produced by large-scale producers and out-growers
- Ensure that biofuel industry benefits from carbon credit

Objectives

- Gradually reduce the nation's dependence on fossil fuels while at the same time creating a commercially viable industry that can precipitate sustainable domestic job
- Gradually reduce environmental pollution
- Firmly establish a thriving biofuel industry utilizing agricultural products as a means of improving the quality of automotive fossil-based fuels in Nigeria
- Promote job creation, rural and agricultural

development, and technology acquisition and transfer

- Provide a framework capable of attracting foreign investment in the biofuels industry
- Streamline the roles of various tiers of government to ensure the orderly development of the biofuels industry in Nigeria
- Involve the oil and gas industry in the development of biofuels in Nigeria

Strategies: Short-Term

- Encouraging integrated (plants and plantations) biofuels operators to set up agricultural service companies to support the out-growers scheme
- Mandating biofuel producers to establish a public private partnership with biofuels feedstock out-growers
- Facilitating easy market entry for intending biofuel operators through supportive regulations on biofuel activities
- Granting pioneer status tax holidays to all registered businesses engaged in biofuels-related activities
- Granting a 10-year import duty waiver for biofuels equipment not produced locally
- Exempting biofuel companies from taxations, withholding tax and capital gains tax in respect of interest on foreign loans, dividends and services rendered from outside Nigeria to biofuel companies by foreigners
- Granting a single-digit interest on a preferential loan to be made available to investors in the biofuels industry to aid the development of large-scale out-grower schemes and co-located power generating plants
- Establishing agriculture-allied industries capable of benefiting from the incentives put in place to foster the development of the agriculture-allied industry in addition to other incentives

Strategies: Medium-Term

- Reviewing, improving and continuation of short-term strategies
- Establishing a research and development fund to encourage synergy between the private and public sectors in R&D in which all biofuel companies shall contribute 0.25 of their revenue for research in feedstock production, local technology development and improved

farming practices

- Persuading biofuel producers to use auditable feedstock weighing equipment and methodologies as may be prescribed.

Strategies: Long-Term

- Reviewing, improving and continuation of medium-term strategies.

Policy Outcomes

There is no Gombe State policy or master plan for renewable energy. There has however been a yet-to-take-off initiative to complement present on-grid source electricity supply using wind energy.

Key Challenges

- Non-granting of approval for the commencement of the 360MW wind energy farm project
- Absence of policy or master plan on renewable energy for the State

Existing Policy and Institutional Framework

The Renewable Energy sector falls under the mandate of the Gombe State Ministry of Science, Technology and Innovation.

Legal Environment

Gombe State Ministry of Science, Technology and Innovation, with the sole mandate for Renewable Energy, is established by law enacted by the Gombe State House of Assembly.

Prospects

Renewable energy, according to NREEEP, will be based on hydropower, biomass, solar, wind, geothermal, wave, and tidal energy, estimated to be collectively able to provide over 68,000 MW. With Nigeria having a fairly distributed solar radiation averaging 19.8 MJm²/day, average sunshine hours of 6h/day, an estimated potential for concentrated solar power and photovoltaic generation around 427,000 MW and the North currently having average solar insolation of 2200 kWh/ ^ 2,²² Gombe State is advantageously placed to tap into this opportunity for vast quantities of power through largely untapped solar energy.

Information and Communications Technology

Situation Analysis

The use of Information and Communication Technology (ICT) in Gombe State is widespread at the personal level but not in the workplaces. In the public sector, its use is comparatively low and epileptic. Prorating Nigeria General Household Survey Panel, Wave 4 (2019) data, where access to own mobile phone and access to the internet through personal devices in Gombe State is 49.3 and 54.1 of the population, respectively, access to the internet in the workplace was only 0.8 compared with 18.1 through cybercafé.²⁴ It can be said, though, that with the establishment of Gombe State Ministry of Science, Technology and Innovation in 2016, in response to the 2014 National Council on Communication Technology advisory, that ICT, as a critical tool for development, has received increased attention in Gombe State. This is predicated upon the Gombe State ICT Policy and Strategy Development project embarked upon in 2019 (see report on Gombe State ICT Policy and Strategy Development project).

According to the National Bureau of Statistics (NBS), the ICT industry in 2019 contributed 10.11 to GDP in the first quarter of the year, 11.39 in the second quarter and 11.34 per cent in the third quarter. Between 2019 and 2020, ICT contribution to the State’s GDP increased from about 10 to 13.8 per cent.²⁵ This indicates great optimism for the expansion of ICT industry in Gombe State given the more than 3 per cent contribution to the nation’s GDP. Moreover, the ICT industry has tremendous potential to provide a large number of jobs, spur the State’s economy and make contributions to IGR.

The International Telecommunication Union (ITU) has also strongly demonstrated that ICT can help accelerate progress towards every single one of the 17 SDGs. They help to reduce poverty and hunger, boost health, create new jobs, mitigate climate change, improve energy efficiency, and make cities and communities sustainable, according to ITU.

However, according to the Gombe State Ministry of Science, Technology and Innovation, only 9,927 people were employed in various capacities by Gombe State ICT industry as at 2019 and contribution to IGR by the industry stood at N1,100,000 in the same year, indicating a reduction from N1,630,500 earned in 2018 (see Table 3.16 showing size of the industry and contributions to IGR from 2015 to 2019). Also, where 74.2 of people aged 10 years and above have access to a mobile phone, only 19.4 have access to the internet²⁴ and in workplaces (including the public service), access falls to 0.8.

The foregoing lead to conclusions of still untapped potentials of ICT and the ICT industry to increase public administration and governance efficiency, boost healthcare services, improve access to and quality of education, reduce inequality, boost GDP, IGR and the economy of the State, reduce poverty and hunger and create new jobs.

Baseline Information, Including 3-5 Years of Data

Current Objectives

The current objectives of the ICT sector, as provided in the Ministry of Science, Technology and Innovation’s submission, are:

- Development and formulation of principles and practices of e-governance that provides a

Table 3.16: Gombe State ICT Industry Size and IGR Contributions

S/N	Data Description	2015	2016	2017	2018	2019
1	Gombe State ICT Industry Size (Number of People)	4,014	5,552	6,461	7,552	9,927
2	Contribution to IGR (Naira)	N/A	N/A	N/A	1,630,500	1,100,000

Source: Gombe State Ministry of Science, Technology and Innovation, 2020

Table 3.17: Information and Communication Technology Baseline Information/Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE/ YEAR
1	e-Governance – development and formulation of principles and practices of e-governance	1.1 MDAs operate minimum requirement of ICT equipment and software standards 1.2 MDAs have and use the functional website and generic email addresses (in the .gov.ng domain) 1.3 MDAs with ICT Unit headed by an expert posted from State Ministry of Science, Technology and Innovation	N/A	N/A	N/A	N/A	N/A	N/A
2	State project management platform for planning, organizing, controlling, and managing project	2.1 Tracking of activities and revenue from the Telecom Industry in the State	N/A	N/A	N/A	N/A	N/A	N/A
3	Standards and guidelines to regulate and monitor compliance for ICT development in Gombe State	3.1 Safer and prospective support of operational practices by an entrepreneur	N/A	N/A	N/A	N/A	N/A	N/A
4	IT Project Clearance for MDAs in the State (to ensure a coordinated, standardized and cost-effective deployment of Information Technology that satisfies the local content requirement for the overall benefit of the State)	4.1 Government data security and centralization	N/A	N/A	N/A	N/A	N/A	N/A
5	Setting baseline and framework for e-Government/IT systems interoperability across MDAs	5.1 Reduction of logistics and other overheads in governance	N/A	N/A	N/A	N/A	N/A	N/A
6	Project execution under set standard specifications and best practices the deployment of the website and other IT applications by MDAs	6.1 Value-added to new inventions and agriculture and mineral commodities 6.2 Production of Ready to Use Therapeutic Foods (RUTF)	N/A	N/A	N/A	N/A	N/A	N/A

Source: Gombe State Ministry of Science, Technology and Innovation, 2020

framework for ICT decision making and record tracking in practical governance

- Development of a platform for planning, organizing, controlling, and managing project resources to achieve the overall goals of project's delivery in the State
- Development of standards and guidelines to regulate and monitor compliance both by public and private sector providers of ICT in the State
- Clearance of MDAs' IT projects in the State. This is to ensure a coordinated, standardized and cost-effective deployment of ICT tools that satisfy the local content requirements for the overall benefit of the State
- Setting of baseline framework for e-Governance/IT systems interoperability across MDAs
- Execution under set standard specifications and best practices the deployment of the website and other IT applications by MDAs to ensure seamless information exchange and ensure effective interactions between government, businesses and citizens while using ICT tools for service delivery
- Establishment of Gombe State Science and Technology village to provide the essential motivational framework required for tech start-ups, propelling local content opportunity, incubation of local talent, as well as provision of local policies and laws to support local start-ups
- Development of an e-Health model to improve medical service quality and transparency, equality in patient healthcare, support administrative planning and demand management
- Development of renewable energy competencies

Policies/Actions

Gombe State ICT Policy has been developed with the support of NITDA. Actions planned for the ICT sector outlined by the Ministry of Science, Technology and Innovation indicate that policy is operational. These are:

- Establishment of Gombe State Information

Technology Development Agency (GITDA)

- Establishment of State Technology Incubation Centres
- Coordination of computer literacy training for staff of all MDAs
- Creation of generic email addresses for all staff in all MDAs
- Coordination/provision of IT equipment for all MDAs in the State
- Inspection of the activities of the automobile, mechanics, GSM operators, etc.
- Identification of gaps in ICT equipment in the MDAs
- Establishment of ICT Unit in MDAs
- Posting of ICT graduates to man the ICT Unit in the MDAs
- Implementation of e-governance
- Procurement/distribution of ICT equipment to all public schools in the State
- Recording of monthly/quarterly activities of the Ministry
- Need Assessment/provision of laboratory equipment for public secondary schools
- Sensitization on nutrition across the State
- Sensitization workshops to farmers, dyers, etc.
- Implementation of knowledge-based science and technology driven programme in the State
- Young Nigerian Scientists Presidential Award competition
- Annual Science, Technology, Agriculture and Mineral EXPO
- Establishment of Raw Material Resource Centre
- Certification of Agriculture and Minerals Commodities
- Value addition to agriculture and minerals commodities

Policy Outcomes

- ICT types of equipment have been provided to the education sector. These include:
 - 830 computers and accessories, and computer tables and chairs procured and distributed to public secondary schools in the State;
 - 83 Thermocool generator sets procured and given to the Ministry of Education to equip secondary schools that are JAMB

- CBT centres in State;
- ICT types of equipment - 2 HP desktop computers, HP LaserJet compatible printer also procured for the Due Process Office.
- ICT Training provided for:
 - Unemployed 14 female graduates in computer operation;
 - ICT and engineering graduates on how to switch to ICT career;
 - 166 teachers on computer literacy;
 - 254 youths on web and mobile applications;
- The pooling of ICT graduates in the Ministry.
- Sensitization on building National ICT infrastructure (broadband) in Gombe State.
- Acquisition of 5 hectares of land in preparation for the establishment of ICT village.

Key Challenges

Submission of the Ministry of Science, Technology and Innovation outlines key challenges of the ICT sectors as:

- Funding for planned IT projects
- Inability to obtain the document for the allocation of land along Gombe Bye-Pass Road for the establishment of Gombe State ICT Village
- Inadequacy of funds to execute activities as scheduled in the Ministry's mandate
- Human and infrastructural capacity limitations especially in IT knowledge and compliance with standards
- Decay in school facilities, including laboratories and workshops
- Absence of private sector participation
- Poor synergy demonstrated by MDAs which may frustrate the efforts and mandates of the Ministry in harmonizing technology platform across the MDAs
- Insufficient power supply to support technological development in the State and industrialization as a whole.
- Absence of a good scientific background at a basic level of education among the population.
- An increase in demand for services from government, especially from an ageing population.

Existing Policy and Institutional Framework

Gombe State ICT Policy encapsulates adopted principles and course of action by Gombe State Government. While the Gombe State Ministry of Science, Technology and Innovation has overall mandate for the sector, it is important to note the ongoing action to establish a Gombe State Information Technology Development Agency (GITDA).

Legal Environment

The law establishing the Gombe State Information Technology Development Agency (GITDA) is in the development stage. This, when completed and passed, should complement the existing law establishing the Ministry of Science, Technology and Innovation.

Prospects

- Increased governance and administrative efficiency, transparency and cost-effective public service
- Creation of new jobs and a reduction in unemployment
- Increased contributions to State GDP and IGR
- Improvement of local crafts and technology with ICT

Research on how Information and Communications Technology can accelerate action on the Sustainable Development Goals by the Earth Institute, Columbia University, commissioned by ERICSON, documented the following findings:

SDGs 1

ICT is key to ending poverty by providing possibilities to improve productivity among millions of people so that they can better provide for themselves and their families and move out of poverty. This can occur in many ways, for example, by providing timely and accurate information services to help ensure equal rights to economic resources, as well as enabling services such as mobile banking and micro-credit, and in helping small producers to find the best markets for their products.

SDGs 2

ICT can help to reduce hunger and increase food security by giving farmers direct access to market information, weather forecasts, as well as planting, harvesting and targeted irrigation advice, logistics and storage, thereby helping to increase yield, restore soil, reduce waste and improve both productivity and effectiveness.

SDGs 3

ICT can deliver substantial and significant benefits across the whole of the global healthcare ecosystem. Connectivity enables health workers to be connected to information and diagnostic services, while analytics can help make projections about disease outbreaks, health service usage, patient knowledge, attitudes, personal continuous management of diseases and health practices.

SDGs 4

ICT is helping to improve education globally, allowing students to access learning assets and teachers to prepare for classes anytime, anywhere. ICT can assist in opening up access to education for all, particularly the underserved populations and those living in remote, resource-poor areas. It also can deliver online certification and student advisory services, in turn leading to improved economic opportunities for all.

SDGs 6

ICT will be crucial in ensuring the availability and sustainable management of water and sanitation for all. ICT is particularly important in terms of smart water management, infrastructure location, better and lower-cost maintenance, optimized operations and improved quality of service to customers.

SDGs 7

ICT is already demonstrating its strong potential to improve energy efficiency and reduce emissions,

both by making ICT itself more environmentally sound and less carbon-intensive and through ICT-enabled solutions such as smart grids, smart buildings, homes and smart logistics that allow other sectors of the economy to improve their energy efficiency and lower energy consumption.

SDGs 8

ICT skills have become a prerequisite for many forms of employment in the 21st century. Digital technology is transforming the way that business is being done everywhere, from traditional employment sectors, including farming, manufacturing and the health sector to new sectors such as offshore services. Moreover, ICT is important for economic and productivity growth. Recent research shows that a 10 per cent increase in ICT capital services is associated with a 0.9 per cent increase in GDP.

SDGs 9

ICT will continue to play an essential role in building and maintaining resilient infrastructure, in promoting inclusive and sustainable industrialization, and in fostering innovation in the emerging information and knowledge societies which depend on open access to academic research, transparency to make informed decisions and the power of online collaboration to support cross-sector and in-house co-creation, learning and work.

SDGs 10

ICT can help reduce inequality within and between countries, especially when used to help bring information and knowledge, and therefore social and economic progress, to disadvantaged segments of society, including those living with disabilities, as well as women and girls.²⁹



Social Development and Welfare Baseline Information

4

Health

Situation Analysis

The Gombe State health system is a subset of Nigeria's health system, which is based on the Primary Health Care (PHC) approach. The policy direction is guided by the National Health Act 2014 and the National Health Policy, which was revised in 2016 to focus mainly on attaining Universal Health Coverage (UHC) with the Basic Healthcare Package (including basic maternal, newborn, child, adolescent health and nutrition – BMNCAH+N), communicable and non-communicable disease control (including disease surveillance), and functional referral system with quality secondary and tertiary healthcare services. The strategies used include strengthening the ward health system with at least one functional primary health care facility per ward managed by Primary Health Care Under One Roof (PHCUOR) with

functional referral services to networked secondary and tertiary hospitals.

With an estimated 2020 population of 3,448,521 (at an annual growth rate of 2.7 per cent²⁷ projected from 2006 census), the Gombe State health sector is undergoing reforms to respond to the health challenges of its growing population. The health indices of the State are as indicated in Table 4.1.

The survey on Gombe Poverty Mapping Report, published in 2019 and covering 56,401 households with 640,725 people, has highlighted malaria, diarrhoea and typhoid as the most common ailments among the people, and that travel time taken to reach health facilities varies from 40 minutes to 9 hours. Most drugs dispensed in these health facilities are provided by the state and local governments as well as the development partners. A range of privately-run patent drugstores and pharmacies also operate in the State, complimenting the role of government.

Table 4.1: The Health Indices of Gombe State

Indicator	Status
Infant mortality rate	90 per 1000
Under-5 Mortality	152 per 1000
% of women who complete four ANC visits	51%
% of women who receive postnatal care	10%
% of children who receive all vaccinations	22%
% of women who deliver in a health facility	25%
Maternal Mortality	800 maternal deaths per 100 live births
Knowledge of HIV & AIDS	Only 50% of women and 85.3% of men aged 14-49 years have heard of AIDS.

Source: MICS 2016-2017; Statistical Reports on Women and Men 2017

The ability of the already weak health system to adapt to the needs of the huge population is further challenged by series of emergencies. These include the huge populations displaced by Boko Haram insurgency, and the response to Ebola and Lassa fever outbreaks, as well as to the COVID-19 pandemic. Moreover, there is an increasing intensity and frequency of other health and social issues, including malnutrition, diabetes, hypertension, road traffic accidents, and cancers. Similarly, the health system has had to deal with epidemics such as meningitis, measles, diarrhoea, as well as with social vices like drug abuse, gender-based violence, communal clashes, banditry, and robbery.

As expected, the government has relied chiefly on its human resources and available infrastructure to support healthcare services throughout the State.

Health Infrastructure

Gombe State has two tertiary hospitals, namely, the Gombe Federal Medical Centre, owned and managed by the Federal Government of Nigeria; and the Gombe State Specialist Hospital, owned and managed by the State Government. In all, the State boasts 23 General Hospitals and 592 Primary

Health Care Clinics of various types. The private sector also has 75 private hospitals, including eye clinics, dental clinics, maternity clinics, nursing homes, and dispensaries. There are also 43 pharmacy shops and 260 patent medicine stores that provide complementary services across the State.

Over the years, the pace of infrastructural development of this sector has not matched the health demands of the people. Support for even the most basic healthcare package is grossly inadequate.

Health Personnel

Most health centres in the State are usually staffed with Community Health Workers (CHWs). The personnel profile of the State's health sector indicates 743 nurses, 140 doctors, 32 pharmacists, 94 midwives, 559 CHWs, 69 traditional health practitioners, 129 traditional birth attendants and a range of unlicensed practitioners.²⁸ Table 4.2 shows a breakdown of these health personnel.

The shortfall in the number of health officials required by Gombe State, as indicated in Table 4.2, is not difficult to explain given that most of

Table 4.2: Distribution of Gombe State HRH

Cadre	Number Required	Current Number	Gap
Doctors	344	140	204
Nurse/Midwife	1,200	837	363
CHEWs	980	559	421
JCHEW	1,411	375	1,036
EHO	610	34	576
Pharmacists	60	32	28
Pharmacy Technicians	58	30	28
Medical Records Technicians	114	0	114
Laboratory Scientists	86	44	42
Medical Laboratory Technicians	38	30	8
Physiotherapists	69	20	49
Radiographers	67	8	59
Radiographer Technicians	58	12	46
Dental Therapists	30	11	19
Dental Technicians	30	11	19

Source: Gombe State Community Based Social Health Financing Scheme – Operational Manual, 2020

those currently working there now were trained in other parts of the federation. To supply the required manpower to bridge this gap, a number of measures have been set in motion. For example, the Gombe State University has introduced courses in medicine, pharmacy and nursing. Also, there is a College of Nursing and Midwifery, which trains nurses and midwives, and a College of Health Sciences and Technology, which trains community health workers, environmental health workers, as well as technicians in pharmacy, medical laboratory, dentistry and medical records. These institutions have helped to close some of the gaps created by the shortfall in the number of health personnel. Nevertheless, the deficits cannot be filled by the current rate of their production in the State.

As it is, the State does not have a resilient workforce in the health sector that can handle emergencies because that area of need has been neglected completely. As such, very few staff are trained in basic lifesaving skills. Indeed, only a handful are trained on emergency care provision in secondary and tertiary hospitals, and most of them work in the Accident and Emergency Units. The Epidemiologic Unit of the Ministry of Health is also poorly manned by a few staff, prompting the State Government to set up Emergency Response Committees each time disaster strikes.

Healthcare Financing

Gombe State has not established its own state health account, neither has there been any disaggregation of the national health account to the state level. Information on the WHO website has shown, however, that Nigeria's total health expenditure stood at US\$217 per capita in 2014²⁹ and that over 75 per cent of this expenditure was an out-of-pocket (OPP) expense. Of this expenditure profile, government accounted for about 23 per cent while the donor partners absorbed another 2-3 per cent. The account also indicates that about 70 per cent of public sector health expenditure went into reproductive health, while about 25 per cent was devoted to child health. There is limited information on private sector spending on health, including on medical tourism.

Public sector spending on health is largely contributed by the state and local governments through their respective budgets. The federal government and development partners compliment their efforts mostly through indirect spending by providing technical support, capacity building, vaccines and priority programmes' consumables and occasional grants. The huge population of Gombe State survives on the informal sector of the economy. This, in addition to the absence of social security system, makes it difficult to replace the



out-of-pockets payments with more efficient pre-payment systems.

Most health budgets in the public sector are limited to paying salaries, maintaining health facilities, and providing routine services. Little is provided for disease surveillance and emergency response. Despite previous experiences of disasters and outbreaks, and the slow spread of COVID-19, the State Government seemed not to have anticipated the magnitude of the financial demand for the COVID response, which the social and economic consequences that followed compounded.

Aside private individuals’ out-of-pocket health expenditure, the budgetary provision for the health sector in Gombe State is low. Yet the State has enjoyed a measure of assistance, especially in the health sector. This has come mostly from international organizations which support government’s efforts through different agreements. Local organizations mostly kept to themselves in this regard until COVID-19 compelled them to come together on 26 March 2020 under the umbrella of Coalition Against COVID (CA-COVID) to give

an initial contribution of over N21 billion to fight the pandemic. Despite this new resolve, however, Public Private Partnership has not achieved much in the health sector of Gombe State, despite having a fully operational department at the Federal Ministry of Health.

Current Objectives

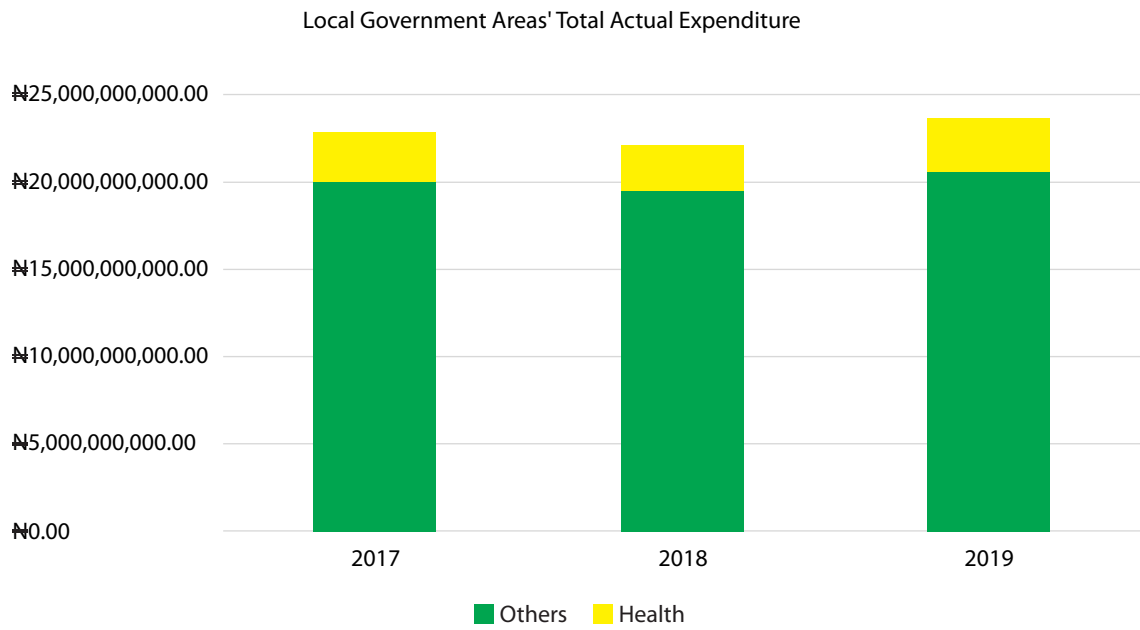
The current objective of Gombe State health sector, as stated in the State’s Strategic Health Development Plan 2018-2022, is: “To ensure that the Gombe populace have universal access to comprehensive, appropriate, affordable, efficient, equitable and quality essential health care through a strengthened and adaptive health system that can cope with current and future emergencies”.³¹

This broad objective is in line with the objective of the National Strategic Health Development Plan II.

Challenges

The Gombe State health system was built with the expectation that providing health facilities of various types and levels will automatically translate into improved access to quality healthcare services and

Figure 4.1: Actual Expenditure of 11 Local Government Areas³⁰



subsequently improve the health outcomes of the people. Consequently, the successive governments built public health facilities throughout the State (especially, secondary and tertiary hospitals), while the local government built health posts, clinics, and centres. These efforts have helped in addressing some of the poor health infrastructure in Gombe. The State, however, needs to move away from this piecemeal approach to a more encompassing systemic one that supports quality health care and population control, using multidimensional engagement to bring about the desired improvement. Recent experience has shown that government needs to take urgent steps in this regard to salvage the health sector in the State. The sudden onset of COVID-19 has exposed the infrastructural deficit, lack of human capital in critical specialties and inadequate finance to deal with emergencies, while maintaining the routine services. Hence, one of the core objectives of this 10-year Development Plan is to identify these challenges and adapt the health policy to address them. The Plan is designed to help build a more vibrant and responsive health system in the State.

Policy Actions

Since Gombe State has not developed a State Health Policy of its own, it has adopted most of the contents of the National Health Policy and those of other available health programmes. However, the

short-term policy formulated based on the Mid-Year Budget Framework 2019 is to proactively implement strategies to achieve Universal Health Coverage in Gombe State using the Primary Health Care as cornerstone. This is to be done by increasing access to efficient, qualitative and affordable healthcare services and ensure availability of essential drugs and vaccines throughout the State. This short-term policy now needs to be placed on a more solid foundation through this 10-Year Development Plan focusing on health and population control principles to develop the scope of the services for Gombe's Universal Health Coverage.

Policy Outcomes

The immediate past government focused on community-driven development strategy, that is, a bottom-up approach which streamlines strategic processes and programme identification using existing resources.³² This approach led to the needs assessment exercise that was carried out in late 2014 and early 2015 and which identified the huge development gaps across the State and the near absence of personnel, money and material resource capacity to deal with them. Despite that, the administration went ahead with extremely low level of implementation using available resources. However, the current administration is reprioritizing development agenda based on current needs and future projections, supported by developing a



broader economic base.³³ This called for greater stakeholder participation and inclusion in the development of this 10-Year Development Plan, an approach that was fully utilized.

Therefore, the health policy focus of this Development Plan is to place health care and population at the core of the planning process with the view to making the population healthier while empowering it to help improve the economic growth of the State.

Prospects

The health and population control approach requires a solid combination of top-down and bottom-up management styles of a unified health system. Hence, the current Strategic Health Development needs to be fully aligned with the business plans developed by the health units in every ward to meet the desired improvements in the target health indicators. Mapping of health resources (personnel, money, and material) will be continuously evaluated and strengthened to maintain a high level of activities that can support both preventive and curative health care at the highest level. Mobilization of more resources is necessary to achieve meaningful progress in this regard.

As earlier indicated, household out-of-pocket spending accounts for over 70 per cent of Nigeria's total healthcare costs. The informal private sector operators who pick up the bills is highly disorganized due to lack of social security system and unacceptably high unemployment rate to allow for proper assessment of their income levels. An attempt to expand public sector financing to cater for this kind of expenditure and thus make health care accessible to as many people as possible began with a proposal to have Community Based Social Health Financing Scheme to be developed by Gombe State Contributory Healthcare Management Agency (GOHealth). The proposal aimed at streamlining the federal government's proposed Basic Health Care Provision Fund (BHCPF), which will complement the purchasing of basic essential healthcare package for the poor and the vulnerable,

while GOHealth works with stakeholders to cover the rest of the population. Despite this plan, however, informal sector operators will still be encouraged to pay their health bills voluntarily as cooperatives through their Savings and Internal Lending Community (SILC) livelihood programme or individually through their respective Mutual Health Associations (MHAs). This strategy hopes to ensure adequate and sustainable healthcare financing to provide continuous, qualitative, accessible basic healthcare services that will deal with over 80 per cent of the communities' health risks.

As more resources become available and the community engagement becomes stronger, there will be commensurate increase in the demand for healthcare services. This will also increase opportunity for more engagement of the private sector practitioners at managerial and service provision levels, thereby increasing the revenue base and employment in the State. A deliberate infrastructural and human development investment plan will also be given priority in the coming 10 years to cope with the increasing demand and the employment of innovative approaches to tackling health challenges.

As these infrastructural needs are factored into the planning process, efforts must be made to focus the Plan on the population projections of the State vis-à-vis the utilization of services to be provided. Therefore, special and early consideration must be given to the workspaces, appropriateness of equipment to be deployed and the right calibre of staff. This plan will, thus, focus on providing adequate workspace per service for a given population year, with the possibility of upgrading the workspace and equipment with each year's population growth. This means that community- or micro-level plans will be linked with the Ward Development Plans to be collated as LGA plans considering the population and their needs within the current gaps. The infrastructure needed to cater for current and future emergencies will follow a similar pattern of planning. More focus will have to be made on psycho-social counselling (safe-spaces) centres, physical trauma centres for victims



of violence, and isolation and case management centres for infectious diseases.

The annual projections of workforce requirement will be based on pooling the existing workforce with the employment of new ones as an entry into the pool, while keeping an eye on those exiting either through retirement, transfers, retrenchment, incapacitation or deaths. For a given year, the quantity, mix and quality of the workforce must be adequate for the amount of work expected to be carried out during the year.

Quality staff training will comprise the capacity improvement gained to be able to assess gaps in work space, equipment and staffing and use same to allocate resources to manage healthcare for

their population; estimate health burden and work activities to deal with the burden; allocate tasks and resources at all times during the planned period to deal with the burden and report appropriately; assess the effectiveness of service protocols provided for service provision and provide regular feedback for improvements of health outcomes.

Every unit plan will encourage domestic resource mobilization by working with stakeholders to improve subscription to social health insurance. Effective cost recovery mechanisms will be established with the community representatives to sustain the unit's healthcare financing. Additional income to the unit must be transparently documented in its financial books as prescribed by the operational manual of the health facility.

The gaps in technologically-dependent diagnostic and treatment approaches can be filled through public private partnership investments by establishing designate specialist healthcare centres linked to tourism spots to encourage utilization of both and promote healing of body and mind, while increasing revenue.

Special attention will be paid to ensuring that a critical mass of emergency workers is built to fill the spectrum of the emergency services from prevention to case management and rehabilitation.

Education, Science and Technology

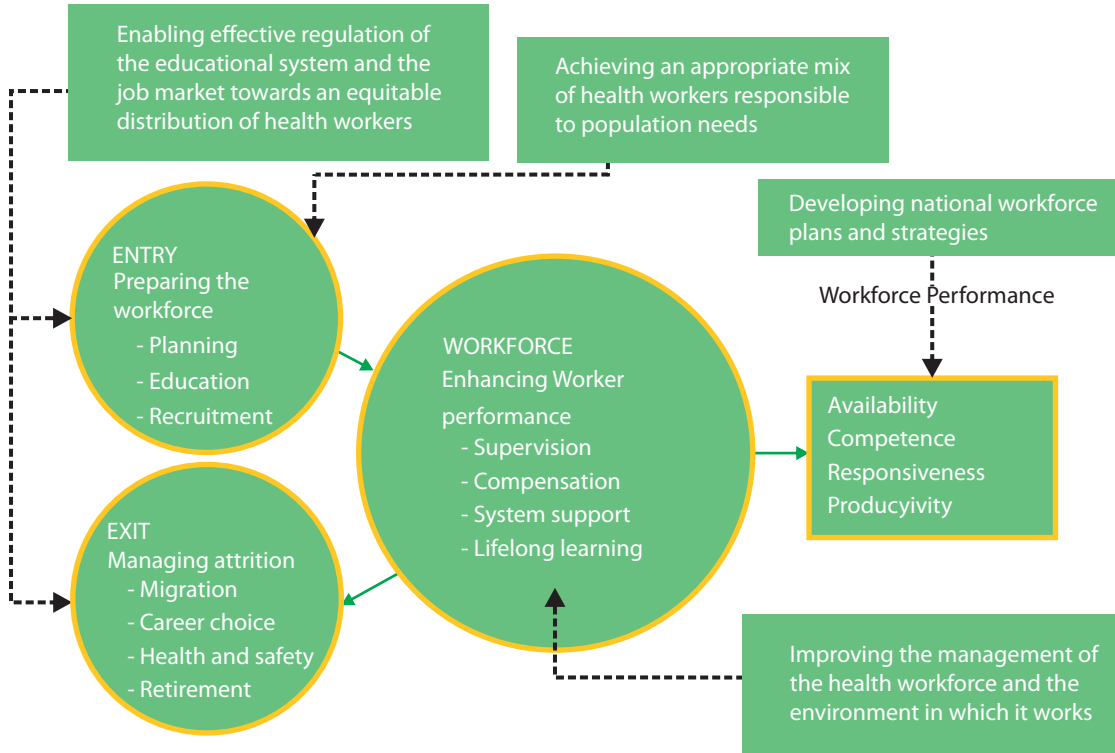
Situation Analysis

Gombe State is repositioning itself to be part of the national and global economy. Education, science and technology are the keys to the gateway of globalization. All aspects of educational development will be revisited by this 10-Year Development Plan to build the capacity of Gombe

State to compete favourably in the national and international markets.

The structure of the Gombe State education system is drawn from the national framework, which was modified in 2018 with the introduction of Early Child Care Development Education (ECCDE) for 3-5-year-olds and 1-year pre-school education at the age of 5 years to have a smooth transition of the child development programme of under-five from the health sector to above-five in the education sector. Primary education begins at age six and lasts six years. This is followed by three years of Junior Secondary School and another three years of Senior Secondary School. Basic Education, which the government of Nigeria undertakes to make universally accessible to all children, thus has three components, namely, Pre-School, Primary School and Junior Secondary School. The Senior Secondary School of three years prepares children for Tertiary Education by way of undergraduate studies in the Universities, or diploma and certificate courses in

Figure 4.2: Stages of Workforce Development; WHO 2006



Polytechnics and Colleges in different disciplines. Also, training opportunities are available in technical and vocational skills acquisition for those completing their basic education and are unable or unwilling to pursue regular courses in tertiary institutions but are disposed to building market-ready skills. The Adult Education and Apprenticeship (including sheltered workshop) programmes are also promoted to fill in gaps that may arise along the way.

Education, science and technology, including their applications, have fast-tracked developments in the health sector, especially in the emerging markets. Therefore, careful planning to bring the triad of education, science and technology to fruition is part of the vision of this 10-Year Development Plan.

At the moment, Gombe State has 15 Model Public Early Child Care Development Education (ECCDE) Centres with an enrolment figure of 27,954 in 2016. This was divided in between 1,378 public primary schools and 234 private primary schools.

Total number of classrooms available to support this is 14,346, and that caters for 53 per cent of the school-age population in the State.

Gombe State has an estimated number of 1,379,751 of children between ages 5 and 19 years (NPopC 2018). Of this number, the total estimated to be in school is 725,597 (52.59 per cent). The remaining 654,154 (47.41 per cent) are out of school.

The State also has 345 Public and 123 Private Junior Secondary Schools with total classrooms of 6,000 that can cater for about 60 per cent of the expected transitioned pupils from Primary Schools.

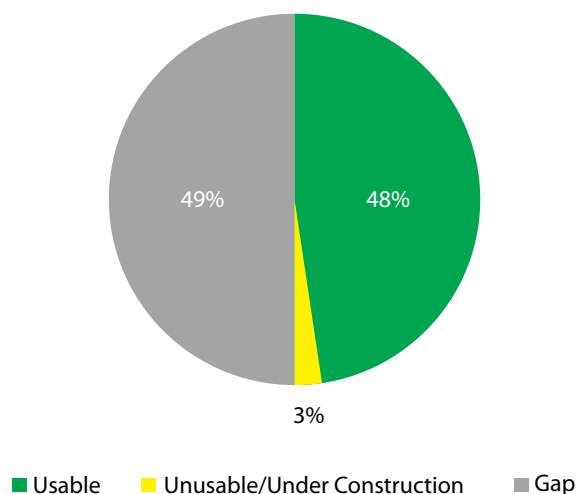
Furthermore, a huge number of school-age children are out of school and this poses a big challenge of access and equity, not just in educational opportunities but also in all the good things of life. It is estimated that Gombe State has 1,379,751 children between ages 5 and 19 (NPopC 2018). Of this number, the total estimated to be in school is 725,597 (52.59 per cent) while the remaining

Table 4.3: The Education Indices of Gombe State, 2018/2019

Indicator	Status
Literacy Rate (Age 14-24)	37.5% of Women and 47.5% of Men ³⁴
Population of School-Age Children	Male: 612,552; Female: 516,896; Total: 1,145,475. Both Public and Private Schools.
Total Number of Primary Schools	No. of Public Primary Schools: 1,593; Private Primary Schools: 657. Total: 2,250
Total Number of Primary Classrooms	No. of Classrooms in Public Primary School: 6,411
Out of School Children (Primary school)	58.1%
Primary School Enrolment Rate	22.8%: Public Primary Enrolment Male: 288,119; Female: 244,656; Total: 532,775; while for Private Schools Male: 35,463; Female: 33,059; Total: 68,522.
Total Number of Junior Secondary Schools	Public: 338; Private: 182; Total: 520.
Total Number of JSS Classrooms	No. of Classrooms in Public JSS: 1,553.
Out of School Children (Secondary school)	53.1% (581,146) ³⁵
Retention Rate (Transition from Primary to Secondary Schools)	50%: Male: 33,626; Female: 28,331; Total: 61,957 for public while for the private Male: 2,746; Female: 2,491; Total 5,237
Total Number of Senior Secondary Schools	Total Number of Senior Secondary Schools: 154
Total Number of SSS Classrooms	No. of Classrooms in Public SSS: 1,235
WAEC Passes in 5 credits including Mathematics and English	No. Passed and Percentage: 3,332 (22.5%)

Source: Gombe State Ministry of Education, Baseline data, 2020

Figure 4.3: Total Basic Education Classrooms

Table 4.4: Number of Schools, Pupils and Teachers in 2017³⁶

Level	Number of schools	Number of Pupils			No of Teachers		
		Male	Female	Total	Male	Female	Total
All Pre-Primary and Primary	1,378	255,543	208,259	463,802	8,060	4,642	12,702

Source: Gombe State Annual School Census Report 2016-2017 (SUBEB)

Table 4.5: Number of Available Classrooms in Gombe State³⁷

YEARS	Number of Usable Classrooms	Number Unusable (Public Only)	Number Under Construction (Public Only)			Total	Unusable (Public Only)	Construction (Public Only)
			Public Primary	Public Junior	Public Science & Tech			
2015	5798	1248	159	1024	3156	11,385	382	359
2016	6123	1340	160	1034	3583	12240	278	251
2017	6,138	1,522	193	977	4,437	13,267	376	209
2018	5890	1516	164	1006	4677	13,253	403	224
2019	6344	1553	112	1104	5233	14,346	316	159

Source: Ministry of Education, Gombe State, 2020

Table 4.6: Enrolment of Gombe State Basic Education Schools³⁸

PRIMARY	Junior Secondary School									
	M	F	T	M%	F%	M	F	T	M%	F%
2014/2015	227,296	185,320	412,616	55.1	44.9	42,725	31,842	74,567	57.3	42.7
2015/2016	239,225	196,175	435,400	55.0	45.0	42,554	32,205	74,759	56.9	43.1
2016/2017	253,698	206,832	460,530	55.2	44.8	44,318	32,911	77,229	57.4	42.6
2017/2018	254,295	212,377	466,672	54.5	45.5	48,787	37,665	86,452	57.0	43.0
2018/2019	269,107	227,442	496,549	54.2	45.8	41,924	31,674	73,598	56.4	43.6

Source: Source: Ministry of Education EMIS data ASC 2014/2015 – 2018/2019.

Table 4. 7: Statistics of School Children in Gombe State, Including Out of School Children (2019)³⁹

LGA	Total number of people aged between 3 and 17 years living currently in the household			Out-of-School Children					
				3-5 years	6-11 years	12-17 years	Sub Total	Almajiri Sub Total	Total
	Total No.	Female No.	Male No.	Total No.	Total No.	Total No.	No.	No.	No.
Akko	210,834	99,029	111,805	31352.93	32231.2	26990.01	90,574	21,327	111,901
Balanga	105,254	48,793	56,461	9,904	10,434	7,904	28,242	11,873	40,115
Billiri	126,071	60,811	65,260	7243.193	8545.797	5791.764	21,581	1,717	23,298
Dukku	103,671	46,096	57,575	20,736	23,175	17,571	61,482	10,188	71,670
Funakaye	147,368	68,374	78,993	14777.94	14633.04	12129.16	41,540	8,400	49,940
Gombe	167,330	76,746	90,584	16289.47	2887.322	2148.678	21,325	25,060	46,385
Kaltungo	93,563	42,270	51,293	5279.599	6818.029	5141.47	17,239	3,346	20,585
Kwami	104,421	46,039	58,382	19,073	21,813	15,934	56,820	24,419	81,239
Nafada	52,262	22,691	29,571	6,258	6,626	5,343	18,227	6,379	24,606
Shongom	94,482	45,915	48,567	3346.616	1991.578	1733.42	7,072	1,143	8,215
Yamaltu/ Deba	165,544	72,741	92,803	30,319	37,677	25,385	93,381	9,811	103,192
Total Gombe	1,370,800	629,505	741,294	164,580	166,832	126,072	457,483	110,462	581,146

Source: BESDA and UNICEF Household Survey, 2019

654,154 (47.41 per cent) are out of school. There are 82 Nomadic Schools across the state with an enrolment of 17,803 pupils (made up of 10,064 males and 7,739 females). None of these primary nomadic schools operates the ECCDE in any form.

There are 234 public and 89 private Senior Secondary Schools with a combined number of 1,800 classrooms that can admit at most 65 per cent of those expected to transit from the Junior Secondary Schools.

The technical and vocational skills acquisition schools are developed to complement the secondary schools but with the quick exit of market-ready young and skilled human resource. Various types of skills across many sectors can be provided through these schemes. This 10-Year Development Plan explores the potential of these schemes in filling some of the human resource gaps in the State, particularly in the immediate and medium terms.

At this moment, there are 13 Technical and Vocational Skills Acquisition Schools in Gombe State, while these have a maximum capacity for training 5,000 Junior Vocational Students, there are seven additional Government Science and Technical Schools with maximum capacity for training 7,000 Senior Vocational Students.

To complement these schemes and grant equal opportunities to those who have missed out somewhere along the way, the illiterate adults and physically challenged will require special attention through adult literacy programmes, special schools, and sheltered workshops. Linking the older youths' knowledge and skills to development is also supported by the National Directorate of Employment (NDE) through their Vocational Skills Development (VSD), Small-Scale Enterprises (SSE), Rural Employment Promotion (REP) and the Special Public Works (SPW) programmes. Only 2,056 Gombe citizens benefitted from these interventions in 2019.⁴¹

Table 4. 8: Distribution of Gombe State Basic Education Schools, by LGA, 2018/2019

Local Government	Projected Population (2020)	No. of Primary Schools		No. of Junior Secondary Schools		No. of Senior Secondary Schools	
		PUBLIC	PRIVATE	PUBLIC	PRIVATE	PUBLIC	PRIVATE
Akko	164,378	266	157	54	35	24	30
Balanga	103,391	172	33	47	11	20	9
Billiri	98,292	126	56	34	18	14	14
Dukku	100,783	185	17	25	8	9	11
Funakaye	114,895	112	29	20	12	8	5
Gombe	130,460	59	159	27	50	19	46
Kaltungo	72,946	160	98	39	19	15	16
Kwami	94,979	163	11	23	2	10	2
Nafada	67,215	98	12	15	4	5	4
Shongom	73,662	83	35	24	15	10	9
Y/Deba	124,474	169	50	30	8	20	8
Total	1,145,475	1,593	657	338	182	154	154

Source: Gombe State Ministry of Education, 2020.

Table 4.9: Total Enrolments into Government Junior and Senior Vocational Schools in Gombe⁴⁰

YEAR	JUNIOR VOCA-TIONAL SCHOOLS			SENIOR VOCA-TIONAL SCHOOLS		
	M	F	TOTAL	M	F	TOTAL
2014/2015	2,669	1,231	3,900	4,143	2,432	6,575
2015/2016	2,894	1,581	4,475	4,687	2,500	7,187
2016/2017	2,161	1,000	3,161	1,414	1,547	2,961
2017/2018	3,493	1,646	5,139	4,139	2,029	6,168
2018/2019	1,727	842	2,569	2,769	1,734	4,503

Source: Gombe State Ministry of Education EMIS data ASC 2014/2015 – 2018/2019

The State Government has two Universities, a Polytechnic and four Colleges. The Universities are Gombe State University in Gombe with 8,000 students; and Gombe State University of Science and Technology, Kumo with 2,000 students. The Federal Government also has a Federal University at Kashere with 5,000 students. The State Polytechnic is located at Bajoga, near the site of Ashaka, a major Nigerian cement factory. The specialist institutions are College of Education Billiri, College of Nursing and Midwifery, Gombe; College of Health Sciences and Technology, Kaltungo; and College of Legal and Islamic Studies, Nafada.

Human Resources for Education

There are 12,702 teachers in pre-primary and primary schools, comprising 63.2 per cent male and 36.8 per cent females. Also, the State has a total of 3,221 teachers in JSS, comprising 75 per cent male and 25 per cent females. This gives rise to teacher: pupil ratios of 1:59 in public and 1:8 in private schools. Similarly, the teacher-student ratio in Secondary Schools are 1:160.

The quality of education in the State has remained challengingly poor, with consistently low passes at WAEC and NECO examinations.

Figure 4.4: Proportion of Gombe State Students with 5 Credits and Above in WAEC and NECO Examinations

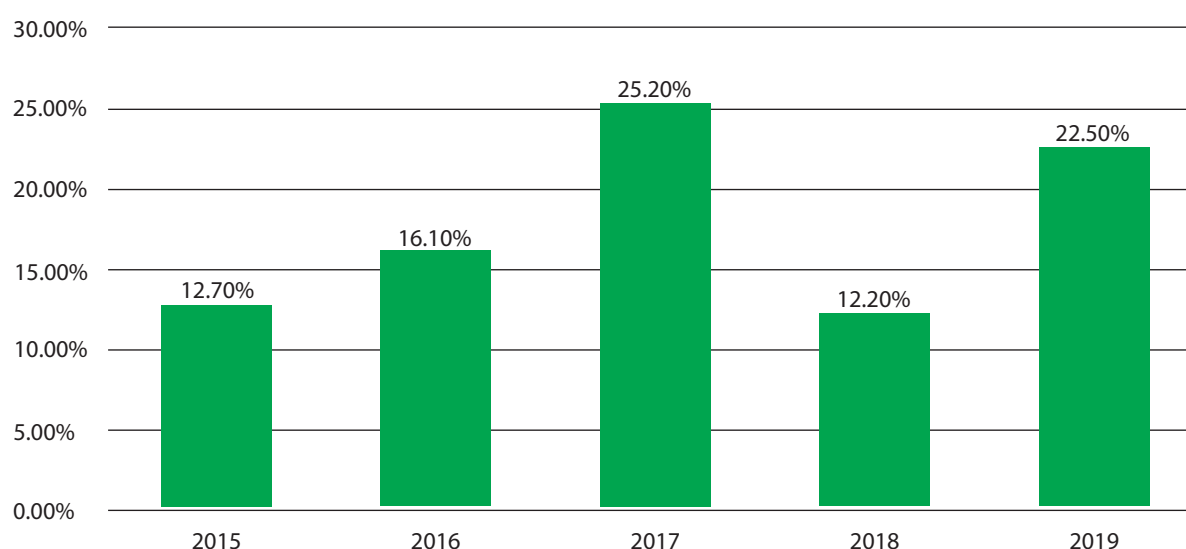


Table 4.10: List of Public Tertiary Institutions with Government Recognition

S/N	NAME OF INSTITUTION	CURRENT NO. OF STUDENTS	MAXIMUM CAPACITY
1	Gombe State University, Gombe	14,318	14,318
2	Gombe State University of Science & Tech. Kumo.	No Admission yet	
3	State Polytechnic, Bajogo	1,079	1,180
4	State College of Education, Billiri	1,149	4,200
5	State College of Legal & Islamic Studies, Nafada	1,326	4,326
6	State College of Health Sciences & Technology, Kaltungo.	1,556	2,511

Table 4. 11: List of Private Tertiary Institutions with Government Recognition

S/N	NAME OF INSTITUTION	CURRENT NO. OF STUDENTS	MAXIMUM CAPACITY
1	Christian College of Education, Tumfure	245	450
2	Billiri ECWA Theological College, Kufai	690	1,800
3	Lamido School of Hygiene & Health Sciences, Gombe	257	400
4	JIBWIS College of Education, Gombe	592	1,200
5	College of Administrative & Human Resource Management, Bambam	273	550
6	Womanhood School of Health, Gombe	332	630
7	College of Human Resource Development, Kumo	156	500
8	Markazu College of Education, Gombe	77	300
9	Abubakar Garba Zagada-Zagada College of Education, Bajoga	766	1,150
10	Umma College of Health Science & Technology, Gombe	238	600
11	Evangelical Theological Seminary, Kaltungo	257	457
12	Kaltungo Commercial Training Institute of Management & Technology	180	300



The quality of teachers in the schools is maintained by the Teachers' Service Commission, while the Ministry of Education provides the teaching and learning policy of education in the State. The education policy itself is in line with the National Policy on Education.

The Universities, Polytechnic and Colleges are managed by the Ministry for Higher Education in collaboration with their respective boards and regulatory bodies.

Funding of Education

The Universal Basic Education (UBE) programme has a basket of funds contributed by the three tiers of government and the development partners. For example, the World Bank assisted Nigeria with US\$1.34 billion with which the government funded the Nigeria-State Education Programme Investment (SEPIP) between March 2013 and June 2020, which Gombe State benefitted from. The basket fund is managed nationally by the UBE Board in collaboration with the States' Universal Basic Education Boards (SUBEB) and the Local Governments Education Authorities. The indirect spending by parents on their wards, by providing learning materials and upkeep to ensure their participation, is a huge contribution. They also contribute directly through their respective Parent-

Teachers Associations (PTAs), which can be significant in many instances. These contributions increase with every step the child takes up the education ladder. They may include payment of school fees and special examination fees, such as Common Entrance, National Examination Council (NECO), West African Examination Council (WAEC), and Joint Admission and Matriculation Board Examination (JME). The fees are much higher in the private schools where there are other services requiring payments to access.

Current Objectives

The focus of the current education policy is to increase enrolment and retention at the Basic Education level. Subsequently, the progression of any child to attain adequate knowledge and skills are only desired but not made compulsory within the existing system. However, quota allocation of limited scholarship slots is supported by the education budget, irrespective of the field of study. Similarly, the limited availability of the study spaces at secondary and tertiary education levels also determined the rate of absorption of aspiring students to continue their studies at tertiary levels. There is no mechanism for monitoring attained knowledge and skills after graduation from schools.

Gombe State has attempted to use education tourism to increase revenue generation but could not fine-tune the design to actualize the dream. Most tertiary institutions are depending on privately built squalor quarters for accommodation instead of befitting revenue generating appropriate formal hostels through public sector budget or public private partnership.

Challenges

The first challenge to deal with in this sector is poor access to and poor quality of education. Also, the money to open up access to and deliver a quality and relevant education system is huge. The current funding arrangements are tied to the existing non-efficient system and this makes educational reforms difficult. For example, funds for infrastructure and teacher development are centrally controlled and implemented by allocation, not by scaling of needs.

There are also threats to the education sector from beyond the system. Among these are disruption of the academic calendar through social unrests, labour strikes, and recently, the COVID-19 pandemic. An attempt to use technology to provide e-Learning has not been supported by the Government, despite its adoption by the private schools.

Policy Actions

In view of the challenges already itemized here, the Gombe State Government has designed three-way policy actions to give functional education to the youths. These include access and equality, quality assurance and relevance, and system's strengthening.

- **Access and Equity.** This will involve a holistic approach of community enlightenment campaign, building more schools and classrooms, and improving on the security of the learning environment to increase enrolment.
- **Quality Assurance and Relevance.** The aim of this was to improve the quality of knowledge and skills imparted while focusing on the needs to be met by driving the relevant indicators of the Sustainable Development Goals. Unfortunately, the implementation reverted to the input-output performance measurements

based on the old system of traditional planning process.

- **System Strengthening.** This focused on evidence-based decision making that could assist transparency, governance, accountability, and innovation in education delivery.

Policy outcomes

Despite the efforts made to improve access, quality and relevance of education, Gombe State is still far from attaining the desired performance level. There is an urgent need, therefore, to refocus the policy on education towards building a more concrete and responsive system that can support more relevant, accessible, continuous, and qualitative education to aid the desired pace of development required in the State.

Prospects

Gombe is a fast-growing State with huge economic potentials that can support the entire northeast region of Nigeria. This can be achieved with holistic development of human capital, knowledge and skills. The existing State Education Policy (though not documented) will be reviewed and strengthened to propel the State towards a new, all-inclusive, development agenda. The existing infrastructure and other resources can be redistributed equitably to provide a broad-based foundation to re-engineer the polity and the State, using the livelihood planning approach and the operational research abilities of tertiary institutions. The need to manage the State's growing produce, manufactured goods and services of its economically productive population calls for the deployment of greater knowledge and skills than are currently available.

Therefore, the existing system will be overhauled to simultaneously strengthen both the formal (including science and technology) and informal education systems to focus on the common goal of making Gombe State great within its short-, medium-, and long-term development agenda. A parallel system will be introduced from the household level, with strong advocacy for literacy and numeracy for all, to help each household establish and maintain a livelihood (survival and non-dependency) plan.

Government will consider establishing incubation centres for knowledge sharing and innovations in order to augment both formal and informal learning.

The streamlining of the tertiary institutions' programmes to cater for the needs of the State and beyond can be linked to the general tourism potential of the State by encouraging Public Private Partnership in building more boarding houses and ancillary businesses that can support learning. More development-focused courses will also be introduced to stimulate stakeholders' interest in investment and thus make more funds available to the education sector while improving the revenue drive of the State as well.

Higher Education

Situation Analysis

The Ministry of Higher Education was created on 29 October 2003, from the existing Ministry of Education, where it was domiciled as a Directorate of Higher Education. The new Ministry was initially named "Ministry of Special Duties, Higher Education and Student Affairs" until the restructuring of 2007 which led to the current status and name change for effective operation.

The Ministry of Higher Education was created with a mandate to implement policies and programmes of government on higher education in Gombe State. It is also to initiate the formulation of policies and programmes as well as provide guidelines for the establishment and administration of tertiary institutions in the State. Since the creation of the Ministry, it has facilitated the establishment of the following State-owned Tertiary Institutions.

- Gombe State University, Gombe
- College of Education, Billiri
- College for Legal and Islamic Studies, Nafada
- Gombe State Polytechnic, Bajoga
- Gombe State University of Science and Technology, Kumo

Current Objectives

The current objectives of the Ministry are to:

- Implement Government Policies/Programmes on Higher Education in Gombe State

- Initiate and formulate policies and programmes as well as guidelines for the establishment and administration of tertiary institutions
- Ensure that private tertiary institutions operating in the State comply with the National Policy on Education
- Supervise State-owned tertiary institutions
- Assist indigenes to gain admission into institutions of higher education
- Act as an agency for channelling external aids to tertiary institutions owned by the State Government
- Ensure quality education in State-owned tertiary institutions
- Collate, analyse, and publish information on the operations of tertiary institutions in the State
- Make it easy for Gombe State indigenes to gain access tertiary education
- Collaborate with national and international development partners to secure overseas scholarships for Gombe State indigenes
- Organize Special Remedial Programmes for the State indigenes
- Undertake periodical monitoring of the operations of private tertiary institutions and advice government appropriately
- Serve as a client Ministry for the contracts awarded by the State Government for the establishment and other development of the tertiary institutions owned by the State

Policy/Actions

The Ministry plays prominent roles in the following areas:

- Establishment of State-owned tertiary institutions in the State
- Facilitation of admission opportunities for Gombe State indigenes in all tertiary institutions in the country
- Provision of scholarships and special assistance to students, especially the less privileged and physically challenged
- Supervision and monitoring of private tertiary institutions around the State
- Provision of guidelines for the establishment and operations of private tertiary institutions in the State

Table 4.12: The Higher Education Baseline Information/Data

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019	SOURCE
1	Implement Policies/Programmes of Government on Higher Education in Gombe State	Establishment of tertiary institutions						Ministry of Higher Education
2	Ensure compliance with the National Policy on Education by Private Tertiary Institutions operating in the State	Provision of guidelines for the operation of private tertiary institutions in the State, including guidelines for colleges of education, monotechnics, and health institutions						Ministry of Higher Education
3	Purchase JAMB/UTME E-PINs for free distribution to qualified indigenes of Gombe State	Purchase of JAMB/UTME E-PINs/Forms	2,000 E-PINs/JAMB Forms	2,000 E-PINs/JAMB Forms	2,000 E-PINs/JAMB Forms		2,000 E-PINs/JAMB Forms	The Ministry & State Government
		Cooperation with the appropriate Universities	20 candidates	30 candidates	35 Candidates		45 candidates	
		to assist candidates gain admission to Special Remedial Programmes	150	150	150	40 candidates		
		SBRS, Funtua, ATBU, UNIMAID						
4	Act as an agency for channelling external aids to tertiary institutions owned by the State Government	Carter Foundation				N21,000,000.00	N24,000,000.00	Carter Foundation
5	Collate, analyse, and publish information on the operations of tertiary institutions in the State	For record, research and planning purposes	Monthly report	Monthly report	Monthly report	Monthly report	Monthly report	The Ministry of Higher Education

6	Provide accessibility to tertiary education for Gombe State indigenes	Facilitation of admission for Gombe State indigenes Facilitation of admission to areas of critical manpower need	5000	5120	4800	4950	5500	The Ministry of Higher Education
7	Collaborate with national and international development partners to secure overseas scholarship for Gombe State indigenes	Securing of sponsorship for Gombe State indigenes	NIMASA 20	NIMASA 19	NIMASA 17	NIMASA 15	NIMASA 16	The Ministry & State Government
8	Undertake periodic monitoring of the operation of private tertiary institutions and advice government appropriately	Monitoring and Supervision of private tertiary institutions, accreditation status, facilities and general compliance with guidelines	4 times per session	4 Times per Session	4 Times per Session	4 Times per Session	4 Times per Session	The Ministry, & Regulatory Bodies (NUC, NCCE & NBTE)

Source: Ministry of Education, Gombe State, 2020

Policy Outcome

The policy outcomes of the Ministry of Higher Education are listed below:

- The Ministry succeeded in establishing several tertiary institutions in Gombe State from 2004 to date
- The establishment of more public and private tertiary institutions has helped accessibility to and affordability of tertiary education in the State
- The Ministry has helped Gombe State to achieve the policy on inclusive education through the establishment of various categories of higher institutions
- The establishment of the Ministry has led to a massive enrolment of Gombe State indigenes into Tertiary Institutions within and outside the State
- The award of scholarships to Gombe State indigenes and assistance to various categories of students in tertiary institutions, especially the physically challenged, has served as a source of encouragement to many

Key Challenges

- Infrastructural deficit in all the State-owned tertiary institutions
- Lack of enabling law and institutional framework for the optimum operation of the Ministry.
- The need to pay responsibility allowances to all permanent staff of the Ministry. This will motivate the staff for optimum productivity.

Existing Policy and Institutional Framework

As earlier stated, the existing policy in the tertiary education sector is in tandem with the National Policy on Education. The MDAs working in collaboration with the Ministry to deliver the mandate are:

- The Ministry of Education
- Ministry of Works and Housing
- Ministry of Health
- Ministry of Science, Technology, and Innovation

Legal Environment

- The Ministry needs an enabling law and institutional framework for the discharge of its functions accordingly
- The Ministry is currently operating in accordance with the Civil Service Rules and Conditions of Service of Gombe State.

Prospects

- The Ministry is working towards establishing a few more tertiary institutions in the State in the next 5 to 10 years. The target institutions include College of Agriculture, Institute of Sports, Institute of Journalism and Business Communication.
- The Ministry will strive to guarantee accessible and affordable tertiary education to 70–90 per cent of indigenes of Gombe State.
- Government plans to build up all tertiary institutions owned by the State Government to a high standard to enable them become Centres of Excellence in time to come.
- Introduction of science, technology, entrepreneurship, and innovation programmes to State-owned tertiary institutions will become a reality within the next 5–10 years. The obvious aim of this is to promote education for self-reliance.
- Funding, sponsorship, and research grants will be facilitated by the Ministry for all State tertiary institutions from international donors and development partners.

Adult and Non-Formal Education Agency

Situation Analysis

The Gombe State Adult and Non-Formal Education Agency was established under Edict No. 3 in 1996 with the specific objective of eradicating illiteracy among the functional illiterate citizenry as well as to encourage the participation of youths and adults outside the formal school system as defined in the National Policy on Education (NPE, 2004). These were to be instructed in all forms of functional education, such as the provision of functional literacy and continuing education to women and girls (who predominate the buoyant informal sector in Gombe State), peasant farmers, nomadic families, street children, the handicapped, early school leavers, traditional Quranic school learners, internally displaced persons (IDPs) families, urban slum dwellers, women in purdah and inmates of correctional institutions.

As it happened to its sister States across the country and in keeping with the law establishing the Board in 2003, a Governing Board was supposed to be appointed to provide general guidelines for the day-to-day administration of the Gombe State Adult and Non-Formal Education Agency. The law provides for the:

- Establishment of Governing Board of the Agency



Table 4.13: The ANFEA Baseline Information/Data

S/N	YEAR (S)	NO. CENTR	EN-ROL-MENT	EXAM-IN-ED	T	PASSED		DROP-OUT		FAILED							
						M	F	T	M	F	T						
1	2015	650	9091	7509	16600	7612	5467	13079	6339	4662	11001	1535	1121	2656	1296	753	2049
2	2016	695	6561	4583	11144	3427	1737	5164	3103	1910	5013	1086	554	1640	669	226	895
3	2017	1091	12863	8972	21835	9713	7966	17679	8810	6870	15680	3183	1505	4688	938	420	1358
4	2018	858	6650	6562	13212	5047	5643	10690	4260	2006	2266	1492	1632	3124	7249	573	1302
5	2019	779	7150	6873	14023	5550	5122	10672	4800	4522	9322	1600	1751	3351	750	600	1350

Note: M=; F =; T =

Source: (11) LGA ANFEA Area Offices, 2020

- Functions of the Agency
- Staffing of the Agency
- Appointment of staff of the Agency automatically calls for
- Financial provisions to take care of staff emoluments
- Establishment of the Institute for Adult Education as an avenue for supplying trained personnel.

However, the Board was not constituted in Gombe State, thereby making policy formulation and implementation in its core areas of mandate difficult.

Current Objectives

The broad objectives of the Agency are to:

- Develop and implement policies and strategies aimed at eradicating illiteracy in Gombe State
- Monitor and standardize the implementation of Mass Literacy delivery in Gombe State
- Network with local and international stakeholders to actualize literacy programmes of the Agency
- Produce self-reliant neo-literates through skills acquisition and functional literacy
- Create awareness on the importance of literacy and non-formal education as well as encourage participation on a more sustained basis
- Solicit the cooperation of all stakeholders in the task of making all Gambians literates
- Develop literacy programmes with special attention to disadvantaged groups such as

women, marginalized, rural dwellers and out-of-school children

- Collaborate with local governments and non-governmental organizations, including other stakeholders in implementing literacy, non-formal and continuing education programmes in Gombe State

Policies/Actions

These are carried out through the following:

- Basic literacy programme (equivalent to primary 1-3 of the formal system) runs for 6-9 months. Provides skills for reading, writing, and numeracy for adults, youths and out-of-school children who did not have opportunity to attend formal education.
- Post-literacy (equivalent to primary 4-6 of the formal system) organized for graduates of basic literacy or drop out of formal school from primary 1-3 and lasts for 2-3 years.
- Functional/vocational literacy, designed as a work-related programme mainly intended to promote literacy through familiar objects and the use of learners' professional or vocational calling. It is also designed to equip the learners, especially women and the girl child, with vocational or work-related skills such as livelihood, entrepreneurial and small business management. The durations may be jointly agreed upon between the organisers and learners depending on their trade or craft. It may last up to 12-18 months.
- Continuing Education/NGOs. These are preparations for returning to the formal school



system or to pass examination. It is also an educational programme organized for graduates of post-literacy and non-completers of formal school, especially those who want to acquire Junior Secondary School certificate of education (JSCE), Senior Secondary School Certificate Examination (SSCE), including professional examinations or other external examinations of their choice. It also caters for the needs of individuals who want to remedy deficiencies in their educational endeavours. Others are liberal education such as health (illness prevention) environmental conservation, civic education (to prepare a learner to play a more effective role in the democratic process), peace education, conflict resolution, parenting (including specific programmes for mothers), psycho-social well-being, negotiating, and assertive skills, etc.

Policy Outcomes

- Enrolment drive was launched, new centres opened concurrently in January every year and existing post-literacy programme continued. Learners' enrolment improved to 94 per cent.
- The Agency conducted refresher training for 150 NFE facilitators to enhance their teaching ability/skills and improve their productivity.
- Tools for data collection were developed/improved and statistics/information on NFE programmes successfully gathered for policy formulation and implementation.
- Staff capacity built on data collection, collation, processing, storage and retrieval.
- The Agency monitored and supervised 577 NFE and NGOs/Continuing education centres.
- Adult and Non-Formal Education Agency conducted advocacy/sensitization of stakeholders/communities and target group on NFE programmes.
- Memo on procurement of NFE teaching/learning materials/equipment were submitted to His Excellency, the Governor of Gombe State for his consideration and approval.
- Training conducted to build the capacity of 13 staff/ facilitators of the Skills Acquisition Centre, Kalshingi; Productivity improved.
- Build the capacity of 400 Centre Base Management Committee (CBMC) members on their roles and responsibilities and the development of School Development Plan (SDP): Capacity of CBMC members developed.
- Prepared, administered and supervised NFE examination in 11 LGAs of Gombe State and ensure that the NFE examination was successfully conducted.
- Certificate of NFE programmes printed and issued out to successful learners.
- Training of 258 women and girl child. The Agency had in 2019 on various skills (clothing and textile (tailoring), food and nutrition, knitting, home management and crafts) in Model Skill Acquisition Centres; Kalshingi and Gombe.
- Active participation of the Agency in the International Literacy Day (ILD) National Chapter celebrations held in Kebbi (2017), Kano (2018) and Abuja (2019). The days

are usually marked with activities at all governmental levels and are designed to sensitize and mobilize the public on the need to support adult and youth participation in literacy programmes.

- Sensitized eight communities in five UNICEF-focused LGAs (Balanga, Dukku, Kwami, Nafada and Yamaltu Deba) on Centre-Based Management Committees (CBMCs) for Integrated Qur’anic Schools (IQS) Tsangaya Programmes.
- Organized, mobilized and enrolled 400 learners for “Literacy by Radio (LBR) project” which will soon commence.
- Collaborated with Nigerian Correctional Service by opening eight learning centres in four correctional institutions (Gombe, Billiri, Cham and Tula) across the state. Basic literacy, post-literacy and functional literacy programmes are ongoing in each of these locations.
- Organized and conducted training for six NOGALLS facilitators and distributed instructional materials (exercise books, pencils, primers, erasers and sharpeners) to 12 NFE Basic Literacy centres.
- Collaborated with the Development Exchange Centre (DEC) to sensitize, mobilize, enrol and train 60 school-age girls in functional literacy education.

Key Challenges

- Absence of a Governing Board
- Change of nomenclature from Adult and Non-Formal Education Agency (ANFEA) to State Agency for Mass Education (SAME)
- Intrusion into ANFEA jurisdiction by other government MDAs
- Inability of the State Government to devote up to 10 per cent of budget allocation to Adult and Non-Formal Education
- Inadequate funding of the Agency and the Area Offices in line with the constitutional provision of National Policy on Mass Education
- Inadequate teaching/learning equipment and materials
- Inadequate resource providers/personnel such as facilitators/instructors and supervisors
- Inadequate training and re-training programmes to sharpen the competence of the staff
- Ineffective partnership and inter-sectoral linkages with relevant State, Federal MDAs and target communities
- Inadequate funding of regular and periodic monitoring and evaluation of Adult Education programmes
- Absence of Education Management and Information System (EMIS) in the State
- Absence of Adult Education and Social Development Institute in the State



Existing Policy and Institutional Framework

The existing government policy makes provision for the following:

- Establishment of literacy and resource centres
- Provision of functional basic education for youths and adults who have never had the privilege of a formal education or who left school too early
- Provision of further education to improve the basic knowledge and skills of different categories of completers of the formal education system
- Provision of in-service, vocational and professional training to improve the skills of different categories of workers and professionals
- Provision of aesthetic, cultural and civic education for the public enlightenment of adult citizens of Gombe State
- Social mobilization advocacy and fund raising
- Provision of ICT and teaching-learning material
- Capacity building of facilitators and managers of mass literacy
- Conduct of research and dissemination of innovative ideas

The Institutional Frameworks

- State Ministry of Education
- Ministry of Higher Education
- Ministry of Local Government and Chieftaincy Affairs
- Ministry of Women's Affairs and Social Development
- Budget, Planning and Development Partner's Coordination Office
- Teachers Service Commission
- State Universal Basic Education Board
- National Orientation Agency State Office
- International Development Partners

Legal Environment

The legal imperatives guiding the delivery of this vital social service are:

- Decree 17 of 25 June 1990 establishing the National Commission for Mass Literacy, Adult and Non-Formal Education
- The National Blueprint for Adult and Non-

Formal Education in Nigeria

- The National Non-Formal Education Policy Benchmark for Integrating Basic Education Into Qur'anic School System in Nigeria
- National Policy on Education (2013)
- Gombe State Adult and Non-Formal Education Agency's Edict No. 3 1996.
- Gombe State Adult and Non-Formal Education Board Law 2003.

Prospects

Below are the prospects of the Agency for Adult Education:

- The State is working towards appointing a Management Board for the Agency
- The State Government will consider approving the change of nomenclature from Adult and Non-Formal Education Agency (ANFEA) to State Agency for Mass Education (SAME)
- Government will restrain other MDAs from intruding into Non-Formal Education programmes/activities
- The State Government will consider setting aside at least 10 per cent of its annual education budget for Adult and Non-Formal Education, as recommended in the National Policy on Education (2013)
- Local Governments also will be encouraged to set aside 5 per cent of their budget for Adult and Non-Formal Education, as recommended in the National Policy on Education (2013)
- Legislators, Local Government Chairmen, Councillors and public-spirited individuals will be encouraged to sponsor Adult and Non-Formal Education programmes and awards.
- The State will mount a vigorous advocacy to the policymakers to develop the political will to sustain the mass literacy programme
- The Agency mandated by law to deliver this essential service to the State shall, from time to time, mount intensive public enlightenment and social mobilization programmes to sensitize the people
- The State Government will provide within its means adequate funding for the Board of the Agency and the Area Offices in line with the constitutional provision of the National Policy on Mass Education (2017)

- Government will provide adequate and relevant learning materials such as primers in the core subjects, skills acquisition equipment as well as follow-up reading materials and rural reading rooms, equipment for mobile cinematography, adequate teaching/learning equipment and materials
- Government will recruit trained adult educators, such as facilitators/instructors and supervisors
- Government to organize and conduct training and re-training programmes to improve on the skills set available to staff
- The defunct Adult Education and Social Development Institute, Kumo, will be re-established in Boltongo, Yamaltu-Deba LGA
- The Non-Formal Education Management information System (EMIS) is to be established in the Agency

Entrepreneurial Development

Situation Analysis

Gombe State Micro, Small and Medium Enterprises (MSME) are growing exponentially. This growth is happening independent of any master plan for coordinated State economic growth but is encouraged by the State because it provides substantial employment to the population and largely supports the informal economic sector. Building the capacity of the population to participate in this market is of interest to Gombe State Government. Currently, there are 527,230 Micro, 1,043 Small and 65 Medium Enterprises in Gombe State.⁴²

Current Objectives

The public sector's support for entrepreneurial development is rudimentary but gaining grounds due to its potential to increase employment, financial inclusion, and revenue base of the State. The current policy objective for entrepreneurial development is to improve the human capital and provide enabling environment for the establishment and survival of MSMEs in the State.

The National Enterprise Development Programme that was established in 2017 translated into the establishment of Gombe State Enterprise

Development and Promotion Agency (GEDPA) to promote and regulate the MSMEs in the State.

Challenges

The largely informal sector-driven entrepreneurial development is happening without proper feasibility studies and economic model designs, resulting in many inefficient and barely surviving small businesses scattered in cities, towns, and villages around Gombe State. The GEDPA did not establish a clear roadmap for the engagement of the stakeholders and the operating environment for the MSMEs to be efficient.

Also, there are duplications of efforts at all levels, especially over utilization of resources and lower output than expected. The standards of the products are not benchmarked to any market standard lowering their values remarkably. The paucity of appropriate knowledge and skills to automate most of the business ventures results in low utilization of available tools and often high cost of maintenance of equipment and machinery. A larger group within the informal sector is involved in street vending.

Policy Actions

Government investment in entrepreneurial development comes mainly through the vocational and technical trainings provided at designated centres or ad hoc workshops. The support of partners has been directed at existing programmes within the implementing MDAs.

Policy Outcomes

There is no baseline that has been established for the contribution of entrepreneurial development to the overall development agenda of the State. The skills gaps that the MDAs and development partners are trying to address through existing skills acquisition and regular education programmes cannot cope with the increasing number of people or households still trapped below the poverty line. These MDAs, such as Ministry of Women's Affairs and Social Development, Ministry of Youths and Sports Development, National Directorate of Employment, Industrial Training Fund, Gombe State Enterprise Development and Promotion Agency, etc., all have

limited activities due to inadequate funding and lack of focus on the larger MSMEs integration.

Prospects

Gombe State, being at the intersection and thus a gateway to the entire northeast of Nigeria, is well positioned to provide an enabling environment for the MSMEs to flourish through a deliberate entrepreneurial development plan. The plan can increase the efficiency of the existing MSMEs as well as the volume and quality of their products. The government can establish a one-stop-shop for business development, registration, regulation, and linkage to appropriate market, while establishing a database for revenue generation and market management to safeguard market failures.

Entrepreneurial development can create job opportunities and increase financial inclusion to many, including the huge unemployed youths, women, the physically challenged and other vulnerable groups, thereby removing the burden on the governments' social investment budget. The Industrial Training Fund (ITF) can be utilized maximally to support entrepreneurial development in addition to other sources.

Women and Children

Situation Analysis

Women and children constitute about 70 per cent of the total population of Gombe State. However, this

large population group is relegated in the scheme of things, including important decision making that mostly affect them. As part of the previous National Development Plans, a dedicated Women's Affairs Commission was established which was upgraded in 1997 to full-fledged Ministry of Women's Affairs and Social Development to give the group a voice. Of particular concern then was the need to have women and children participate actively in social and economic development.

As expected, access to social services has been improving steadily since more attention was given to women and children through the Ministry of Women's Affairs and Social Development. The disparity in education enrolment and graduation is closing, so too is there increased access to healthcare, water supply and justice. However, women's representation at some higher levels of governance and strategic decision-making elective or appointive positions is far from being met 25 years after the Beijing Declaration of 1995.

Current Objectives

The current objective of this new Plan is to initiate policies for the inclusion of, and carry out projects and programmes as well as provide service delivery for women, people living with disabilities (PWDs), the children, elderly and other vulnerable persons or groups in Gombe State.



Challenges

The strong socio-cultural norms that put the males at the helm of affairs everywhere around may be responsible for the resistance to relinquish higher decision-making positions to women. These norms are reinforced by most women who also believe that such positions should be reserved for the male folks. Access to resources to implement change campaigns is also limited. These resources include public funds and transmission equipment for public enlightenment and enforcement. Women and children thus depend on resources mostly allocated to them by men.

Policy Actions

Gombe State domesticated laws on the right of women and children are based largely on existing international and national agreements and laws. They include United Nations Resolutions on Gender Equality and Empowerment of Women, Beijing Declaration and Platform for Actions, United Nations Security Council Resolution 1325 (State Action Plan), National Agency for the Prohibition of Trafficking in Persons (NAPTIP) Laws, the End Violence Against Children Campaign launched in 2017, the 35 Per Cent Affirmative Action, Persons Living with Disability Act of 2019, as well as other relevant social development laws in the State. The domesticated laws are disseminated through advocacy visits to relevant stakeholders for buy-in into the Ministry's programmes.

Policy Outcomes

The implementation of these domesticated laws has had some salutary effects. For instance, it has resulted in an increasing number of women in both elective and appointive positions in the State. Also, it has increased participation of women in party politics, led to the rehabilitation of children who are in conflict with the law, increased awareness on the role of women in the decision-making process, particularly the peace building processes, and achieved smooth coordination of the proper adoption of abandoned babies in the State. Moreover, this has reduced the number of street beggars through skill acquisition among PLWDs and increased economic self-reliance among women.

There is also significant parity now between males and females regarding access to social amenities, including education, health, water and justice.

Prospects

Empowering women and protecting children is one sure way of building a more stable and prosperous society. The women development centres can be hubs for reorienting women and their groups to foster social cohesion and promote financial inclusion. Government investment to rehabilitate the eight dilapidated Women Development Centres in the State is encouraged especially when the management and tools to run the centres are available.

Youth and Sports

Situation Analysis

The youths form about half of the total population and a significant proportion of the economic workforce of Gombe State. However, youth unemployment rate in the State is alarmingly high because of inadequate acquisition of knowledge and skills to be self-reliant.

The youths comprise all males and females aged 18 to 29 years, who are citizens of the Federal Republic of Nigeria (the National Youth Policy, 2019-2023). They are characterized by energy, enthusiasm, ambition, and creativity. They are the most active, volatile, and yet most vulnerable population sub-set, as they face high level of socio-economic uncertainties and challenges.

Regrettably, and in spite of the existing National Youth Development Policy, as well as the United Nation's (UN) Convention and Framework, youth development efforts and initiatives in Nigeria have suffered tremendous neglect as they have failed to address the heightened challenges confronting the youth. This is partly because of the ineffective implementation of the National Youth Policy. Moreover, and sadly enough, the macroeconomic and socio-political environment has not been favourable to the youths.⁴³

Current Objectives

To develop policies and programmes that will foster unity among youths through sports, and develop their knowledge and skills to a convincing level such that they can be engaged in economic activities and nation building.

Interventions for youth empowerment are administered to them in their various identified groups. Those that have basic education and could not advance their education further are being enrolled into vocational skills acquisition. Those with more advanced education are to be enrolled into special federal government programmes like National Directorate of Employment (NDE), Youth Employment and Social Support Operation (YESSO) or encouraged to seek direct employment in government or private organizations. Among them are talented ones who must be identified, supported and promoted. Those with behavioural issues will be corrected at the various remand homes available in the communities.

Challenges

The funding available for youth development activities is clearly inadequate. Also, existing facilities for knowledge and skills development have very low capacity and few options for the myriad of possibilities in terms of available opportunities to link youths to meaningful career development and integrate them into the development agenda.

Also to be considered is that a large number of youths has imbibed social vices that lead them to thuggery, theft, drug abuse and so on. All these antisocial tendencies continue to undermine their contributions to economic development of the State.

Policy Actions

Most of the policy actions taken by the State aimed principally at aligning youth and sports development programmes with the national programmes. Government encouraged sporting activities in schools at all levels by giving strong support to them.

Policy Outcomes

Maintenance of sports clubs, notably the Gombe United Football Club that has been floating for decades is a source of encouragement to the teeming youths. The ongoing linkage of these sporting youths with relevant MDAs to impart greater knowledge and skills into them should be strengthened to expand the opportunities open to the youths.

Prospects

Youths and sports development constitute a major entry point of manpower development which can be channelled to propel the economy. As aptly stated in the National Youth Policy 2020-2023, “Young people are the most important and valuable resources in any economy. And so there is an urgent need to recognize, discover and understand their conditions, needs, interests, issues, aspirations, ideas, and capacities. Hence, the need to provide appropriately and adequately for their growth, development and future”.

Establishing social clubs for youths in all the communities can bridge some of the gaps of self-identity and help them define their needs and respond more positively to strategies designed for their growth and social integration in the development agenda. Talented youths can thus be identified, helped to discover their niche, placed on the right tracks that will make them realize their potentials, and linked to the appropriate markets, while retaining their roots and being encouraged to support their communities by contributing to its economic growth.

Social Protection/Safety Nets

Situation Analysis

Social protection/safety nets is a policy tool to address such development challenges that relates to such inequalities among a population that results in extreme wealth at one end and extreme poverty at the other. Nigeria has introduced many programmes in the past to address such situation with little success. These programmes included



Operation Feed the Nation (OFN), Green Revolution otherwise known as “Back to Land”, Directorate of Food, Roads, and Rural Infrastructure (DIFRRI), National Directorate of Employment (NDE), Better Life Programme (BLP), Peoples Bank Project, Family Support Programme (FSP), National Economic Empowerment and Development Strategy (NEEDS), Subsidy Reinvestment and Empowerment Programme (SURE-P) and National Poverty Eradication Programme (NPE). Despite all these programmes, poverty has continued to increase all over Nigeria even though many poverty survey reports indicate that the incidence of poverty is higher in some States and geopolitical zones than others. In Gombe State, specifically, the poverty level has increased because of the global economic meltdown, insecurity and as a result of the social and economic effects of COVID-19.

Recently, the Federal Government rolled out a comprehensive National Social Safety Net Programme to address unemployment and improve the conditions of living of the extremely poor and vulnerable Nigerians. Gombe State keyed into this programme by establishing the Gombe State Agency for Social Investment Programme as an implementing partner. The programmes include Conditional Cash Transfers (CCTs) to targeted poor and vulnerable households; Home Grown School Feeding Programme (HGSFP) to support school enrolment; childhood nutrition and agricultural socioeconomic value chain; N-Power, designed to help youths acquire and develop life-long skills to become practical solution providers in their communities; and Enterprise and Empowerment

Programme that provide access to small loans without collateral to be accessed through cooperatives to support MSMEs.

The youths comprise all males and females aged 18 to 29 years, who are citizens of the Federal Republic of Nigeria (The National Youth Policy, 2019-2023). Regrettably, most youth development efforts and initiatives in Nigeria have suffered tremendous neglect and have thus failed to address the heightened challenges confronting the target population.

The Youth and Sports, Social Protection and Safety Nets Development sector covers women’s affairs, gender and social inclusion, protection, labour and employment, youth and sports development as well as agency for community and social development. This sector plans to recognize the importance of youths, as well as sports and social development in enhancing the quality of lives of Gombe State residents.

In Gombe State, youths constitute about half of the population and more than three quarters of them are illiterate – that is, having neither formal nor vocational education. To worsen this statistics, the female population who are discriminated against are recognized breadwinners of about three quarters of the rural population. Nevertheless, the gender discrimination against them persists despite widely publicized campaigns calling for affirmative action in favour of women and youths. As it is with women, so too do the youths tend to be marginalized in the scheme of things. At the local

government level, there is no structure to deal with youth issues. Yet, much social development issues in the State revolves round the activities of youth and non-governmental organizations (NGOs).

The lack of proper focus on social issues and sports development has compounded the threats to peace and security of the State. The present government, therefore, considers improving social welfare generally and of the youths in particular as pivotal strategies of reducing the economic and social vulnerability of the poor, vulnerable and marginalized groups. With this safety nets initiative, the government plans to address the various social issues and challenges affecting the people with a view to enhancing their social well-being, sports development and overall welfare.

Youths constitute a vibrant group within the society and they represent a positive force with enormous potentials to contribute to development. However, as they transit through the major stage of dependency to the autonomy and responsibility of adulthood, they face vulnerability at several levels. Unlike their parents, young people in Gombe today grow up in a different and complex world because of globalization and the rapid spread of social media, the changing global economy, political crises everywhere, global violence and increasing access to drugs and alcohol. In addition to their limited life experiences, inadequate resources, and decision-making skills, they are exposed to the risks of neglect, abuse, and exploitation. Recent statistics indicate that they are mostly at risk from major socio-economic challenges, including

unemployment, low income, physical and sexual abuse, substance abuse, crime and violence, and a wide range of health issues, particularly HIV & AIDS, and reproductive health issues which make the young women most disadvantaged. As reported every year, the rising trend in these areas necessitates forging greater synergy in the planning, implementation, and evaluation of youth programmes.

Current Objectives

The objective of the State Government in adopting social protection is to reduce poverty to the barest minimum using deliberate targeted interventions that will identify and support the poor and vulnerable.

Towards this end, the Ministry of Youths has been given a mandate to find solutions within the scope of two sectors, namely, the economic sector and the social development and welfare sector. The economic sector has an “employment component”, while the social development and welfare sector has three components, that is, the “entrepreneurial”, “youth and sports”, and “social protection and safety nets”. The MDAs given responsibility over these two sectors are the Ministry of Youths and Sports Development; the Ministry of Women’s Affairs; National Directorate of Employment, Gombe Office; Gombe Enterprise Development and Promotion Agency; Gombe State Agency for Social Investment Programmes; and Youth Employment and Social Support Operations.

The policy objective of social development and

Table 4.14: Categorization of Social Protection Interventions⁴⁴

Type	Poverty-focused social protection intervention	Types of instrument
Protective	Social assistance	Cash transfers, food transfers, fee waivers for social services, school subsidies, school feeding
Preventive	Social insurance	Health insurance, premium waivers, subsidized risk-pooling mechanisms
Promotive	Productive transfers, subsidies and work	Agricultural inputs transfers, fertilizer subsidies, asset transfers, public works programmes
Transformative	Social equity measures	Equal rights/social justice legislation, affirmative action policies, asset protection

Source: Adapted from Devereux and Sabates-Wheeler (2004)

welfare in the State is the economic empowerment of women and other vulnerable groups through skills acquisition, reduction of youth unemployment, encouragement of competition and excellence, pursuit of careers in sports and entertainment, and the implementation of a sustainable safety net for the vulnerable groups.

The specific objectives are to:

- Have an official and online directory of all youth organizations, projects and donor partners operating in Gombe State
- Eliminate all forms of discrimination and violence against children, women, youths, persons with disabilities and the elderly
- Encourage women entrepreneurs and provide opportunities for them to participate in agro-based businesses and other income-generating activities
- Provide opportunities for youths to realize, harness, and develop their full potentials
- Open access to services and information on health hazards, such as COVID-19, HIV & AIDS, Ebola, Lassa fever, and so on
- Conduct and administer specialized, scientific, and high-level research to galvanize high performance of various levels of sports
- Have a conducive atmosphere where athletes would be camped and trained vigorously for days or months
- Make this an avenue to start the development of sports at the grassroots level
- Create a conducive training hall for indoor games
- Develop and improve entrepreneurship skills and competencies with a view to increasing employment opportunities for youths
- Groom the youths to become master trainers, having been established in their individual businesses, and thus prepared to train other youths
- Trigger and facilitate income generation and wealth creation among the youths, thereby promoting internally generated revenue
- Expand the social protection measures to protect people from various forms of vulnerability, including the welfare threats and safety of women in the workplace.

Challenges

The key challenges of welfare, social and sports development in Gombe State include the following:

- The great task of how to effectively coordinate all the stakeholders involved in this activity
- Non-availability of funds. Memos should be approved and money released in good time.
- Non-passage of the Bill on the Rights of the Child as such funds are not made available.
- Inadequate budgetary provision and release of funds to Youth and Sports section
- Construction delay and maintenance issues
- Non-availability of funds for the project as scheduled in the mandate. Funds should be released in good time
- No State Action Plan on Youth, Sports, Peace and Security
- Inadequate numbers of skills acquisition centres, and the case of dilapidated infrastructure at Tongo
- Poor utilization of the centres by the community
- Gender imbalance in the provision of opportunities and distribution of critical resources, such as land, capital, entrepreneurship, educational opportunities, employment, and infrastructure.

No reliable database exists for targeting the poor and vulnerable. Inadequate funding and politicization dominate the process of establishing social registers. Another challenge is rising insecurity in the communities, which hinder programme implementation. Of course, the number of the poor and vulnerable has continued to increase (including the terminally ill and elderly).

Policy Actions

Among the policy actions of the government to deal with the challenges is the implementation of cash transfers to many vulnerable groups and households by the Gombe State Social Investment Programme. Others include the commencement of school feeding programme in boarding schools across the State, and the implementation of youth capacity development programmes like N-Power and Youth Employment and Social Support Operation (YESSO).

Other policy actions designed by government are to:

- Design sound development projects to lift the vulnerable members of the society e.g. children, youths, and those with disabilities
- Suit the needs of the teeming youths to those of Gombe State
- Show commitments to the youth of Gombe State and the society in the pursuance of youth growth and development
- Promote the specialization of young people in diverse fields to create more job opportunities
- Identify the interventions and services that are needed to promote youth and sports development as well as to deepen the economy
- Provide a crucial framework guiding the State approach to ensuring that the large number of youths resident in the State are provided with a high standard of life, which guarantees that their potentials are realized and that they have become veritable assets to the economy and social development of the State
- Respect the human rights of all youths in Gombe State as provided in the Constitution of the Federal Republic of Nigeria.

Policy Outcomes

This simply refers to the results of well-considered policy developed by the Ministry. It relates to the level of performance or achievement recorded as a result of government's intervention. In the specific

case of Borno State youths, the following policy outcomes are recorded:

- Over 10,470 youths were trained in various trades.
- Over 550 youths were trained to manage tricycle business
- Some 1,500 traffic, environmental and educational marshals were trained within the stated period
- In collaboration with United Nations Development Programme (UNDP), 264 women and youths were trained in tailoring, knitting, welding, plumbing, and plaster of Paris (POP) in 2016
- State officials facilitated the peaceful conduct of several club and association elections that had proved difficult, including the zonal and state youth council elections.

It is also on record that there has been significant retention of enrolled students in the limited number of schools implementing HGSFP. Similarly, the Conditional Cash Transfer scheme may have contributed to the improved access to healthcare and education by youths, as well as the poor and vulnerable groups.

Legal Environment

This Plan requires strengthening the partnership

Table 4.15: Social Protection/Safety Nets Measures Taken

S/N	Activity	Objective	Key Prospects	2015	2016	2017	2018	2019
1	320 youths trained in vocational skills	To equip the youths for private employability	320 youths engaged in private businesses					
2	150 youths trained in Renewable Energy Sources	To train the youths on Renewable Energy Sources	150 youths equipped with Renewable Energy skills					
3	1,500 youths trained as Road Marshalls	To groom the youths for public employability	1,500 youth duly employed in public institutions					
4	1,000 youths trained in various trades	To equip the youths with sustainable trades	1,000 youths engaged in different viable trades					
5	550 youths trained and given tricycles	To enhance local commuting	550 youths own and manage their tricycle businesses					
6	Initiative where 5,000 youths were trained in various trades and given monthly stipends	To motivate youths with skills for self-reliance and sustenance	Many youths duly trained in public and private institutions					

between the Gombe State Legislature and the Judiciary, the two branches which provide the legislation and the secure legal environment for the implementation and monitoring of the Plan. Also solicited is the cooperation of the Local Government Councils for effective service delivery.

Prospects

What prospects can be expected from the steps the government has taken on this question of social protection of the people so far? Below are some of the expectations:

- A comprehensive database comprising all the youth groups in Gombe State will be made available
- All youth development programmes in Gombe State will be those that are appropriate and fall within given the time frame as to be facilitated by this Plan
- The One-Stop Youth Support Centres will trigger a hub of commercial, cultural, social, educational and recreational activities whose ripple effects will resonate all over the State
- The activity will enhance the chances of the two MDAs involved in social protection in the labour market of sports even outside the country.
- The construction of the games village alone will provide over 5,000 direct and indirect jobs for the youths and others
- Upon completion, the games village would have the potential to attract foreign investors, if packaged and marketed very effectively in the foreign media
- The swimming pool will provide a means of social interaction, relaxation, and training among the youths
- The village will offer residents of the area a safe place to enjoy recreational and competitive sporting events.
- Thousands of youths will become self-reliant.
- Spontaneous, internal generation of revenue for the State becomes inevitable.
- It will become easier to identify youths with unique talents who can handle specific tasks that will lead to jobs, wealth creation and self-reliance.

The social protection/safety nets can support the poor and vulnerable groups to build capacity to participate in contributing to economic development. Strategically using this approach in a broader livelihood plan can help many poor and vulnerable households to acquire necessary knowledge and skills while building on their assets to provide services of economic value.

Security and Safety

Situation Analysis

Security and safety are prerequisites for societal existence without which no meaningful development can occur. Gombe State has been largely secured with government proactively ensuring the security and safety of lives and property. However, cases of robbery, theft, murder, arson, rape, thuggery, banditry, communal clashes, and other criminal activities, which continue to pose a threat to the stability and development of the State, are still common. The worst of these was the Boko Haram insurgency attack of 24 February 2012.

Current Objectives

To provide a safe and secure environment for people and their business activities to thrive by ridding the State of insurgent activities, controlling incessant influx of displaced persons and illegal migrants from neighbouring States and ensuring the security of human lives, as well as private and public property.

Challenges

Rising youth unemployment, drug addiction, firearms proliferation, and political thuggery are definitely on the rise. Inadequate funding of youth empowerment and their engagement in other social and economic activities appear to be some of the drivers of the rising tension.

Policy Actions

Collaboration with national security outfits to police strategic hotspots for crime. Establishment of community-based security committees and the provision of support and equipment to the security outfits.

Policy Outcomes

Engagement of vigilante and strengthening the existing security outfits has provided better understanding of the complex operations of the different types of crimes perpetrated in the State.

Prospects

The existing security framework and infrastructure is basic enough to build upon. An integrated approach of including security in the community development plans and financing bottom-up strategy to complement the top-down support currently provided by the Federal and State Governments is good. This approach will help to mobilize more domestic resources and prioritize its application more effectively while providing employment opportunities for the population at the same time. In line with this, the State Government established the Ministry of Internal Security and Ethical Orientation in September 2019 to (a) provide maximum security in the State; (b) curtail substance abuse (c) reduce farmers-herdsmen clashes; (d) reduce communal clashes; (e) create the spirit of inter- and intra-religious harmony.

Law and Order

Situation Analysis

The Nigerian Constitution guarantees every citizen a number of fundamental rights and freedoms, including the freedom of association, thought, religion and the right to own properties. It provides the basic guide on how individuals, groups and communities can co-exist while going about their normal day-to-day activities. It also provides for the engagement of our norms and enactment of local laws to complement or enforce the provisions in the Constitution.

Many social institutions have been developed over the years to maintain law and order. These include the traditional system that has a well-established and respected hierarchical leaders at different levels applying customary laws in resolving conflicts; the customary (Sharia and Area) Courts with fully supported staff paid with public funds

and providing backing to the traditional leaders; the community informal and formal security outfits that patrol strategic locations and provide immediate intervention to prevent or de-escalate disruptions to normal activities; and the legislative arm of government that formulate laws to bridge inequalities among the people.

While law and order is most cherished, the growing system to maintain it is also met with many conflicting issues. These include duplication of roles and responsibilities, promulgation of laws that are difficult to abide by or that become a source of weakness during redress.

Current Objectives

To establish and maintain credible institutions that can organize and promote law and order in Gombe State.

Challenges

Rapid population growth and urbanization is fast diluting the assumptions upon which most existing norms and laws were built. With the fast-changing situation, more new threats to law and order are discovered, which require frequent amendments of the existing laws and security infrastructure. The paucity of funds and lack of capacity to deal with these changes make most communities vulnerable to disruptions of their socio-economic activities.

Policy Actions

Among policy actions considered and taken are strengthening the traditional system with the introduction of more offices for women and youths to increase representation, and building the capacity of stakeholders through dialogue, town hall meetings and workshops to foster peace and unity among the growing population and new settlements. So, too, is the establishment of transparency and accountability frameworks for public and organized private sector.

Policy Outcomes

There is an increase in the number of women and youths who maintain law and order. Transparency,

accountability and ease of doing business in public and organized private sector have also improved.

Prospects

With the rapid increase in population and mobility of the population, existing communities are expanding, and new settlements are being formed, mostly within existing villages and towns but also independently. There is a need, therefore, to revisit the master plan for land use in Gombe State to adequately manage settlements and proper use of natural resources.

Many conflicts arise because of poor planning of settlements which helps the spreading of diseases and crime. Correcting already infringed plan is not only disruptive but costly as well.

Justice

Situation Analysis

Respect for the rule of law is enshrined in the elements of good governance that Gombe State strives to achieve. The State will ensure its citizens fully enjoy their fundamental rights and freedoms by assuring a legal order, respect for the rule of law, nurturing a responsive and fair system of justice for all and sustaining a coherent anticorruption culture. The Ministry of Justice oversees the drafting, interpretation and enforcement of the rule of law to bring about predictability in the system; provide services to facilitate the settling of disputes between individuals, groups and other governments; create public awareness of justice issues; protect the constitutional rights of citizens, consolidate and codify laws for promotion of democratic gains; and maintain the independence of the judicial system.

In sum, there are 125 lower courts in Gombe State, and each of them is headed by a single judge. These judges are responsible for most of the criminal and civil cases filed for resolution. An average of 181 cases were filed in the lower courts and 129 of them disposed every month, giving a performance record of 72 per cent. However, the average of 596

appeals arising from these cases per month raise valid questions about the quality of these data and probably on the judgements too. The Upper Area Courts have the highest caseloads per judge per month. These average 97 cases followed by the Magistrate Courts with 51 cases then the Area Courts with 33 cases.

The situation is different in the High Courts with average caseload of 143 filings per judge per month but only 17 of which are disposed per judge per month, giving the performance of 12 per cent.

Gombe State with an estimated population of 3.6 million people, filing of average 181 cases per month is far lower than expected. The annual litigation rate ranges from less than one case to almost ten cases per hundred population.⁴⁵

The Justice sector will also continue to carry out law reforms to effect greater social justice; provide a means of redress when people are abused by organs of the State; and carry out legal directives imposed by the courts for the protection of society. The Justice sector will continue to set up structures and institutions for consolidating democratic gains, good governance, ethics and values, promotion, and protection of human rights, enhancement of transparency and accountability and development and institutionalization of anti-corruption strategies and programmes.

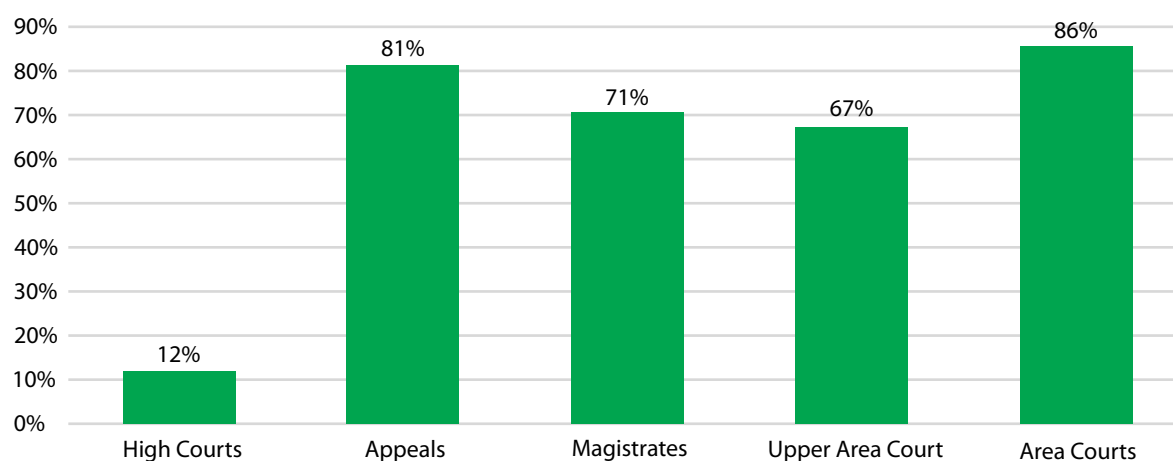
Current Objectives

To improve the capacity of the Judiciary to provide just and balanced judgment to all citizens. The Ministry of Justice has the mission to serve with professionalism that promotes access to justice.

Challenges

The low capacity of the judiciary to deal with the current backlog of cases and the increasing number of new ones. Low number of courtrooms, judges, lawyers, and support staff. The Ministry of Justice is also battling with capacity issues to cope with the management of the administration of justice in the State.

Figure 4.5: Performance (Cases Disposed out of Filed Cases) of Courts in Gombe State, 2019



More than 70 per cent of the criminal cases are filed at the lower courts, making them the most relevant for attention of the reform agenda.

Policy Actions

The Ministry of Justice has been championing the reform agenda in the Justice sector to improve the efficiency of justice administration in the State. In-service trainings of the various cadres have been ongoing, while recruitment of new staff to fill in for the retired and other vacancies are happening at a

slower pace. This also applies to cases and court management with the training of prosecutors and other support staff. The engagement of the civil society in pushing for the acceleration of the justice reform agenda is less in Gombe State compared to similar activities at the national level.

Policy Outcomes

Access to justice is still a major issue in Gombe State. The number of judges assigned to both civil and criminal cases is too low to provide timely and

Table 4.16: The Distribution of Courts by LGA in Gombe State

Location	Court of Appeal	Federal High Court	Industrial Court	High Court	Sharia Court of Appeal	Magistrate	Upper Area Court	Area Courts
Akko	0	0	0	0	0	6	1	10
Balanga	0	0	0	0	0	2	2	11
Billiri	0	0	0	0	0	1	1	6
Dukku	0	0	0	0	0	1	2	6
Funakaye	0	0	0	0	0	2	1	5
Gombe	0	0	0	14	1	8	3	6
Kaltungo	0	0	0	0	0	1	1	7
Kwami	0	0	0	0	0	1	2	6
Nafada	0	0	0	0	0	1	1	6
Shongom	0	0	0	0	0	2	2	6
Y/Deba	0	0	0	0	0	3	2	11
Total	0	0	0	14	1	28	17	80

Source: Gombe State Ministry of Justice, 2020

Table 4.17: Distribution of Criminal Cases in Gombe State Courts, 2019

Categories	High Courts	Appeals	Magistrates	Upper Area Court	Area Courts
No. of Cases filed	8,850	2,550	4,802	3,975	10,950
No. of Cases Disposed	5,480	1,900	2,955	2,650	8,500
No. of Cases Pending	3,370	650	1,847	1,325	2,450

Table 4.18: Distribution of Civil Cases in Gombe State Courts, 2019

Categories	High Courts	Appeals	Magistrates	UPPER AREA COURT	Area Courts
No. of Cases filed	11,800	4,600	12,400	15,750	20,550
No. of Cases Disposed	5,500	3,900	9,200	10,600	18,500
No. of Cases Pending	4,300	700	3,200	5,150	2,050

Table 4. 19: Distribution of Judges, Lawyers, and Prosecutors in Gombe State Courts, 2019

Location	Court of Appeal	Federal High Courts	Industrial Court	High Courts	SHARIA Court of Appeal	Magistrates	Upper Area Court	Area Courts
Judges	0	0	0	12	0	28	17	80
Lawyers	0	0	0	41	0	28	4	7
Prosecutors	0	0	0	0	0	0	0	0
Total	0	0	0	53	0	56	17	87

quality judgement. A large number of citizens are behind bars, awaiting trials as a result of the low capacity of the justice sector.

Prospects

The capacity gaps in the justice sector is across the board. From the Ministry of Justice that regulates and manages the sector to the service providers and their supporters, both the quantity and quality of the workspace, working tools, human

resources, and funds to run them are in short supply. Strengthening the Ministry of Justice and expanding the number of courtrooms and their capacity to deliver timely and quality judgements will be considered in the coming years. The role of the Gombe State Judiciary Service Commission needs to be more results oriented to keep track of the performance of the sector, especially with the recently granted autonomy of the judiciary.

Sustainable Environment

5

Environment - Baseline Information

Ever since development was redefined to give a pride of place to the environment, and given the new consciousness that since all socio-economic activities are carried out in the environment, it has become necessary to factor in management of the environment to all developmental projects and activities. This is the level where sustainable development meets sustainable environment and the two have more or less fused into a paradigm of thought such that talking about one amounts to talking about the other as well. The environment provides the foundation for all development actions in our societies. The focus of Gombe State, in this Plan, is to provide a healthy and eco-friendly environment for human habitation through proper environmental sanitation, waste

management, pollution control, prevention of vectors of medical importance, and afforestation. All these come effectively under the umbrella of environmental management.

This focus is occasioned by the fact that Gombe State faces a myriad of environmental problems which pose serious challenges to economic growth and development. These challenges affect sanitation, waste management, pollution control, flood management, deforestation, degradation of arable land, desertification, gully erosion as well as unsustainable use of natural resources. The State's management of the environment draws inspiration from extant national policies and guidelines some of which are the National Erosion and Flood Control Policy (2004), and the National Environmental Sanitation Policy and Action Plan (2005).





Sanitation

Situation Analysis

The place of environmental sanitation in any society is very important. This is what informed the attention given to environmental sanitation in Gombe State. However, the provision of sanitation services cannot stand without the provision of water services, especially in the urban and rural areas. It is in recognition of this that the Gombe State Environmental Sanitation and Protection Law was enacted to give legal teeth to the operations of the Environmental Protection Agency. The provision of sanitation services in the State is largely supported by development partners such as UNICEF.

The state government has also established the Gombe State Environmental Protection Agency that focuses on environmental cleaning and sanitation services. The overall supervision of environmental sanitation services is done by the Ministry of Environment and Forest Resources. To provide these services, the Environmental Sanitation and Protection Agency has 37 simple equipment to carry out its operations. The Agency also has 35 health educators/sanitation inspectors. On the reduction of open defecation, a few ventilated improved pit latrines were constructed mostly in Gombe LGA while RUWASA is making efforts at enlightening people to discourage open defecation.

So far, progress has been very slow, especially in the rural areas.

Current Objectives

The current objective of the sanitation services in Gombe State is to provide a healthy environment for human habitation. To achieve this, people remain sensitive and friendly towards the environment to make the environment remain benign towards them.

Policy Actions

The policies and actions for the sanitation services by the Gombe State Government include:

- Putting in place environmental and sanitation policies
- Promoting cooperation in environmental services and sanitary control with other similar bodies
- Ensuring the neatness/tidiness of the highways
- Conducting regular inspection of facilities used for the production of consumables, such as food, water, drinks
- Cooperating with the federal government/ other state government/ research agencies on environmental sanitation and protection issues
- Beautification of major towns and cities
- Establishing the Gombe State Environmental and Protection Agency to achieve the stated objectives
- Establishing the Gombe State Rural Water and

Sanitation Agency to make water available to the people both for domestic and agricultural purposes

These policy actions promote the sanitary services of the State. They will require strengthening and expansion of scope. Furthermore, promoting policies for hand washing and open defecation will need to be given special emphasis in the 10-year State Development Plan. Also crucial is the integration of the activities of Gombe State Environmental Protection Agency and that of Rural Water and Sanitation Agency into the State Development Plan and Expenditure Framework.

Policy Outcomes

These policy actions facilitated the promotion of sanitation services across the State. However, it is noted that most of the services are lopsided, having been skewed in favour of urban settlements and schools. This affects attainment of the objectives of the provision of sanitation services across the State.

Key Challenges

The need to provide sanitation services across the State poses a tough challenge and requires an effective coverage strategy. From the baseline information available, there is no clear delivery strategy for state coverage. Other challenges outlined are inadequate funding, inadequate manpower, inadequate human capacity, especially health educators and sanitary inspectors, as well as inadequate sanitation equipment to provide the services.

Existing Policy and Institutional Arrangements

For effective provision of sanitation services, the State has a law established for the Gombe State Environmental Sanitation and Protection. It also has the Gombe State Rural Water and Sanitation Agency, which is donor assisted. They are all under the policy guidance of the Ministry of Water Resources and Forestry Resources but work independently. The need for harmonization and strengthening of synergy in the 10-year Development Plan will add value to the realization of the objectives of the environmental sustainability plan.

Legal Environment

For the environmental sanitation, there are two legal backings to the two agencies providing these services:

- The Gombe State Environmental Sanitation and Protection Agency Law
- The Gombe State Rural Water Supply and Sanitation Agency Law

Prospects

The prospects for environmental sanitation services include:

- Environmental and eco-friendly society
- Healthy environment
- Achieving sanitation, food and personal hygiene.

Waste Management

Situation Analysis

Proper management of waste has become a major development issue all over the world. With the increase in the population of Gombe State from 2.3 million in 2006 to 3.5 million in 2019, production of waste from the population and people-induced activities, such as businesses, SMEs activities, schools, hospitals, and industrial agricultural activities, has pushed the government to take deliberate steps to ensure proper waste management. This was what informed the creation of the Gombe State Environmental Sanitation and Protection Agency. The Agency is charged with the responsibility of ensuring proper waste management in the State. To realize this objective, the agency, under the supervision of the Ministry of Environment and Forest Resources, work with private waste disposal agencies. They also provide health education on waste management, construction of waste treatment plant (ongoing), waste disposal sites and a plan for the construction of a waste recycling plant. To undertake these services, the State Environmental Sanitation and Protection Agency has the following equipment: 17 solid waste evacuation vehicles of which 10 are not functional, two liquid waste evacuation vehicles for which one is not functional, and a bus. There are also 148 refuse collection centres in Gombe LGA, two open dumpsites and 26 unskilled workers. The



Agency also has a Public Private Partnership with 11 waste disposal agencies that operate mostly in the State capital.

Current Objectives

The objectives of the Gombe State waste management programme is to “ensure proper waste management in the State” for a healthy environment.

Policies/Actions

For the Gombe State waste management programme, the Ministry of Environment and Forest Resources undertakes the procurement of refuse disposal vehicles and machines/equipment for the Gombe State Environmental Sanitation and Protection Agency. The Agency also ensures regular cleaning and collection of the refuse piles at the designated refuse centres. They also promote cooperation in environmental science and sanitary control with other similar bodies. The Ministry or Agency also directs and controls the dumping and disposal of refuse as well as the removal of filth, obstructions, kiosks, workshops, stalls, open places, parks and other public places that pose challenges to a healthy environment. Other policy actions include the construction of waste treatment and recycling plant.

Policy Outcome

The policy outcome is to ensure proper waste management in the State through proper disposal of solid waste, construction of waste collection centres, and promotion of health education on waste management, waste recovery, rejection, reuse and reduction.

Key Challenges

The key challenges facing waste management in Gombe State include inadequate funding, inadequate manpower, inadequate machinery and infrastructure, lack of public awareness on waste management issues, poor public compliance with environmental laws, and weak private sector involvement in waste management.

Existing Policy and Institutional Framework

As earlier indicated, while the Gombe State Environmental Sanitation and Protection law guides environmental sanitation operations, the Gombe State Environmental Sanitation and Protection Agency has the responsibility of implementing the law. The Ministry of Environment and Forest Resources provides the overall policy guidance and collaborates with the Federal Government in the implementation of the National Environmental Sanitation Policy Guidelines and Action Plan.

Legal Environment

Implementation of the waste management services in the State is guided by certain laws and policies, including the Gombe State Environmental Sanitation and Protection Law, the National Environmental Sanitation Policy, Action Plan, and the policy guidelines on solid waste management.

Prospects

The prospects for waste management in Gombe State can be enumerated as follows: ensure an environmental and eco-friendly society, ensure the construction of waste recycling and waste-to-

wealth plants, ensure a seamless waste collection and disposal system, and insist on strong private sector involvement in waste management.

Pollution Control

Situation Analysis

Pollution control in Gombe State is an integrated activity with sanitation and waste management, flood control and drainage construction. The Ministry of Environment and Forest Resources undertakes the fumigation of polluted areas, especially industrial areas, schools, health facilities, markets, etc. This is to prevent pollution of the areas that could lead to an outbreak of pollution-related diseases and challenges.

Current Objectives

The objectives of undertaking pollution control are to reduce the rate of environmental pollution in the State.

Policies and Actions

All the policies and actions guiding pollution control are drawn from the Gombe State Environmental Sanitation and Protection Law. Other policies and actions are drawn from the National Erosion and Flood Control Policy and Action Plan, as well as policy guidelines on markets and abattoir. Further actions taken by the State to control pollution includes awareness campaign on pollution control, waste management, health education, tree planting

and the enforcement of pollution control law as contained in the State Environmental Sanitation and Protection Law. To reduce pollution in the State, a number of key actions were undertaken. These include the provision of refuse disposal vehicles and equipment, regular cleaning and collection of refuse piles at designated refuse points, cooperation on environmental science and sanitary control with other similar bodies, provision of public conveniences, and inspection of buildings and premises used for the distribution of food, water, fruits, and drinks, among other things.

Policy Outcome

The policy outcome is to ensure a pollution-free society through the reduction of environmental pollution in the State.

Key Challenges

The key challenges faced in pollution control include inadequate funding, lack of synergy among agencies, inadequate workforce, machinery, infrastructure, capacity and technical know-how. Others are lack of modern science and technology, equipment for inspection as well as the limited scope of pollution control services in the State.

Existing Policy and Institutional Framework

The existing policy and institutional framework for pollution control in Gombe State is the Gombe



State Environmental Sanitation and Protection Policy. The Gombe State Environmental Sanitation and Protection Agency and the Rural Water and Sanitation Agency are the twin bodies responsible for providing pollution control and management services. The State also keys into the Federal Government's policies for environmental sanitation and protection, which include pollution control. These need to be reviewed and reinforced for the 10-Year Development Plan.

Legal Environment

The current legal environment needs strengthening and review because the main legal environment is that created by the Gombe State Environmental Sanitation and Protection Law. The specific legal environment for pollution control needs to be put in place as an uncontrolled polluted environment leads to environmental hazards.

Prospects

The prospects for pollution control in Gombe State is to reduce the rate of environmental pollution, promotion of health education, as well as review of policies and laws and its enforcement.

Flood Control and Drainage

Situation Analysis

The challenges of flooding in Gombe State is occasioned by some factors that include human activities, desertification, high precipitation,

topography of the State, lack of drainages, poor building practices and non-compliance with building regulations. The State has suffered from several incidents of flooding that claimed lives and properties, loss agricultural crops, lands, roads and physical infrastructure. This flooding happens in all the 11 LGAs of the State with the severity at varying degrees, depending on the location. Other areas that suffer flooding are the riverine communities that lose their livelihoods due to poor management of waste disposals on waterways. At the moment, the State has identified 9 critical flood-prone areas, including 3 in Dukku LGA, 2 in Yamaltu Deba, 1 each in Billiri, Funakaye, Kaltungo, Kwami, Nafada LGAs, respectively. Also, 5 erosion-prone areas have been identified in Akko (1), Billiri (1), Gombe (1), Kwami (1), and Yamaltu Deba (1). The State is currently constructing 18 drainages, most of which are at various stages of completion. To address the immediate drainage challenges, therefore, some 32 drainages are required, as well as mapping of other flood-prone areas for intervention.

Current Objectives

The Gombe State's objective of flood control and drainage construction is to prevent the disasters that occur as a result of flooding and to put in place a drainage system that allows for a free flow of water along its routes in all the flood-prone areas. The overall objective of flood control and drainage construction is to have a State with limited flood challenges and awareness on the weather forecast.



Policies and Actions

The policies and actions for flood control and drainage in Gombe State are drawn from the Gombe State Environmental Sanitation and Protection Law and action plan. Other policies used for flood control in the State are the urban planning and development control laws as well as the National Erosion and Flood Control Policy, Guidelines and Action Plan. In a bid to respond to such emergencies through early warning and response, the State Emergency Management Agency was created to work in close collaboration with the National Emergency Management Agency. The State also embarks on awareness campaigns, tree planting campaigns and construction of drainages in flood-prone areas.

Policy Outcome

The policy outcome is to have a State free of flood, disasters and other environmental shocks through public awareness. However, the consistency of the policy actions needs to be strengthened to allow for the realization of the policy outcome of preventing flood-related disasters in Gombe State.

Key Challenges

From the baseline information provided by the Ministry of Environment and Forest Resources, the trouble encountered in addressing flood and drainage challenges include inadequate funding, lack of adequate workforce, inadequate machinery, poor infrastructure, and capacity to manage the challenges. Other challenges include low technical know-how and people's adherence to drainage maintenance. Further critical issues include the limited provision of drainages and poor observance of urban planning and development laws and ethics that leads to blockage of waterways and drainages.

Existing Policy and Institutional Framework

The existing policy and institutional framework for the management of flood and drainage challenges are contained in the Gombe State Environmental Sanitation and Protection Law and the operational mandate of the Ministry of Environment and Forest Resources. Gombe State is participating in the World Bank-assisted Nigeria Erosion and Watershed Management Project, the Gombe Goes Green

Environment Project, and the Forestry Project. Though specific, these projects are intended to protect the environment to minimize flooding through the provision of drainages and tree planting. The government has already announced a tree policy of cut one and plant one. The aim is to provide cover for the soil, and hence reduce flooding and the effects of climate change in the State. The need to strengthen the existing policy and enact new ones becomes paramount. The urban planning and development law need to be reviewed and enforced to protect the environment from flooding. The enforcement of building codes is also required to avoid blocking of waterways that leads to flooding. Putting in place a deliberate policy for flood control and management is, therefore, necessary for the 10-Year Development Plan.

Legal Environment

Nigeria has a National Erosion and Flood Policy, National Guidelines on Erosion and Flood Control, and a National Action Plan. Gombe State draws its flood and drainage management actions from these National Policy, Guidelines and Actions Plan. The State has the State Emergency Management Agency backed by law and the Gombe State Environmental Sanitation and Protection Law. The Gombe State Erosion and Watershed Management Project also has guidelines for flood management. These legal frameworks have assisted in the management of flood challenges in the State. However, there is a need for the strengthening of the state mechanism for flood management and the construction of drainages to address these challenges.

Prospects

The prospect for flood control and drainage construction is to have a State that is ready for flood disaster management. This includes the conduct of an environmental impact assessment to determine flood-prone areas, construction of drainages, strengthening and enforcement of urban planning and development laws, awareness creation on flood challenges, and planting of trees to reduce flooding. Other prospects for the flood and drainage control include the control of gullies and awareness of weather forecast.



Erosion Control

Situation Analysis

One of the major environmental problems facing Gombe State at the moment is erosion. This has led to the loss of significant portions of land that could be used for human development. The major causes of erosion in the State are desertification, deforestation, lack of adherence to urban planning and development laws. Other causes are the undulating topography of the State, which makes erosion control a challenge. The erosion challenge affects almost all the 11 LGAs of the State. Some of the erosion sites that pose major concern are the Bayo-Madaki-Pantami, Wuro-Biriji, Wuro-Shinge, Bogo-Yelenguruza, Liberty-Civil Service Commission area, Madaki area, and Liji-Herwagana, all in Gombe LGA. Other erosion sites are found in Yamaltu-Deba, Akko, Billiri, Balanga, and Kwami LGAs. Overall, the above scenario has made environmental sustainability a major problem facing the State. From the situation analysis, Gombe State has 40 active erosion sites across its 11 LGAs. The erosion sites are located in Akko (14), Gombe (10), Yamaltu Deba (4), Balanga (3), Billiri (3), Kaltungo (2), Funakaye (2), Dukku (1), and Kwami (1). Work is currently ongoing in 18 old sites with 16 in Gombe and 2 in Akko. A proposal to start work on erosion sites is underway in Akko (1), Billiri (2), Dukku (2), and Funakaye (3). There is community development and private

sector partnership for erosion control activities in the State.

Current Objectives

The current objective of addressing the erosion challenge in the State is to control gully erosion that has affected large portions of the physical landscape of the State. By so doing, the possible loss of land banks, lives and properties will be reduced.

Policy Actions

Gombe State has in place a State Environmental Sanitation and Protection Policy which partly includes erosion control. The State also uses some Federal Government Policy Guidelines and Action Plans to guide erosion control. Some of these are the National Erosion and Flood Control Policy and the National Erosion and Flood Control Action Plan. Given the challenge of erosion in the State, the government has secured a partnership with the World Bank under the Nigeria Erosion and Watershed Management Project (NEWMAP). Under this project, the identified erosion sites in the State have been mapped out for intervention for which work is in progress.

Other interrelated actions are the construction of drainages, planting of trees under the Gombe Goes Green Project, and intensifying awareness campaign on the menace of erosion and harmful human actions that promote erosion. Another action being taken is the identification of erosion sites for proper

mapping and strategizing on addressing them. The provision of a master plan on erosion control in the State is being worked out as well as checking the incidence of desertification and deforestation. These policies and actions need to be streamlined in the 10-Year Development Plan.

Policy Outcome

The outcome of these policies and actions is to reduce the intensity of gully erosion challenges in the State. The actions have led to the identification of gully erosion sites and accessing of development assistance from the World Bank under the National Erosion and Watershed Management Project. Work on addressing the identified erosion sites is ongoing as well as the planting of one million trees per year across the State under the Gombe Goes Green Project. The sustenance of these actions will lead to the reduction of the intensity of gully erosion. Other specific outcomes are the completion of three erosion control sites, with work ongoing on nine identified sites and desalting of storm water drainages, especially in Gombe town and some local government headquarters.

Key Challenges

The key challenges facing erosion control activities in the State include inadequate funding, inadequate machinery and infrastructure, lack of capacity and technical know-how. Others include inadequate environmental baseline data and data gathering system.

Existing Policy and Institutional Framework

Gombe State has some policies that guide erosion control activities. These are the Gombe State Environmental Sanitation and Protection Policy, the Gombe State Goes Green Policy and the memorandum of understanding for the implementation of the Nigeria Erosion and Watershed Management Project (NEWMAP). The institutional framework for addressing erosion challenge is assigned to the Ministry of Environment and Forest Resources. For effective delivery on this assignment, the State Ministry will partner with the Federal Ministry of Environment and Water Resources, the National Emergency Management Agency, and the State

Emergency Management Agency to streamline erosion control and management framework within the 10-year plan period, which is very critical moment to get many things done in this respect.

Legal Environment

The legal environment is as contained in the Gombe State Environmental Sanitation and Protection Law. The State also draws its legal actions from the National Erosion and Flood Control Policy, as well as its guidelines and action plans. Besides these, the State has no specific laws guiding erosion control activities.

Prospects

The prospects for erosion control in Gombe State include having an environmental and eco-friendly State, a healthy environment, the conduct of Environmental Impact Assessment (EIA), preservation and conservation of natural resources, completion of ongoing erosion control projects, as well as the production of an ecological master plan for the State.

Climate Change

Situation Analysis

Gombe State has keyed into the National Policy on Climate Change. Addressing the challenges of climate change in the State is one of the mandates of the Ministry of Environment and Forest Resources, and the State has been doing this. Some of these actions already taken include addressing desertification and deforestation programmes, keying into the Great Green Wall Project, and granting access to environmentally friendly energy sources by creating and enhancing opportunities for improved means of livelihood.

Current Objectives

The current objective of the State is to reduce the emission of greenhouse gases that are responsible for climate change.

Policy Actions

Though the State has no specific policy on climate change, it is guided by the national policies of the federal government. However, some of the actions

put in place to reduce the challenges of climate change include the planting of trees, cooperating with the federal and other state governments, as well as research agencies on matters and facilities relating to environmental protection, checking desertification and deforestation, maintaining public awareness on the impact of climate change, providing alternative energy sources, and conducting environmental impact assessment of projects. Other actions taken include waste management and promotion of cooperation in environmental science and sanitary control with other similar agencies.

Policy Outcome

These policy actions have led to increasing awareness of the people on the challenges of climate change. The people are becoming aware of anthropogenic impacts of climate change, especially in waste management, erosion control, use of agro-chemicals, use of eco-friendly energy sources and the effects of flooding and adherence to urban planning and control that affects the environment.

Key Challenges

The key challenges facing the management of climate change in Gombe State include inadequate funding, workforce, machinery, infrastructure and capacity. There is also the challenge of technical know-how and lack of modern science and technology equipment.

Existing Policy and Institutional Framework

The policy guiding climate change in Gombe State are imbedded in the State Environmental Sanitation and Protection Policy. Other policy actions are also in the mandate of the Ministry of Environment and Forest Resources, and the Gombe Goes Green Policy. The Ministry of Environment and Forest Resources is the lead agency in climate change issues. The State draws heavily on the National Policy on Climate Change. The need for a designated policy and institutional framework for climate change for the 10-Year Development Plan is, therefore, necessary.

Prospects

The prospects for Gombe State is to have in place the relevant policy and institutional framework for addressing climate change challenges and raising awareness on climate change issues and their effects on the environment. This will also support the streamlining of projects/programmes into the State plans and budgets, especially the 10-Year Plan.

Environmental Management

Situation Analysis

Gombe State, like any other one in the country, is faced with severe environmental challenges. These range from deforestation, degradation of arable land, desertification, gully erosion, flash flooding, garbage accumulation and pollution, all arising as a result of anthropogenic activities. Protection of the environment, therefore, becomes a very important issue in the development plan. This informed putting in measures for addressing the environmental problems, such as the creation of the Ministry of Environment and Forest Resources, the Gombe State Environmental Protection Agency, the Gombe Goes Green Project and the partnership with the Federal Government and the World Bank on the Nigeria Erosion and Watershed Management Project. Despite these efforts, the environment has not been properly mainstreamed as desired, making this a developmental challenge.

Current Objective

The current objective of environmental management is to have a clean and healthy environment for human and non-human habitation. By this objective, the State will reduce its vulnerability to soil erosion, reduce environmental pollution, as well as address climate change, sanitation, and deforestation issues head on.

Policy Actions

Gombe State has the Environmental Sanitation and Protection Policy, the Gombe Goes Green Policy and the administrative mandate of the Ministry of Environment and Forest Resources for



its Environmental management actions. It has also undertaken some actions that are aimed at managing the environment. These include keying into the national policies, guidelines and action plans, such as the National Erosion and Flood Control Policy, National Environmental Sanitation Policy, and the National Waste Management Policy. Other actions taken by the State include the preparation of Environmental Sanitation Master Plan, Master Plan for Erosion Control, promotion of cooperation in environmental science with other similar bodies, construction of drainages, desertification/deforestation programmes, establishment and management of forest reserves, shelterbelts and woodlands plantation as well as awareness creation on the importance of environmental management and the formulation and review of policies on the environment.

Policy Outcomes

The outcome is to increase awareness on the importance of a safe and secure environment for human habitation. The activities have also led to a reduction in the intensity of gully erosion, improved management of waste and sanitation, flood control, pollution control and understanding of the challenges of climate change on the environment. These outcomes are critical for the 10-Year Development Plan.

Key Challenges

The key challenges affecting environmental management in Gombe State include inadequate funding due to resource challenges, inadequate manpower, insufficient machinery and equipment, poor infrastructure, lack of capacity and tech-

nological know-how, as well as lack of science and technology equipment for environmental management.

Legal Environment

The existing law on environment management is the Gombe State Environmental Sanitation and protection law, the Gombe Goes Green Policy and the Memorandum of Understanding for the Implementation of the Nigeria Erosion and Watershed Management Project. The State, therefore, draws its action mostly from the National Environmental Policies, Guidelines and Action Plans that are guided by their sector laws at the federal level. The need for an articulated legal environment for the implementation of the environmental management pillar for the 10-Year Development Plan is, therefore, very necessary.

Prospects

The prospects for the environmental management actions in Gombe State include an eco-friendly State, healthy environment, pollution control, preservation and conservation of natural resources, increased level of sanitation, food and personal hygiene, establishment of shelterbelts across frontline LGAs, construction of waste recycling plant, review of existing laws and policies and production of Gombe State Ecological Master Plan. These prospects are critical for the realization of the environmental management plan within the framework of the 10-Year Development Plan. Other prospects for environmental management include fostering private sector participation in environmental protection.



Urban & Rural Development

6

Land and Land Use

One of the key challenges that exert pressure on the development process is land and land use. Gombe State, with an estimated population of over 3.9 million, has a land area of about 18,768 km² and a population density of 658 per km². That accounts for less than 1.0 per cent of the total arable lands in Nigeria – it's precisely 0.84 per cent. This scenario places great responsibility on land use planning and land management capabilities. However, the State has no explicit land and land use policy. The only legal instrument for land management for now is the Land Use Act, which vests the ownership of all land on the Governor of the State. The Land Use Act of 1978 simply converts outright ownership (freehold and/or perpetual titles of land) to Rights of Occupancy which are leasehold with

tenure not exceeding 99 years. Perhaps the most challenging aspect of this Act is that it has been made an aspect of the Constitution of Nigeria. This makes the process of review or amendment cumbersome and subject to other considerations.

Arising from its power under the Act, the Governor, through the Ministry of Lands and Town Planning and associated departments, can acquire lands for residential, commercial and industrial purposes. The high population growth rate of 3.4 per cent, compared to the national average of 2.85 per cent, is attributable in parts to the recent influx into the State due to security challenges in the North-East. This makes it imperative to properly manage the land resources of the State for the benefit of the current and future generations in the development matrix.





In all, there are five broad categories of land use:

- Recreational – fun, non-essentials like parks.
- Transport – roads, railways, and airports.
- Agricultural – farmland.
- Residential – housing.
- Commercial – businesses and factories.

For land to be optimally allocated within these categories, there is a need for detailed plans for its utilization, otherwise, land use will be chaotic and sub-optimal. Like other States in the federation, Gombe State has a rapid rate of uncontrolled and unplanned urban growth, and the erection of illegal structures is common in urban centres and small towns.

Furthermore, the absence of a Geographic Information System (GIS) with which to develop Land-Based Satellite Information Management System to enhance proper documentation of all plots of land and their uses is also a challenge. Owing to poor enforcement of building regulations and acceptable land use allocation, the value of lands has depreciated significantly as a result of indiscriminate settlements and poor farming culture. Equally, it is not uncommon to see sprawling neighbourhoods where commercial establishments,

offices and residential apartments crisscross one another, creating an urban muddle.

To date, government, through the Ministry of Lands and Town Planning, has acquired lands for residential, commercial and industrial purposes, with no clear direction regarding provision for the future generation.

Identified Gaps

- Lack of a comprehensive land management framework either in policy, plan or legislation
- The rise in slum dwellings occasioned by the rapid rate of uncontrolled and unplanned urban growth
- Erection of illegal structures in urban centres and other towns
- Non-utilization of allotted industrial plots and industrial estates
- Delays in issuing Certificate of Occupancy

The Population Pressure

The emerging structure of the global population is defined by two main characteristics. The first is a disproportionate rate in population growth between developed and developing nations. The second is a relative increase in the urban population at the expense of the rural population. Present projections

indicate that by 2050 Africa's population will be three and a half times its current numbers, and by 2150, almost five times. The global Population Reference Bureau (PRB), in its 2012 Report, projected that Nigeria will be the fourth most populous country in the world with over 400 million people – about the same figure projected for the United States by 2050 (United Nations Secretariat, World Population Projections, 2019)

The impact of this trend is two-fold. On the one hand, the movement of people to the cities may reduce the absolute pressure on land for agriculture while stimulating the market for producers. On the other hand, production of primary products, such as food and fibre, could reduce by the relatively smaller population in the rural areas. Again, urban expansion reduces the total land available for agriculture in urban areas.

Urban Development

Situation Analysis

One of the major hitches of urbanization is vegetation degradation, i.e. the decline in the quantity and quality of vegetation and other species within an ecosystem. Vegetation degradation results in a temporary or permanent reduction in the density, structure, species composition or productivity of vegetation cover. Consequently, urbanization tends to increase the risk of land degradation. Pressure on the natural vegetation is largely impaired by agricultural activities, including feedback with the loss of biodiversity. Maintaining a balance between urbanization and the preservation of the ecosystem is a delicate task.

Gombe State Urban Planning and Development Board is a statutory body established by Gombe

State Urban Planning and Development Board Law (2001), as amended in (2011). This was a sequel to the adoption of National Urban and Regional Planning Law (1992), Laws of Federal Republic of Nigeria (LFRN) as amended.

In summary, the law seeks to ensure that prospective developers within all designated urban areas of the State – including individuals, corporate bodies and government – submit their building plans for approval, following the building and development regulations of Gombe State. The Board is charged with the responsibility of landscaping, beautification, property numbering, street naming and maintenance of the right of way within designated urban areas.

The Board generates revenue for the government through several of its statutory activities including, building plan approval processing charges for prospective applicants, hire of plants and machinery, sale of flowers and seedlings, and temporary structures such as, billboards, base transceiver station, and laying of optic fibre cables within the “right of way”.

Key Performance 2015-2019

The present objectives are to ensure planned, orderly and habitable urban areas.

Policy Actions

- Continuous and routine development control
- Development and maintenance of services, facilities and infrastructure in the urban areas
- Guidance/direction of present, and future development of Gombe State urban areas
- Resolutions of land-related conflicts
- Making physical plans, regional plans sub-regional plans, subject plans, development

Table 6.1 REGIONAL AND URBAN DIRECTORATES

S/N	DESCRIPTION	2015	2016	2017	2018	2019
1,	Building Plans Received	289	269	237	290	267
2.	Approval Granted	239	246	156	254	237
3.	Revenue Generated	4,043,000.00	53,010,500.00	20,731,150.00	29,054,819.00	80,815,000.00

Source: Gombe State Urban Planning and Development Board, 2020

plans, and layout plans for implementation

Policy Outcomes

- Guide/direct present and future development of Gombe urban areas
- Safeguard against land-related conflicts
- Bring about clean, safe, aesthetic and sustainable urban development

Key Challenges

- Existence of several functional problems of urban centres
- The appearance of shanty settlements on the fringes of urban centres
- The decay of urban environment
- Absence or inadequate recreational facilities

Existing Policy Institutional Framework

- Gombe State Urban Planning and Development Board (GSUPDB)
- Office of Surveyor-General, Gombe State (OSG)
- Ministry of Lands and Survey, Gombe (MLS)
- Gombe State Environmental Protection and Sanitation Agency (GOSEPA)
- Ministry of Housing and Urban Development, Gombe (MHUD)
- Ministry of Works and Transport (MW&T)

Legal Environment

- Town and Country Law Cap 130, 1963
- The Land Use Decree No.6, 1978
- The Nigerian Urban and Regional Planning

Law (Decree 88 1992)

- Government White Paper on the Report Presidential Committee on Urban Development and Housing, 2002
- Gombe State Designation of Urban Areas Order, 1999
- The National Building Code (2005)
- Gombe State Urban Planning and Development Board Law (2011)

Prospects

- Provision and development of open spaces for recreation
- Carrying out of urban renewal and upgrading schemes on urban fringes and blighted settlements
- Creation of area offices in all other Local Government Council Headquarters to monitor physical development
- Reduction of land conflicts to the barest minimum and enhancement of peaceful co-existence among various sectors or land users in the urban environment
- Control of developments in urban areas for outstanding performance economically, socially and physically
- Recognition of this as one of the highest areas of potential revenue sources to the government.

Proposed Work Plan

- Construction of overhead pedestrian bridges
- Construction of bus shelters
- Provision traffic control management facilities
- Development of recreational parks/gardens

Table 6.2 Engineering Services

S/N	OBJECTIVES	KPIs	2015	2016	2017	2018	2019
1.	To Evaluate The projects undertaking by the Board from 2015-2019		N.A.	N.A.	City Gate	Crash Barriers	N.A.
2.			N.A.	N.A.	Ashaka Road Triangle	Dukku Roundabout	N.A.
3.			N.A.	N.A.	New Mile 3 Roundabout	Northwest frontage of Government House	N.A.
4.			N.A.	N.A.		Jewel Hotel Frontage	N.A.

Source: Gombe State Urban Planning and Development Board, 2020



- Beautification of roundabouts/open spaces
- Construction of landmarks and monuments

Housing and Urban Development

Housing and urban development has been an integral part of Gombe State’s strategies for accelerated development since its creation. Housing and urban development operates through two parastatals: Gombe State Urban Planning and Development Board; and the Gombe State Housing Corporation.

The functions of the Ministry of Housing and Urban Development include:

- Policy formulation and implementation on housing, public buildings and urban development
- Design and construction of public buildings
- Supervision of all government buildings projects
- Provision of engineering services in public buildings
- Maintenance and servicing of all government plants (generators) in MDAs and Other government buildings
- Renovation and maintenance of all public buildings
- Overall coordination of parastatals and agencies under the supervision of the ministry

- Provision of professional services on buildings, including vetting of consultant’s submissions to MDAs.
- Formulation and implementation of government policies on housing and urban development
- Preparation of master plan for urban and regional layout
- Supervision of issues relating urban development through the State Urban Planning and Development Board, and
- Supervision of housing development through the State Housing Corporation

Ongoing Projects

- Ultra-Modern Mega Motor Park, phase 1 – External works (services and completion of civil works), completion of fencing, construction of two Gate Houses, Union offices and rental shops.
- Petroleum Tankers Parking Bay – Construction of Motel and Police outpost
- International Conference Centre – Furnishing and Maintenance
- Construction of two Guests Houses at Shehu Abubakar
- Rehabilitation and furnishing of Deputy Governor’s office complex

- Construction of Administrative Block at NTA, Gombe
- Construction works at Police Mobile Barracks, Kwami
- Renovation works and construction of one block of six offices at the Local Government Pensions Board

Beautification of the following:

- The frontage of Gombe International Hotel
- New Tashan Dukku roundabout
- North West Frontage of Government House
- Jewel Suites frontage
- Jewel Suites junction
- Old Mile Three Park, Union Bank and New Market Roundabout
- Dukku roundabout, Government House and Jewel Hotel frontage

Current Objectives

- Upgrade all structures based on international standard
- Provide good working environment
- Increase IGR of the State
- Increase tourist attraction

Policy Actions

- Construction of office complex for the State Urban Planning and Development Board (GSUPDB)
- Construction of office complex for Ministry of Lands and Survey
- Construction of Ultra-Modern State Secretariat to reduce office congestion
- Construction of Quality Assurance Laboratory and ICT Building at MOH&UD

Policy Outcome

- Provision of professional services on buildings, including vetting of consultant's submissions to MDAs
- Formulation and implementation of State policies on housing and urban development
- Facilitation and overall coordination of parastatals and agencies under the supervision of the Ministry, and

- Maintenance and servicing of all government plants (generators) in MDAs and all government buildings

Key Challenges

- Inadequate funding
- Use of consultants instead of professionals from the Ministry
- Lack of office equipment, machinery and operational vehicles

Existing Policy and Institutional Framework

- Provision of consultancy on all government construction projects
- Provision of affordable housing units in partnership with public-private investors
- Review of Gombe State Master Plan and provision of same for all Local Government Council Headquarters
- Mapping of new satellite villages
- Construction of underground stream drainage systems at the Central Town Roundabout

Legal Environment

The Ministry was established under Gombe State Law; hence, prospective developers who intend to construct/reconstruct or make alterations to landed properties (individual, corporate, and government) are required to:

- Submit their building plans for approval following the building and development regulations of Gombe State contained under Section 17 of the Law
- Secure and protect the right of ways and landscaping
- Enter into contract agreements for the construction, maintenance, management or repairs of any property
- Enter into contract agreements for mass housing through PPP.

Prospects

- The Ministry of Housing and Urban Development is set to transform Gombe State into a model state that will compete favourably

among its contemporaries

- The Ministry of Housing and Urban Development has a reservoir of registered professionals whose knowledge, skills and time the government can tap in to achieve all its targets in housing delivery
- The Ministry is committed, despite the challenges of funding, to achieving the goals set for urban reforms and housing delivery.

Rural and Community Development

Notwithstanding the huge population and its contributions to economic development exertions, the rural populace continues to be perceptively removed from the basic amenities required for a decent life. Though they constitute a significant percentage of the population, rural populace have remained mostly disconnected from government and most of them are cut off from the basic necessities of life. This segment of the populace produces much of the food that feeds the state, but they have not been congruently impacted by the government over the years. Specious priorities, official indifference and deficiency of inclusive development strategies have been adduced as some of the main causal factors that have denied the rural populace basic social services.

Situation Analysis

The Rural Water Supply Department was established in 1986, under the Bauchi State Integrated Rural Development Authority (BASIRDA), which was later renamed to Bauchi State Agency for Rural

Development (BASARD) in 1994. When Gombe State was created in 1996, the agency was renamed Gombe State Agency for Rural Development (GOMSARD).

Current Objectives

The key objectives of the rural water sector include to provide:

- Access to safe drinking water to the people of the State
- Universal access and improved sanitation and hygiene across the State
- Boreholes to communities and small towns
- Earth dams to areas where groundwater is difficult to access
- Water supply for irrigation and fishery

Policy Actions

The State domesticated the National Water Policy of the Federal Ministry of Water Resources and named it the Gombe State Water Policy, 2018. This serves as a basis for the establishment of Rural Water Supply and Sanitation Agency, an agency that is saddled with the responsibility of providing water and sanitation to communities classified as rural areas having a population of less than 5,000 people.

Policy Outcome

Following the development of Gombe State Water Policy of 2018, Gombe State RUWASSA was established. There is a proposal for the establishment of Gombe State Small Towns Water



Development Agency to work in small towns and semi-urban communities (communities with a population of above 5,000 people) as prescribed in the RUWASSA Bill of 2019.

Key Challenges

- Overlap of functions among MDAs operating in the water sector. Lack of well spelt-out areas of operations and clear-cut boundaries can cause duplication of functions. For example, Gombe State Water Board, which is supposed to serve urban and semi-urban centres, created a department that is maintaining hand pumps; thus servicing all jurisdictions
- Low staff strength and lack of qualified personnel
- Lack of equipment and machinery
- Non-recognition of GOMSARD in the water sector of the State. There was never an invitation extended to it to attend any water council meeting, and the State has never sponsored any delegate from the department to represent the state government
- Lack of manpower development

Existing Policy and Institutional Framework

- Gombe State Water Policy, 2018, is all-encompassing, having identified all agencies that are relevant to water supply and recommended that they should all work in synergy
- The Gombe State Government has created an enabling environment by giving specific mandates to various agencies
- Gombe State Ministry of Water Resources is supervising Gombe State Water Board & Gombe State Rural Water Supply and Sanitation Agency
- Ministry of Rural, Community Development and Cooperatives, and Ministry of Environment are also working in partnership with other MDAs on water issues

Prospects

It is expected that when Agencies are established and drilling rigs are procured, boreholes would be

drilled automatically in the remotest villages of the State, thereby giving access to safe drinking water and improved sanitation. When this is done:

- It helps in the development of the health of the beneficiaries
- There would be improved access to sanitation
- The standard of living of the rural communities would be improved as the rural dwellers do not have to spend much to access safe drinking water, and their economy would be enhanced.

Rural Roads

Situation Analysis

The Ministry has executed various rural roads projects across the State to open the rural areas for easy communication and to facilitate transportation of goods and services. However, some roads were newly constructed while others were rehabilitated.

Current Objectives

The key objectives of rural roads construction are to:

- Promote development in rural communities
- Provide farmers with the opportunity to easily move farm produce to the market centres or places where they are needed
- Increase access to social amenities, thereby discouraging rural to urban migration
- Provide access to rural areas
- Support entrepreneurship

Policy Actions

- Construction of rural roads
- Construction of the simple bridges and box culverts as assistance to rural communities
- Purchase of earthmoving equipment

Policy Outcomes

- Provision of rural feeder roads will improve prices, markets and, more generally, the trading behaviour of the rural economy
- The sustainable rural transport system will increase competition among middlemen, thereby increasing the surplus of farming households selling their produce
- Provision of good feeder roads will enhance



price information and market access for smallholder producers

- Provision of the good rural roads will promote public safety, health, environmental protection and economic growth

Key Challenges

- High capital cost of rural projects
- High initial capital costs of physical infrastructure and fiscal constraints government faces in funding rural transport projects. Funding allocation for rural road construction and maintenance is also inefficient
- Project delivery bottlenecks due to the above-mentioned and other reasons
- Rural transport infrastructure involves high transaction costs and effective contractor completion. Project development is sometimes

protracted, as projects are often phased to match funding availability.

Policy Framework

Lack of coherent policy framework and institutional focus on planning and maintenance of rural roads

Prospects

- It helps in the development of natural resources of the area
- It helps in the development of agriculture of the area
- Farmers will get a better price for their produce, which helps in improving the economic conditions of the rural areas
- Construction of rural roads shortens physical distances and improves the speed of service delivery
- It increases the land value of the nearby areas



Governance and Administration

7

The Executive, Legislature, and Judiciary

The governance framework in Gombe State is somewhat straightforward, as it should in any democratic setting. The State operates a democratic system of government, served by the traditional three arms that make up the government. These are the Executive, the Legislature and the Judiciary, all of which operate independently but cooperatively. Whereas there are periodic elections into both the Executive and the Legislature, the Judiciary is staffed mainly by appointment. The Executive Branch is headed by the Governor, and his cabinet is made up of his appointees who are designated as Commissioners or Special Advisers/Assistants.

The State Executive Council is made of 21 Commissioners and 15 Special Advisers/ Assistants appointed by the Governor. In the State Legislature, there are 24 elected members of the House of Assembly, whose principal officers are the Speaker and the Deputy Speaker. Other ranking officers in the House are the Chairmen of the various House Committees. The Judiciary is headed by the Chief Judge, and he is the presiding officer over other judges in the State Judiciary.

The two elective arms of government, namely, the Executive and the Legislature, are repeated at the local government level, where the Executive cadre is headed by the Council Chairman, assisted by the Departmental Directors. The Councillors fill the place of the Local Government Legislators. Both the Chairman and Councillors are elected for a



fixed term of three years, unlike the State Executive Committee whose term of office is four years. As it is, Gombe State has 11 Local Government Areas and 14 Emirates/chiefdoms. It is represented in the Senate of the Federal Republic of Nigeria by three Senators and in the Federal House of Representatives by six Members.

Ministries, Departments and Agencies

For administrative convenience, the executive structure consists of the following Ministries: Justice, Local Government & Chieftaincy Affairs; Science, Technology and Innovation; Lands & Survey; Health; Finance & Economic Development; Community Development & Cooperatives; Commerce, Industry and Tourism; Energy & Mineral Resources; Women's Affairs and Social Development; Youth & Sports Development; Higher Education; Special Duties; Works & Transport; Water Resources; Internal Security & Ethical Orientation; Education; Environment & Forest Resources; Agriculture & Animal Husbandry; Information & Culture; and Housing & Urban Development.

The State also has Special Advisers to the Governor on specific assignments, including Budget, Planning & Development Partners Coordination; Social Investment Programme; Inter-Governmental Relations; Security; Health; Legislative Matters; Political Affairs; Public Communication & Strategy; Community Relations & Ethical Orientation; Legal Matters; Inter-Party Relations; and Local Government & Chieftaincy Affairs.

Local Government Areas

The Constitution guarantees a system of local government run by democratically elected council officials. The States House of Assembly enacts legislation providing for the establishment, structure, composition, finance and functions of local government councils. At the State level, the Ministry of Local Government and Chieftaincy Affairs is headed by a Commissioner for Local Government. The Commissioner is responsible for

the administration of the state-level Acts governing the local governments. In Gombe State, elected councillors and the chairmen of local governments oversee the day-to-day administration of the local government. By Legislation, Gombe State local governments establish committees, however, their remits are not specified. Each executive committee is headed by a chairperson, whose responsibilities are determined by state government legislation.

Key Challenges

- Inadequate e-government strategy for governance
- No legal framework for community involvement in local government
- Inadequate deployment of ICT in service delivery

The existing structure of Gombe State governance and administration is presented below:

Ministry of Agriculture and Animal Husbandry

Functions

- Formulation and implementation of State policies on agriculture and animal husbandry
- Implementation of relevant federal government policies on agriculture and animal husbandry
- Promotion of agricultural production in the State
- Promotion of animal health and production
- Management of stock routes and grazing reserves
- Provision of agricultural extension services
- Supervision of parastatals and agencies under the purview of the Ministry

Departments

- Administration
- Finance
- Planning Research and Statistics
- Agriculture
- Veterinary Services
- Livestock Services

Agencies

- Gombe State Agricultural Development Programme (GSADP)
- FADAMA Project

- Gombe State Agricultural Supply Company (GOSAC)

Ministry of Trade, Industry and Tourism Development

Functions

- Formulation and implementation of state policies on trade, industries and tourism development
- Promotion of commercial, industrial and tourism activities
- Liaison with relevant federal government agencies
- Management of Gombe Urban Market and Industrial Clusters
- Supervision of agencies under the Ministry

Departments

- Administration and Finance
- Planning, Research and Statistics
- Trade
- Industry
- Tourism

Agencies

- Micro, Small and Medium Scale Industries (MSMSI)
- Commodity Depot and Exchange Centre Ltd
- Hotels Management Board
- Gombe State Investment and Property Development Company Ltd

Ministry of Education

Functions

- Formulation and Implementation of state policies on primary and secondary education
- Implementation of relevant federal government policies and programmes on primary and secondary education
- Provision of quality primary and secondary school education in the State
- Regulation of the activities of private schools in the State
- Promotion of high standard of teaching in schools (quality assurance)
- Provision of infrastructure, equipment and materials in schools
- Provision of library services for the public and schools
- Promotion of adult and non-formal literacy

Departments

- Administration
- Finance
- Planning, Research and Statistics
- Inspectorate Services
- School Services
- Science Technical and Vocational Education
- Examinations
- Schools Sports

Agencies

- State Library Board
- State Universal Basic Education Board (SUBEB)



- Adult and Non-Formal Education Agency (ANFEA)
- Education Resource Centre (ERC)
- Community Education Resource Centre (CERC)

Ministry of Higher Education

Functions

- Formulation and implementation of state policies on higher education
- Supervision and coordination of State-owned tertiary institutions
- Provision of scholarships
- Collaboration with federal tertiary institutions and other related higher institutions in the overall interest of the development of higher education in the State

Departments

- Administration and Finance
- Planning, Research and Statistics
- Higher Education
- Student Affairs

Agencies

- Gombe State University, Gombe
- Gombe State University of Science and Technology, Kumo
- College of Education, Billiri
- Gombe State Polytechnic, Bajoga
- College of Islamic and Legal Studies, Nafada
- College of Health Sciences and Technology, Kaltungo
- State Scholarships Board

Ministry of Finance

Functions

- Formulation and implementation of state financial and economic policies
- Sourcing, taking custody and disbursement of government funds
- Signing of agreements for both internal and external loans
- Central procurement and supply of goods and services
- Production of Statistical Reports
- Establishment of State development priorities
- Review of management of revenue collection and accountability

- Renting of buildings for residential and office accommodation to MDAs
- Stores management
- Procurement of government vehicles
- Custodian of seal and promissory notes
- Member, Federation Account Allocation Committee

Departments

- Administration
- Finance
- Planning, Research and Statistics
- Purchasing and Supply
- Monitoring and Evaluation

Agencies

- State Treasury
- State Board of Internal Revenue
- Leasing Company
- Debt Management Office
- Project Financing Management Unit
- State Bureau of Statistics
- State Fiscal Responsibility Agency
- Gombe Investment Promotion Agency (New)

Ministry of Health

Functions

- Formulation and implementation of health policies in the State
- Provision of health, pharmaceutical and medical services
- Registration and regulation of private healthcare institutions
- Provision of infrastructure, material and equipment for health facilities
- Training of healthcare personnel
- Provision of technical and logistics support to local governments
- Monitoring and supervision of the implementation of primary healthcare development in the State

Departments

- Administration
- Finance
- Planning Research and Statistics
- Hospital Services
- Pharmaceutical Services
- Disease Control



- Nursing Services
- Diagnostic Services

Agencies

- Primary Healthcare Development Agency
- College of Nursing and Midwifery
- Gombe State Action Committee on Aids (GOMSACA)
- Health System Project
- Hospital Services Management Board
- Board of Traditional Medicine

Ministry of Information and Culture

Functions

- Formulation and implementation of State policies on information and culture
- Protection and promotion of the image of the government
- Ensure production and publication of journals, almanacs, gazettes, calendars and other government documents
- Oversee activities of the Gombe Media Corporation (GMC)
- Regulation of the activities of Cinema and Video Houses in the State
- Research and documentation of government programmes and activities
- Promotion of good relationship between government and private media outlets in the State
- Strategic communication of government polic-

ies and programmes

- Education of citizens against ethnic, religious and sectarian interference and manipulation
- Development among citizens of core values such as culture, values and awareness that will inculcate the spirit of patriotism, self-discipline and self-reliance
- Supervision of Gombe State Printing and Publishing Company

Departments

- Administration and Finance
- Planning, Research and Statistics
- Information
- Culture

Agencies

- Gombe Media Corporation
- Gombe State Printing and Publishing Company

Ministry of Justice

Functions

- Formulation and implementation of state policies on legal matters
- Provision of legal advice to the state government and its agencies and the police
- Prosecution of all criminal cases
- Taking over and discontinuing of all criminal cases instituted by individuals or any other authority
- Handling of appeal cases at the Court of Appeal and Supreme Court

- Handling of legal representation for the State on civil matters in and outside the State
- Handling of legal representation for the State on petitions for or against the State
- Drafting of Executive Bills, Contract Agreements among other things
- Handling of legal representation for the State on disputes to be settled out of court
- Handling of the gazetting of laws for the State

Departments

- Administration and Finance
- Planning, Research and Statistics
- Public Prosecution
- Civil Litigation
- Legal Drafting
- Citizens' Rights and Mediation
- Legal Services
- Law Reforms

Ministry of Lands and Survey

Functions

- Formulation and implementation of policies on land administration
- Issuance of Certificate of Occupancy
- Valuation of property for compensation
- Preparation of master plan for urban and regional layouts
- Preparation of maps, plans and title deeds (Geographic Information System)
- Engineering surveys

- Demarcation and survey of inter-State/ Local Government boundaries
- Demarcation and survey of layouts of government and private plots

Departments

- Administration and Finance
- Planning, Research and Statistics
- Lands
- Estate Valuation

Agencies

- Office of the State Surveyor-General
- Gombe Geographic Information System (GOGIS)

Ministry for Local Government and Chieftaincy Affairs

Functions

- Formulation, implementation and promotion of appropriate state policies on local governments and chieftaincy affairs
- General policy framework on general administration and economic planning for local governments
- Inspection and monitoring of local governments
- Handling chieftaincy affairs

Departments

- Administration and Finance
- Planning, Research and Statistics



- Chieftaincy Affairs
- Local Government Inspectorate

Agencies

- Gombe State Local Government Economic Planning Board (NEW)

Ministry of Science, Technology and Innovation

Functions

- Formulation, implementation and promotion of policies and programmes on science, technology and innovation
- Identification of science and technology needs in critical sectors of the State's economy for the purpose of acquisition, adoption and application
- Promotion and encouragement of scientific innovations and technological inventions and entrepreneurship
- Collation and interpretation of science-based statistical data
- Establishment of linkages with the research units of the federal and state MDAs, industries and private entrepreneurs
- Creation and maintenance of data bank of critical documents and information
- Establishment of technology business incubation centres
- Development and maintenance of the State website

Departments

- Administration and Finance
- Planning, Research and Statistics
- Science and Technology
- Innovation
- Information and Communication Technology (ICT)

Agencies

- Technology Incubation Centre
- Gombe Information Technology Development Agency

Ministry of Special Duties

Functions

- Formulation and implementation of relevant

State policies on special duties

- Promotion of effective collaboration with federal, state and local governments in handling emergency matters
- Promotion of flow of information between state ministries, departments and agencies
- Creation of a data bank for Gombe State indigenes in the diaspora
- Management of intergovernmental affairs
- Coordination of the activities of non-governmental organizations (NGOs) on emergency matters
- Membership of the State Boundary Committee

Departments

- Administration and Finance
- Planning, Research and Statistics
- Special Duties

Agencies

- State Emergency Management Agency (SEMA)
- Fire Service

Ministry of Works and Transport

Functions

- Formulation and implementation of policies and programmes on works and transport
- Construction and supervision of road projects
- Handling of engineering works
- Management of Gombe Airport
- Maintenance and rehabilitation of bridges, culverts within the state's roads
- Provision of infrastructure in government housing estates
- Overall coordination of the activities of parastatals and agencies under the supervision of the Ministry
- Giving of support to the local governments in realizing their strategic goals
- Provision of professional services to MDAs

Departments

- Administration and Finance
- Planning, Research and Statistics
- Civil Engineering
- Road Infrastructure and Maintenance
- Transport

Agencies

- Gombe State Transport Service
- Roads Maintenance Agency
- Vehicle Inspection Office (VIO)

Ministry of Youth and Sports Development

Functions

- Formulation and implementation of policies and programmes on youths and sports development
- Registration of clubs and associations
- Mobilization and empowerment of youths
- Impartation of skills training and entrepreneurial development
- Provision of grants and aides to clubs and associations
- Conduct of periodical surveys and poverty mapping
- Development and management of stadia
- Designing of guidelines for youth and sports development
- Mobilization of state's resources to fund youth and sports development
- Development of grassroots sporting activities

Departments

- Administration and Finance
- Planning, Research and Statistics
- Youth Development
- Skills acquisition and Entrepreneurship Development
- Sports Development

Agencies

- Gombe United Football Club
- Gombe State Sports Commission

Ministry of Women's Affairs and Social Development

Functions

- Formulation and implementation of policies and programmes on women's affairs and social development
- Upliftment of socio-economic and political status of women in the society
- Provision of structures and facilities for the promotion of women and children's programmes

- Initiation, facilitation and coordination of activities for the protection of gender and child rights
- Offering of counselling services to vulnerable groups and individuals
- Provision of rehabilitation services

Departments

- Administration and Finance
- Planning, Research and Statistics
- Women's Affairs
- Child Welfare and Development
- Guidance and Counselling.
- Social Welfare

Agencies

- Women Development Centre.

Ministry of Water Resources

Functions

- Formulation and implementation of policies and programmes on water resources
- Designing, construction and maintenance of dams, drainages and irrigation facilities in the State
- Provision of irrigation schemes and services
- Promotion of fish farming in the State
- Provision and maintenance of water supply

Departments

- Administration and Finance
- Planning, Research and Statistics
- Fisheries
- Water Resources

Agencies

- Gombe State Water Board
- Water and Sanitation Project

Ministry of Rural, Community Development and Cooperatives

Functions

- Formulation and implementation of policies and programmes on cooperatives, rural and community development
- Coordination and regulation of cooperative societies' activities
- Provision and development of rural roads to rural communities

- Provision, supervision and maintenance of electrification projects in rural areas
- Designing, planning and execution of water maintenance schemes in rural areas
- Formation and supervision of community development-based organizations and associations
- Collaboration with national and international organizations responsible for community development activities

Departments

- Administration and Finance
- Planning, Research and Statistics
- Cooperatives
- Rural Roads
- Rural Electrification
- Rural Water
- Community Development

Agencies

- Gombe State Integrated Rural Development Agency (NEW)
- Rural Access and Agricultural Marketing Project (RAAMP) (NEW)

Ministry of Internal Security and Ethical Orientation

Functions

- Formulation and implementation of policies and programmes on internal security and ethical orientation
- Liaison and collaboration with Federal Ministry of Internal Affairs and Office of the Inspector General of Police on the development and implementation of State's community policing
- Coordination and implementation of State policies on substance (drug) abuse
- Ethical reorientation of the general public, especially women and youth
- Liaison with National Drugs Law Enforcement Agency (NDLEA), federal, state and international stakeholders for control of drug use and distribution
- Guidance and counselling of youths
- Command and control of State Marshals
- Skills acquisition in collaboration with National Directorate of Employment and Ministry of Women's Affairs

- Rehabilitation of victims of drug abuse in collaboration with the Ministry of Women's Affairs and other stakeholders
- Development and implementation of policies, programmes and measures to reduce and prevent crimes and internal communal conflicts
- Encouragement of citizens and civil society organizations to participate in security and safety service delivery through public awareness and volunteerism
- Regulation and coordination of vigilante services

Departments

- Administration and Finance
- Planning, Research and Statistics
- Substance (Drugs) Abuse, Mitigation and Prevention
- Community Policing
- Ethical Reorientation
- State Marshal/Vigilante Command and Control

Agencies

- Gombe State Agency for Social Services

Ministry of Energy and Mineral Resources

Functions

- Formulation and implementation of policies and programmes on energy and minerals resources
- Promotion of mineral resources development
- Liaison with relevant federal government agencies on energy and mineral resources development
- Supervision of agencies under the Ministry
- Exploring alternative energy sources in the State

Departments

- Administration and Finance
- Planning, Research and Statistics
- Energy Resources
- Minerals Resources

Agencies

- Gombe State Energy and Minerals Development Agency
- Gombe State Solid Minerals Development

- Company Ltd
- Gombe State Oil and Gas Company Ltd
- Gombe State Electricity Company Ltd

Ministry of Environment and Forest Resources

Functions

- Formulation and implementation of policies and programmes on the environment and forest resources
- Protecting and managing forest resources in the State
- Conservation of wild life resources
- Control of soil and environmental degradation
- Implementation of state policies for the protection of the environment and conservation of natural resources in tune with the National Policy on the Environment
- Monitoring and enforcement of environmental protection measures
- Collaboration with the federal government and donor agencies on environmental matters

Departments

- Administration and Finance
- Planning, Research and Statistics
- Forestry and Wildlife
- Environment

Agencies

- Gombe State Environmental Protection Agency

Ministry of Housing and Urban Development

Functions

- Formulation and implementation of policies and programmes on housing and urban development
- Preparation of master plan for urban and regional layouts
- Supervision of matters relating to urban development through the State Urban Planning and Development Board
- Supervision of housing development through the State Housing Corporation
- Naming of streets and numbering of houses in the state capital

- Provision, supervision and maintenance of street lights

Departments

- Administration and Finance
- Planning, Research and Statistics
- Building
- Engineering Services
- Urban Development

Agencies

- State Urban Development Board
- State Housing Corporation

Office of the Head of Civil Service

Functions

- Head of the Administration of the State Civil Service
- Provision of leadership and direction to the Civil Service
- Fostering of professionalism in the Civil Service
- Provision of advisory services to the State Governor (in consultation with the Civil Service Commission) on appointment and deployment of Permanent Secretaries and Directors in the Civil Service
- Provision of advisory services to the government on matters pertaining to salaries, wages and allowances and general welfare of Civil Servants
- Handling of matters relating to pension and gratuity
- Coordination of industrial harmony and provision of a secretariat to handle public service negotiating councils
- Facilitation of the activities of the National Youth Service Corps Scheme in the State by serving as its chairman
- Membership of National Council on Establishments and Heads of Service fora
- Facilitation of the activities of the Local Government Service Commission, Civil Service Commission, House of Assembly Service Commission on matters related to the service by serving as a liaison in between them
- Facilitation of the activities of the State Senior Management Committee by serving as its chairman



- Attendance of State Executive Council meeting
- Provision of Secretariat for SERVICOM

Departments

- General Administration
 - Administration and Finance
 - General Services
- Establishment and Service Matters
 - Administration and Finance
 - Manpower Development
 - Establishment Matters
- Service Welfare
 - Administration and Finance
 - Service Welfare
 - Pension Matters

Office of the Secretary to the State Government

Functions

- Facilitation of government activities by serving as its Chief Scribe
- Advocating, initiation and mainstreaming of policy design, implementation, coordination and review
- Facilitation of the State Executive Council, State Security Council, Council of Emirs and Chiefs' meetings as well as meetings chaired by the Governor by functioning as their Secretariat
- Coordination of the activities of MDAs, especially on implementation of policies
- Handling of constitutional, political, economic

and security matters

- Handling of all issues of political appointees including schedule of duties;
- Coordination of the Northern Nigeria Development Cooperation (NDDC) by serving as its Director
- Membership of the Establishment Committee of NDDC
- Supervision of Budget, Planning and Development Coordination
- Supervision of Gombe State Agency for Community and Social Development and other Agencies as may be assigned by the Governor

Departments

- Special Services and Political Affairs (SS & POL)
- General Duties and Cabinet Secretariat

Agencies

- Gombe State Bureau for Public Service Reforms
- Budget, Planning and Donor Coordination Office
- Muslim Pilgrims Welfare Board
- Christian Pilgrims Welfare Board
- Gombe State Community and Social Development Agency
- Gombe State Agency for Social Investment
- Sustainable Development Goals
- State Bureau of Statistics
- Due Process and Project Monitoring Office

Government House

- Office of the Chief of Staff
 - Serve as Chief Political adviser to the Governor
 - Advise the Governor on various political issues and arbitration of disputes as they may arise
 - Assist in the recommendation of political appointments (Special Advisers, Senior Special Assistants, Special Assistants, Personal Assistants, etc.)
 - Assist the Secretary to the State Government in the development of schedules of duties for the political appointees
 - Coordinate the activities of political appointees, except Members of the State Executive Council
 - Liaise with Secretariat of the ruling party (APC), and those of other political parties; and,
 - Handle any other duty as may be assigned by the Governor

Principal Private Secretary to the Governor

- Serve as Head of Secretariat, Governor's Office
- Manage the official correspondence of the Governor
- Arrange the official engagements of the Governor (such as courtesy calls, attendance at public functions, duty visits within and outside the State, etc.)
- Arrange the Governor's official travels within and outside the State
- Record the proceedings of Governor's activities as they relate to the aforementioned
- Draft such official correspondences of the Governor as may be directed
- Attend State Executive Council Meetings
- Handle any other duty that may be assigned by the Governor

Permanent Secretary

- Serve as the Chief Administrative Officer and Accounting Officer of the Government House

- Oversee the General Administration of the Government House, including deployment, discipline, promotion and welfare of the Civil Servants in the Government House
- Handle the procurement of goods and services
- Manage and maintain the Office and Residence of the Governor and the Abuja Governor's Lodge
- Manage and maintain the Governor's Office and associated facilities, plants and equipment
- Take custody of public documents in the Government House and exercise control over the Library and Archives
- Cover periodic meetings of Governor's principal officers in liaison with Principal Private Secretary to the Governor
- Handle any other duties assigned by the Governor

Deputy Governor's Office

- Permanent Secretary
 - Serve as the Chief Administrative Officer and Accounting Officer of the Deputy Governor's Office
 - Oversee the General Administration of the Deputy Governor's Office, including deployment, discipline, promotion and welfare of the Civil Servants in the Office
 - Handle the procurement of goods and services
 - Manage and maintain the Office and Residence of the Deputy-Governor and the Abuja Governor's Lodge
 - Manage and maintain the Deputy-Governor's Office and associated facilities, plants and equipment
 - Take custody of public documents in the Deputy Governor's Office and exercise control over the Library and Archives;
 - Cover periodic meetings of Deputy-Governor's principal officers in liaison with Protocol Officer to the Deputy-Governor
 - Handle any other duties assigned by the Deputy-Governor

Budget, Planning and Development Partner Coordination Office

The Budget, Planning and Donor Coordination Office is located in the Office of the Secretary to the State Government which comprises the Budget Bureau from the Ministry of Finance and Economic Development, and the defunct Ministry of Economic Planning which will evolve into the State Budget and Planning Commission.

Functions

- Coordination and supervision of the preparation of Annual Budget for the State
- Provision of appropriate guidelines for State Development Planning and Budgeting
- Establishment/maintenance of data base for future economic planning and development
- Establishment/maintenance of a pool of economic planners for deployment to MDAs
- Handling of the liaison roles between the State and Development Partners.

Gombe State Hotels Management Board

- Responsible to the Honourable Commissioner, Ministry of Trade, Industry and Tourism Development
- Supervision and management of state hotels
- Supervision of leased out hotels ensure compliance with the terms of the lease agreement
- Submission of quarterly management and financial report to the Ministry
- Performance of any other duties as may be assigned by the Honourable Commissioner

Service Welfare

Department under the Office of the Head of Civil Service

Functions

- Develop and implement welfare scheme for Civil Servants in the State
- Provide secretarial services to the State Joint Negotiation Council
- Coordinate the payment of pensions and gratuity
- Coordinate NHIS, NHF and Pension Scheme in the State

- Assist Civil Servants to secure loans
- Promote healthy competition among Civil Servants through performance merit awards
- Liaise with federal institutions/agencies with similar functions

Gombe Information Technology Development Agency

An Agency under the Ministry of Science, Technology and Innovations

Functions

- Operate and implement the State IT policy and give effect to provisions of the National Information Technology Development Agency Act (NITDA Act) of 2007
- Ensure that the entire citizenry is empowered with Information Technology through the development of a critical mass of IT proficient and globally competitive manpower
- Enter into strategic alliance with the private sector as well as international organizations for the actualization of the IT vision
- Develop and regulate the Information Technology Sector in the State
- Ensure that Information Technology resources are readily available to promote efficient development in the State
- Create IT awareness and ensure universal access in order to promote IT diffusion in all sectors of the State life
- Ensure Simple, Moral, Accountable, Responsive and Transparent (SMART) governance, using the instrument of Information Technology
- Eliminate waste and ensure that governance and businesses are done according to the global standard of using IT for easier, faster and cheaper delivery of services for the transformation of the State economy from a natural resource-based one to a knowledge-driven one
- Encourage local production and manufacture of IT components in a competitive manner in order to generate foreign earnings and create jobs
- Create an enabling environment and facilitate private sector and Foreign Direct Investment (FDI) into the IT sector of the State

- Render advisory services to the public sector on IT programmes and projects
- Propose relevant IT legislation for the development and regulation of the sector
- Serve as a clearing house for all IT procurement and services in the State Service
- Ensure that Information Technology resources are readily available to promote even development of the State
- Ensure that citizens benefit maximally and also contribute meaningfully to the national solutions to overcome the challenges of the Information Age
- Empower citizens to participate in software and IT system development
- Improve access to public information for all citizens, and bring transparency to government processes
- Establish and develop IT infrastructure and maximize its use across the State
- Stimulate the private sector to become the driving force for IT creativity and productivity and competitiveness
- Encourage government and private sector joint venture collaboration in IT development
- Develop human capital with emphasis on creating and supporting a knowledge-based economy
- Ensure Internet governance by creating and supervising the management of the State code top-level domain on behalf of all citizens

Gombe State Agricultural Supply Company (GOSAC)

Agency under Ministry of Agriculture and Animal Husbandry

Functions

- Procurement of agricultural implements and inputs for sale to farmers
- Procurement of fertilizer, insecticides and herbicides for distribution and sale to farmers
- Rendering of service as government registered company and revenue generating outfit

Gombe State Local Government Economic Planning Board

Under the Ministry for Local Government and Chieftaincy Affairs, which staff should be from the

Unified Local Government Service

Functions

- Formulation of planning policies and strategies for Local Governments
- Harnessing of economic viability of the Local Governments in the State
- Provision of guidance to Local Governments in exploring their potential comparative advantages for economic development and enhance revenue base
- Provision of technical advice to Local Governments to embark on entrepreneurial programmes
- Handling of the liaison roles with the State Planning Commission and other stakeholders on development planning issues
- Maintenance of synergy and boosting of economic viability of Local Government Councils
- Establishment and maintenance of a pool of economic planners for deployment to LGCs
- Establishment and maintenance of a data base on all Local Government activities

Gombe State Bureau of Public Service Reforms

Office of the SSG.

Functions

- Initiation of action plan on reforms at different levels for the attention of the Steering Committee on Reforms
- Elucidation of government policies on reforms
- Coordination, monitoring and evaluation of reform implementation activities
- Conduct of research on implementation efforts and presentation of best practice models
- Provision of advisory and technical support services for change management teams and working groups
- Engendering of an environment of learning among MDAs
- Dissemination of information on all aspects of reforms
- Submission of quarterly progress reports on reform activities to the Steering Committee on Reforms



In addition to the functions, the Bureau's operational approach consists of the following strategy focus:

- Establishing policies and guidelines on reforms
- Relating with public organizations to encourage reforms and obtain information on their progress
- Intervening to initiate service-wide reforms
- Liaising with the Federal Bureau for Public Service Reforms and other Donor Agencies for technical assistance
- Coordinating reform programmes for the State and Local Governments
- Briefing government on reform programmes and obtaining necessary approvals
- Budgeting for and financing critical service-wide and sometimes MDA/Parastatals-based reform programmes
- Interacting with relevant stakeholders on reform issues
- Communicating with the public

Gombe State Hospitals Services Management Board

Under the Ministry of Health

Functions

- Management of hospitals throughout the state, within the framework of state and national policies
- Provision of information and advice to the

State Ministry of Health to facilitate the development of realistic state policies and plans

- Delegation of such executive responsibilities to hospital management committees as it may consider necessary for effective delivery of health care in the hospitals
- Motivation and control of the performance of officers at its headquarters
- Monitoring of the performance of hospital management committees in the delivery of health care services as well correction of wrong actions or decisions
- Maintenance of progress in accordance with set objectives and approved budgets
- Submission of request for funds through the Commissioner to the Governor in line with its budgetary provisions
- Review of existing methods of hospitals services delivery and making of suggestions to the State Ministry of Health for new or alternative sources of funding
- Facilitation of a cooperative disposition with the Teaching Hospitals and Research Institutions (as applicable) so as to maximize the effective use of resources
- Carrying out of such other functions as may be determined by the government from time to time

Gombe State Energy and Minerals Development Agency

Under Ministry of Energy and Mineral Resources

Functions

- Management of the Agency under the guidance of the Honourable Commissioner for Energy & Mineral Resources
- Provision of guidelines and regulations on issuances of Community Consent Letters and other State recommendations to prospectors in the minerals sector
- Collaboration with the relevant Federal MDAs on the development of the energy and minerals sector
- Supervision of State-owned companies in the energy and minerals sector
- Exploration and development of alternative energy sources for promotion under Public Private Partnership arrangement in the State.
- Creation and maintenance of a data base on the energy and minerals potentials of the State
- Spot mapping of locations of commercial and industrial minerals in the State for ease of promotion of activity in the sector
- Development of strategic plan on energy and minerals resources sector
- Collaboration with the Zonal Federal Minerals Office and law enforcement agencies to check the activities of illegal miners in the State
- Establishment of an exhibition room for the display of minerals existing or found in the State.

Gombe Investment Promotion Agency

Under Ministry of Finance and Economic Development

Functions

- Management of investment promotion matters in the State
- Production of investment policy document for the State
- Creation of an atmosphere of ease of doing business environment in the State
- Production of guidelines on Public Private Partnership projects/programmes in the State
- Maintenance of effective partnership with relevant MDAs in investment promotion

matters and exhibition in the State

- Collaboration with relevant MDAs in the review of Gombe State Investment Guide and other Publications on Investment opportunities of the State.
- Organization of investment fora and other round table discussions and Governor's Annual Dinner with the business community in the State
- Mobilization of domestic and foreign direct investment into the State.
- Provision of intervention and marching funds on trade and investment promotion

Ministry of Housing and Urban Development

Functions

- Formulation and implementation of policies and programmes on housing and urban development
- Preparation of master plan for urban and regional layouts
- Supervision of matters relating to urban development through the State Urban Planning and Development Board
- Supervision of housing development through the State Housing Corporation
- Naming of streets and numbering of houses in the state capital
- Provision, supervision and maintenance of streets lights
- Maintenance of industrial estate and other industrial/enterprise parks in the State
- Organization of investment missions/visits within and outside the State.

Bureau of Statistics

Functions

- Development and management of official statistics
- Serving as an authoritative source and custodian of official Statistics in the State
- Coordination of the State's statistical system
- Provision of advice the state and local governments on all matters relating to statistical development
- Development and promotion of the use

of statistical standard and appropriate methodologies in the State's statistical system

- Collection, compilation, analysis, interpretation, publication and dissemination of data to agencies and parastatals, whether governmental, non-governmental or developmental
- Development and maintenance of a comprehensive socio-economic State data bank
- Performance of all other functions relating to statistics as the state government may from time to time direct

Housing Corporation

Functions

- Preparation and timely submission of proposals for State housing policy programmes to the government
- Making of recommendation to the government on such aspects of urban and regional planning communications, electrical power, sewage and water supply development as may be

relevant to the successful execution of housing programmes approve by the government

- Execution of such housing programmes as may be approved by the state government
- Acquisition and management of movable or immoveable property
- Acquisition, construction and maintenance of dwelling houses, communal and commercial buildings, and other structures
- Entrance into contracts for the construction, maintenance, management or repair of any property
- Purchase or acquisition of any asset, business or other property where, in the opinion of the Corporation, such purchase, or acquisition is necessary for the proper discharge of its functions under this law
- Selling, letting, leasing or disposal of any property vested in the Corporation
- Borrowing of money for the operations of the Corporation as approved by the Governor
- Sponsoring of the undertaking of such research as may be deemed necessary for the performance of its functions





Sport Commission

Functions

- Provision of advisory services to the State Government on sports policies
- Encouragement of participation and improvement of the performance of sportsmen
- Encouragement of mass participation in all forms of sports
- Management and administration of facilities in all the stadia
- Issuance of permits for the use of the stadium and its facilities
- Handling of liaison roles with local government sports associations on all matters relating to sports
- Regular raising of funds for the development and promotion of sports in the State
- Management and maintenance of all hostels and restaurants provided in any government-owned stadium and sporting facilities together with the car parks and other annexes to the stadium
- Overseeing of the printing and sale of gate tickets for competitions and determination, where applicable, of the proportion of gate intakes that should be payable to sponsors of competitions
- Development of sports facilities in the stadium and other related sports matters
- Such other things which are incidental to the forgoing

Gombe Revenue Optimization Company Limited (GROCOL)

Functions

- Management and control of all transferred assets
- Holding and management of all transferred assets as commercial assets for revenue optimization
- Management of transferred payment assets to be governed by the provision of its Memorandum and Article of Association
- Development of a framework for the efficient and effective management of transferred assets for the overall benefit of the government and people of Gombe State
- Publication on GROCOL's website and in at least one widely circulating national newspaper of the Annual Report and Accounts to be submitted to the Annual General Meeting

Gombe State Joint Project Development Agency

Functions

The Agency shall have power to:

- Establish and maintain a joint project development contributory account between the state government and participating local government councils in the State
- Determine the extent of contribution by the State and the percentage of contribution by



each member local government council for any project

- Receive, collate, evaluate and prioritize all projects proposals from the participating local government councils in the State
- Award contracts for projects agreed upon and supervise their execution
- Provide such other services as are incidental to the attainment of its functions, subject to:
 - The approval of the Governor, request for the deployment of staff to the Agency from the State Civil Service on full or part time basis
 - And pursuant to the Civil Service Rules of the State, have general control over the staff of the Agency
 - The authority to bid for and accept grants made by international development agencies and act as the delivery agents for the Agency's based projects
 - Official approval to establish such number of directorates as may be deemed necessary for the smooth running of its activities
 - Official approval to build, equip and maintain offices for its functions
 - Official approval to borrow from time to time by way of overdraft or otherwise such monies as it may require to execute any project and for the effective discharge of its functions under this law
 - Official permission to accept any gift, grant or donations from any government, non-governmental organization, donor or partner

upon such terms and conditions acceptable to it, if any, as may be specified by the body making the gift or donation

- Its ability to exercise such other powers as are incidental to the discharge of its responsibilities
- Its ability to take all other steps and initiatives as are required for the proper administration of this law

Gombe Geographic Information System (GOGIS)

Functions

GOGIS shall:

- Establish and maintain a Geographic Information System (GIS) in the State
- Compile and collate geospatial information in the State and provide products and services derived from that and other information to the government and the general public
- Establish and regulate the standards to be applied for the compilation of geospatial data in the State
- Permit access to existing data on land for the purpose of conducting title searches for members of the public at a fee to be prescribed from time to time by GOGIS
- Be responsible for the following aspects of land administration and management in the State:
 - Creation and compilation of electronic land registry and electronic registration of the power of attorney, deed of assignment

and all other land instruments

- Creation of a repository and management of survey information, cadastral maps and data sets in a well-structured GIS environment
- Processing of grants of statutory rights of occupancy, issuance of letters of grants, processing and issuance of Certificates of Occupancy and processing of grants of consent on all land transactions from a data driven GIS and land information system (LIS) environment
- Provision of such other services as are incidental to the maintenance of geospatial data and land information, land files, confirmation of title before approval of building plan and geospatial records as are provided for in regulations made under this law
- Facilitation of the Land Allocation Advisory Committee in each Local Government Area and provision of administrative and technical support for the processing of grants of customary rights of occupancy
- Provision of such other services as are incidental to the maintenance of geospatial data and land information, land files and confirmation of title before approval of building plan and geospatial records as are provided for in the regulations made under this law;
- The creation, production and sale of any type of map for the use of the State Government and for sales to the general public
- Confirmation of the availability to all stakeholders that efficient, reliable and secure products are made to advance good governance and transparency in the State
- Confirmation of the efficiency and effectiveness of land administration and land management system in the State
- Facilitation of a system of land administration and management that supports the development of social and economic rights in the State
- Facilitation of a system that conforms

to national and international standards in geospatial data management and deployment

Office of the Surveyor General, Gombe State

Functions

The Office is saddled with the following functions:

- Demarcations and survey of individual plots, layouts, farm lands and government land for preparation of Certificates of Occupancy.
- Surveying of lands for base maps and site plans for the design of layouts and other developmental plans
- Carrying out of claim surveys for compensation purposes
- Updating of maps through revisions and recom compilations
- Undertaking of engineering surveys such as:
 - Route/cross sectional levelling for oil/water pipe laying route profile, high ways, run ways, stream beds and corridors
 - Monitoring survey of tall structures, e.g., NITEL/GSM towers, story buildings and dam walls for deformation
 - Topographical survey to provide information on terrain for development.
- Coordination of database for digital plans/township and topographical maps covering the whole State
- Demarcation and survey of:
 - Resolved Inter-State/Local Government boundaries
 - Boundaries (farm lands, houses and plots) for court ruling
- Charting and reporting of all application to ensure that it is free from any encumbrances before a grant of a right of occupancy. It is in charge of all survey records such as intelligent charts, files, etc.
- Preparation of title deed plans and maps of various types and also costing description and final charting.
- Revision of maps and plans, especially of township and topographic sheets
- Sales of maps and other survey products

Section 3
Development Strategy



Development Strategy: From Vision to Policy

8

Strategy Framework

The preceding chapters of this Plan document conveyed a situation analysis of the current trends of development in Gombe State based on broad areas spanning major economic and social sectors. The main subjects and challenges were examined as a foregrounding of the future this Gombe State Development Plan is designed to address. The journey from this moment into that desired future needs a guiding agenda that will encompass the various facets of development that Gombe State needs to drive towards an enviable vision of the future. This strategy is defined in the following illustration:

The aims and objectives of the five strategic pillars are presented in Figure 8.2

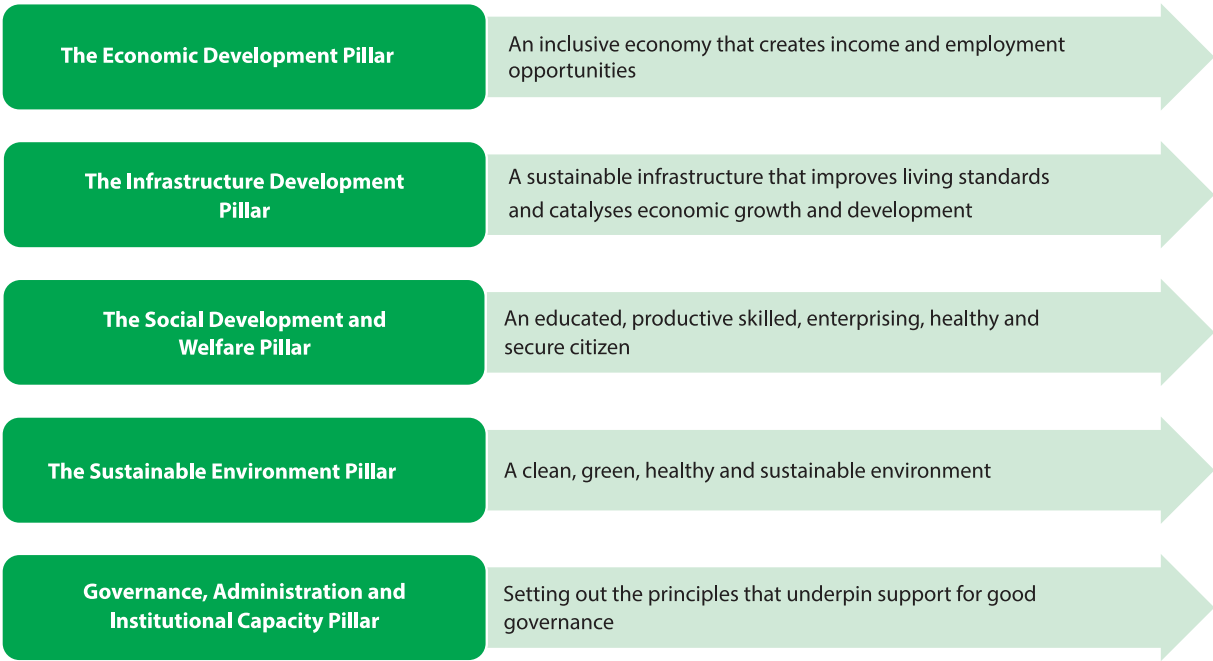
Strategic Direction

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 them to be appreciated. Figure 8.2 is an illustrative way of viewing how strategic directions of the Plan are exemplified in the various aims described in the Figure and how they inter-relate to achieve the Vision. The logic of this strategic direction is predicated on the understanding of the fundamental developmental requirement for Gombe State, which is the creation of a strong economy that can create jobs and wealth that will help accomplish all its other responsibilities and goals. Job creation is crucial for economic growth, not just succour the citizens of Gombe currently in from lack but also as a means of mobilizing tax revenues and providing income for Gombe State to undertake all the non-revenue generating tasks it is required to perform.

Fig.8.1: Strategic 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

Figure 8.2: Aims and Objectives of the Five Strategic Pillars



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 the productive sectors.

The Social Development and Welfare Pillar. Facilitation of investments in education, training and skills acquisition programmes, provision of efficient healthcare services and social safety nets to improve welfare, including the security of the people.

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 by:

- 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

GSDP Pillars Versus the SDGs

In line with global trends, the Plan draws heavily on the Sustainable Development Goals of the United Nations 2030 Development Agenda. Thus, the SDGs constitute the lynchpin and 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)
- The Social Development and Welfare Pillar (SDGS 1, 2, 3, 4, 5, 8, 10 & 11)
- The Sustainable Environment Pillar (SDGS 7,11, 12, 13, & 15)
- Governance, Administration and Institutional Capacity Pillar (SDGS 16 & 17).



The Economic Development Pillar

9

Aim/Objective

The aim of this pillar is to create inclusive economy that creates income and employment opportunities”.

The Strategic Direction

Promotion of investments in sectors that can create income and employment opportunities to reduce poverty.

The Scope

The Economic Development Pillar of GSDP focuses on several sectors, such as agriculture; oil, gas and other solid minerals; commerce, trade and industry; and tourism.

Agriculture

- Crop Production and Animal Husbandry

Oil, Gas and other Solid Minerals

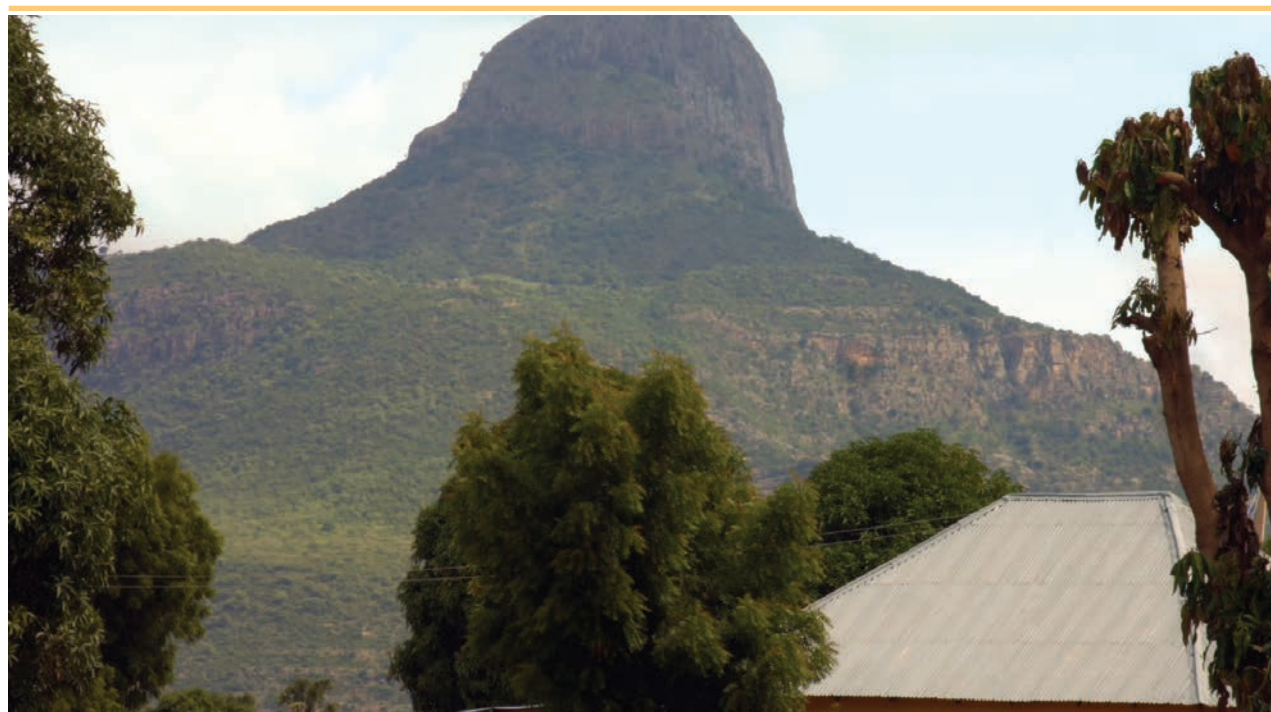
- Oil and Gas
- Solid Minerals

Commerce, Trade and Industry

- Micro, Small and Medium Scale Enterprises (MSMEs)
- Cooperatives

Tourism

Other sectors of the economy such as transport, communications, housing, building and construction are discussed in subsequent chapters of the GSDP document.



Agriculture

Crop Production and Animal Husbandry

Policy Objectives

Directorate of Agric. Services

The policy objectives of the Directorate of Agric. Services are to:

- Ensure adequate and timely availability of fertilizer and other agricultural inputs at subsidized and affordable rates
- Control quality and minimize adulteration and contamination of agricultural produce through inspection
- Protect crops from pest and diseases
- Provide training and quality extension services to farmers
- Provide timely tractor services to farmers
- Collaborate with donor agencies on agricultural intervention projects
- 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 digit interest rate to farmers across the State

Directorate of Veterinary Services

The policy objectives of the Directorate of Veterinary Services are to:

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

Directorate of Livestock Services

The policy objectives of the Directorate of Livestock Services are to:

- Develop a livestock subsector for the production of animal protein of high quality for the populace
- Promote animal entrepreneurship in the State, especially for youth and women empowerment
- Provide grazing reserves for our large

population of cattle

- Provide corridor (stock routes for ease of animal movement which will further reduce herder-farmer conflicts
- Provide earth dams as a source of drinking water
- Produce a poultry unit that can serve as a channel of training on poultry-keeping for students and other retirees

Policy Thrust

The policy thrust of the agricultural sector of the economy are to:

- Boost the quality of life through provision of food at affordable prices
- Increase consumption of wholesome meat through good meat inspection at abattoir and slaughter houses across the State
- Develop the value chain of our crops e.g., maize, rice and soya beans and so on
- Build the capacity of staff through training and re-training
- Build a good data base of the Ministry

Policy Target

- Increase cattle population from about 1 million at present to about 5 million by 2030, and sheep and goats from current 3.5 million to about 300 per cent of the current figures by 2030
- Reduce the incidence of clashes among Fulanis, udawa and farmers in the State by 80 per cent by 2030
- Increase maize production from 1.5 MT per ha to 5.5 MT
- Increase rice production from 1.5 MT to 3.5 MT per ha
- Raise cotton production to industrial level

Policy Actions

- Establishment of an Agricultural Development Fund (ADF)
- Provision of training programme for youth and women – ongoing at Tumu Training Centre
- Modernization of agriculture through the transfer of baton from traditional labour-based to technology-based agriculture
- Production of a pest control policy – an annual locust and quail bird's aerial and ground spray

- project
- Procurement and distribution of fertilizers at subsidized rates in fulfilment of the fertilizer policy.
 - Maintenance of a strategic grains reserve
 - Inclusion of support for small women farmers in the budget
 - Project liaison with the Federal Ministry of Agriculture and Rural Development and its agencies to implement the National Agricultural Policy
 - Provision of credit/loan facility at 1 digit to individual and cooperative societies
 - Annual vaccination of cattle, sheep and goats against CBPP and PPR, respectively.
 - Annual policy of anti-rabies vaccination
 - Adherence to the land tenure act
 - Consolidation of the Nomadic Settlement Programme
 - Consolidation of the Nomadic Education Programme
 - Establishment of *Ruga* (cattle grazing reserves)
 - Pasture development

Policy Outcomes

- Generally, an improvement in the quality and yield of agricultural crops
- Effective animal treatment
- Wholesome meat products in a hygienic environment
- Farmer-herder conflicts curtailed to the barest minimum
- Nomadic education helps pastoralists to understand and embrace government policy
- More youth and women participation in crop and animal production and value chain
- Increased agricultural productivity profit
- Establishment of agro industries across the State

Investment Opportunities

The Private Sector

- Ranching, animal fattening
- Breeding of animals with pedigree for increased production
- Provision of markets for animals and animal products

- Supply of veterinary drugs and implements; establishment of pharmaceutical companies
- Agricultural input and machinery supply
- Mechanized crop production, especially on rice, maize, millet farms
- Fabrication of appropriate small-scale mechanized technology
- Production of improved seeds and agro-chemicals
- Food processing and preservation
- Fruit and vegetables investors
- Juice, beverages and processing partners.

Development Partners

- Capacity building
- Provision of agricultural input and machinery supply

Key Programmes

- Poultry Production Unit (PPU)
- Dairy/Ranch
- Feed mill
- Treatment of animal diseases
- Disease surveillance control and meat inspection
- Control of veterinary drugs and biological supplies
- Procurement and distribution of fertilizers, farm inputs, agro-chemicals, equipment, machines, etc., at subsidized rates
- Provision of tractor servicing/hiring at subsidized rates
- Loan disbursement and recoveries to farmers
- Produce inspection and pests' control

How the Programmes Contribute to Achievement of Objectives

- Provide meat and meat products
- Generate income
- Train ITF students
- Deliver safe, wholesome meat to the public
- Prevent zoonosis
- Provide raw materials to industries
- Flow of agriculture produce to other sector of the economy
- Ensure the achievement of ministries of food increase and supply to the public
- Improve livelihood and farm to the public and industries



Employment/Job Opportunities

- Provides employment for hatchery operators, dairy farmers and ranch
- Milk collection processing and sales
- Provides feeds to the public at a lesser price
- Increase value chain and job creation
- Innovation and attendant opportunities
- Farming as employment, engineering, financing and marketing opportunities
- Farm protection processes and activities

Legal environment

There are instruments on establishment of stock routes and grazing reserves.

- Bauchi State Edit No 4 Dec 1978
- Land Use Act 1978
- Farmer-Grazier Conflict Resolution Act
- Bye Laws On Stock Route and Grazing Reserve by Local Government
- Meat Edit 1963
- Animal Disease Control Act 1988

Technological Requirement/Challenges

- Digital/automatic incubators
- Modern milking machines

- Pressure sprayer for parasites
- Artificial insemination kits
- Provision of veterinary clinics
- Drugs and biological supplies
- Knowledge on modern seeds, crops mechanization, soil, climate and agricultural sciences
- Time management
- Market demand drive productions

Oil, Gas and other Solid Minerals

Oil and Gas

Policy Objectives

The policy objectives of the oil and solid minerals sector are to:

- 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 wealth and jobs
- Promote rapid industrialization

Policy Thrust

The policy thrusts of this sector are to:

- Participate directly in oil and gas projects and programmes both in the upstream and downstream sub-sectors
- Attract investors into the oil gas sector to promote the establishment of industrial park
- Commission consultants for oil & 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

- Revenue generation 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
- Improved rural infrastructural development
- Rapid industrialization of the State
- Job and wealth creation, and accelerated human capital development

Policy Outcome

- Gombe State will be part of the "Oil issue" for years to come
- Improved IGR (include 13 per cent derivation)
- Rapid industrialization
- Wealth and job creation

Investment Opportunity

Private Sector

- Upstream activities
- Downstream activities

Development Partners

Opportunity for NGOs, CBN, CSOs, NEPAD, SDGs, etc., to invest in the sector.

Key Programmes

- Promote and engage in oil & gas activities through established SPVs in both upstream and downstream activities

- Conduct study visits to states and countries with success stories in oil and gas projects and programmes
- Develop the State's potentials in power generation from gas
- Develop a cooperative framework for exchange of information and conduct studies with other partners
- Establish the latest data and techniques for best practice

Programmes Implementation

- Gombe State will be part of the "oil issue" create wealth, and improve IGR
- Attract investors and fast-track sector development.
- Improve socio-economic well-being of the entire citizenry

Employment and Job opportunities

- Attract foreign and local investor to the State
- Improve rural infrastructural development
- Promote rapid industrialization of the State
- Create job opportunities through collaborative efforts with operating and oil servicing companies in the State.

Legal Environment

- Legislation pertaining to investment in Gombe State is fashioned in accordance with all laws affecting investment in Nigeria
- The State policies are liberal, flexible and conducive for investors.

Technological Requirements/ Challenges

Technological Requirements

- Modern equipment that will increase discovery
- Modern equipment that will improve recovery factor

Challenges

- Lack of genuine investors who are ready and willing to invest in the sector from the preliminaries to mine development;
- Lack of synergy between government, traditional leaders, and land owners
- Huge capital outlay and long incubation periods for oil and gas projects
- Limited federal budget support

Solid Minerals

Policy Objectives

The policy objectives of the solid minerals sector are to:

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

Policy Thrust

The policy thrust of this sector is to:

- Develop 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 environmental and mineral resources sustainability and revenue generation
- Establish a standard web portal to disseminate information easily on the investment potentials in the minerals, mining and allied sectors of Gombe State
- Advertise the investment potentials in the minerals, mining and allied sectors of the State

Scope

- Exploration and exploitation of industrial minerals
- Exploration, exploitation and beneficiation of gems and ornamental stones
- Value addition activities

Policy Targets

- Attract foreign and local investors to the State;
- Promote rapid industrialization of the State
- Create jobs and wealth and accelerate human capital development
- Proliferation of mineral-based industry

Policy Outcome

- Proliferation of mineral-based industries
- Improvement on IGR collection
- Creation of jobs and wealth

Investment Opportunity

Private Sector

- Investment in mineral and mining projects
- value addition activities in mineral processing

Development Partners

- This presents a golden opportunity for NGOs, CBOs, CSOs, NEPAD, SDGs, etc., to invest in the sector

Key Programmes

- Map out locations of industrial minerals that abound in the State
- Generate requisite geo-statistical data (location, type, quality and quantity) to support investment in exploration and mine development
- Create a mineral hub that will exude confidence in investors and miners and thus arouse their interest in citing mining projects in the State.

Programme Implementation

Determine suitable areas for industrial minerals that will attract investors and support the proliferation of mineral based industries

- Attract investors and fast-track sector development
- Improve socio-economic well-being of the entire citizenry

Employment and Job opportunities

- Proliferation of mineral-based industries
- Attraction of foreign and local investors to the State
- Improved rural infrastructural development
- Job and wealth creation, and accelerated human capital development

Legal Environment

- Legislation pertaining to investment in Gombe State is fashioned in accordance with all laws affecting investment in Nigeria

- The State policies are liberal, flexible and conducive for investors

Technological Requirements/ Challenges

Technological Requirements

- State-of-the-art modern exploration equipment
- State-of-the-art modern mineral processing equipment

Challenges

- Lack of requisite mineral statistical data
- Lack of basic field and laboratory equipment for follow-ups and ground breaking surveys
- Lack of genuine investors who are ready and willing to invest in the sector from the preliminaries to mine development
- Lack of synergy between government, traditional leaders, land owners and illegal mining activities
- Huge capital outlay and long incubation periods for energy, minerals, mining and allied projects

- Limited federal budget support
- Lack of funding/sector financing

Commerce, Trade and Industry

Directorate of Commerce

Policy Objectives

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

- Provide a conducive, attractive and healthy environment and investment equipment for growing the economy and fostering shared prosperity
- Have a centralized place (cluster) for doing business



- Easily identify a place for doing business
- Make the State Government provide all infrastructure needed for the business as an easy way of getting a place to do the business
- Block all harmful and unhealthy trade practices
- Secure your business location
- Create jobs and wealth
- Enhance IGR growth

Policy Thrust

The Ministry has never relented since the idea of upgrading/fencing major markets and the modernization of poultry processing/slaughtering of chicken market came up. Instead, the Ministry has done a lot of follow-ups; hence:

- Funds have been approved though not yet released
- The site for the modernization of the poultry/slaughtering of chicken market has been identified
- Two major markets have already been fenced courtesy of Comdec (Dogon Ruwa and Funakaye Markets)

Policy Targets

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

Policy Outcomes

- Enhanced capacity of chicken sellers
- Entrepreneur skills impacted to chicken sellers
- A conducive, attractive and healthy environment created for doing business
- A good environment created for investments, growing the economy and fostering shared property
- Production of healthy and hygienic birds for consumption
- Curtailed harmful and dubious practices
- Stabilized price sealing
- Protection of consumer interest
- Ease identification of major commodity market by external buyers
- Provision of adequate security
- Availability of healthy meat for consumption
- Chicken business centralized

Investment Opportunities

- The upgrading and fencing of markets
- Construction of a modernized poultry processing/slaughtering factory
- Provision of critical infrastructure needed such as electricity, water supply and good access roads
- Security of lives and property

Key Programmes

- Upgrading/fencing of the major commodity markets of all Local Governments in Gombe State
- Modernization of a poultry processing market as approved by the State Government.
- Trade fare complex
- Rice marketing

Programmes Implementation

- It will provide a conducive atmosphere for business
- It provides security, so investors will feel comfortable doing business there
- It will enhance revenue generation
- It will create wealth and jobs opportunities

Legal Environment

The Ministry operates within the confines of the edict of Gombe State.

Employment and Job Opportunities

- Job opportunities abound for youths, men and women

Challenges

- Inadequate funding for development
- Inadequate manpower and non-recruitment of qualitative staff
- Scanty cooperation and synergy with Gombe State Chamber Commerce.

Directorate of Industry

Policy Objectives

- Utilization of available raw materials in the State
- Promotion of greater investment, local and

- foreign
- Generation of mass employment
- Promotion of accelerated rural development through dispersion of industries
- Contribution to national economic growth
- Provision of employment indirectly to other sectors
- Participation of the State in national economic policies
- Encouragement of indigenous ownership and operation of industries
- Broadening of the economic base of the State away from pure farming
- Intensification of private sector participation in the economy of the State
- Improvement in the State IGR

Policy Thrust

- Industrial Cluster Bogo-Nasarawa. Establishment of a cluster that accommodates two trade groups, namely, rice millers 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 the Ministry of Works is carrying out the construction of access roads and drainages
- Gombe State Government/Bank of Industries Entrepreneurship Development Loan. Memorandum of Understanding (MOU) between Gombe State Government and Bank of Industry to create matching funds of N1 billion investment fund for distribution as soft loans to cooperatives and small and medium enterprises to promote value chain development activities in the agro-allied sector of the economy. An initial N500 million meant for the first phase of the programme was created and disbursed as loans to 117 benefiting cooperative societies.
- Industrial Park/Enterprise Zone
 - Securing of a 5km x 2km (1000 hectares) of land
 - Hosting of a site board meeting between the state government officials, religious and community leaders of the affected

areas for peaceful co-existence

- Perimeter survey of the land
- Constitution of a 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 Special Economic Zone
 - Any other terms 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 roads, slots for small, medium and large-scale industries awaiting presentation and approval of the steering committee.

Policy Target

- Promote productivity product quality service delivery
- Develop entrepreneurship
- Provide a common facility in cluster form
- Attract investors to the State
- Close the gap and meet up with the ever-increasing investors' demand for land
- Boost economic activities by creating job opportunities
- Generate revenues for government and improve the people's standard of living

Policy Outcomes

- Industrialize the State
- Develop the State into a leading industrial hub of the North East sub-region
- Attract entrepreneurs and industrialists into the State
- Base the State's industrialization drive on the use of abundant local raw materials both agro-allied and solid minerals
- Promote investments by indigenes and foreigners
- Create employment opportunities for the citizenry
- Strongly encourage private sector participation in the economy
- Increase in internally generated revenue

- Provide a conducive environment for SMES' development for greater economic prosperity

Investment Opportunities

Private Sector

- Enabling Business Environment
- Security of lives and property
- Provision of land and infrastructure, e.g., road, water, and electricity
- Accessibility of roads (highways)

Development Partners

- Conducive business environment
- Industrial parks
- Electricity
- Water
- Access roads

Key Programmes

- Industrial Clusters
- Entrepreneurship Development Loan Scheme
- Industrial Parks/Enterprise zones

Programmes Implementation

- It will lead to economic growth
- It will improve the welfare of the people
- It will add value to the raw materials that abound in the State
- It will create direct and indirect jobs

Employment and Job Opportunities

If the project comes to fruition, a multiplier effect will be expected, ranging from production, contractors, suppliers, distributors, marketers, etc. These categories of jobs will be created by the companies within the industrial parks.

Legal Environment

The Ministry is constantly in touch with the Ministry of Justice for MoU and any contending legal issues on behalf of the State Government.

Technological Requirements/Challenges

- Information Communication Technology
- Mechanical equipment
- Electrical equipment

- Building and Construction
- Managerial skills

Micro, Small and Medium Scale Enterprises

Policy Objectives

The policy objectives are to:

- Promote industrialization of the State through an efficient and sustainable development of MSMEs
- Develop an MSME sector to function as the driver of the State's economic growth and development
- Develop a strong, viable and sustainable MSME sector whose products and services can compete nationally and internationally
- 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 MSMEs to start, grow, expand and increase competitiveness in the 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

- Drive increased value addition to the State's potentials in agriculture, minerals, oil and gas
- Facilitate value addition to production by



encouraging investors to process their raw material goods

- Promote the use of high local content through appropriate incentives for investors
- Focus on improved quality and standard of production
- Provide innovative ways of providing finance to MSMES

Policy Outcomes

- The State will become a hub for development, creating competitiveness and innovative skills
- The flow of entrepreneurs, industrialists and investors into the State will increase
- The State's revenue generation will increase
- Poverty will reduce
- Employment generation will increase
- The State will have more room to create wealth and sustain economic growth and development

Investment Opportunities

Private Sector

The private sector is expected to assume the leading role in the State's socio-economic transformation following the current government's policy reforms aimed at increasing the internally generated revenue of the State.

Development Partners

The development partners, such as Agricultural Development Bank, National Directorate of Employ-

ment, Small and Medium Enterprises Development Agency of Nigeria, and so on will exploit the resource endowment, population, technology and democratic environment the MSMES sector to improve the livelihoods of the citizenry.

Key Programmes

- Entrepreneurship training, re-training and development
- Procurement of machines and tools
- Initial start-up capital
- Seminars and workshops
- Registration of entrepreneurs/ enterprises and
- Sensitization
- Securing and establishment of mechanic village at the four entry points of the State

Programmes Implementation

- Sustainable economic growth and development
- Training and skills acquisition
- Improved welfare of the citizenry
- Encouraged local and foreign investors
- Opportunities to generate wealth, revenue and employment

Employment Opportunities

There are great opportunities in the MSMES sub-sector in Gombe State and Nigeria at large for those who are determined to exploit them. These include:

- Improving human capital
- Population

- Resource endowments
- An emerging democratic environment
- Technology
- Improved level of innovation
- Deepening supportive economic reforms
- Increased access to credit, skills and productivity

Legal Environment

The existing laws are more than sufficient. However, there should be a law that will allow the MSMES to have at least less tax and interest on bank loans.

Technological Requirements/Challenges

- Low use of ICT in operations has a direct effect on the cost of production
- Low capacity to invest in R&D has not allowed for new, cheaper and better methods of production
- Poor entrepreneurial capacity of operators in successfully running the MSMES
- Lack of standardization of products has the capacity of reducing market share
- Poor record-keeping, especially accounting books
- Weak financial management

Tourism

Policy Objectives

The policy objectives of the sector are to:

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

Policy Thrust

The policy thrust of this sector are to:

- Promote interest in cultural heritage by developing historical sites into monuments and provide support for all the annual festivals

organized by each ethnic group

- Organize annual cultural festivals in the State
- Intensify state-wide public enlightenment and sensitization campaigns to boost rural-urban development of cultural tourism industry which could enhance revenue earnings
- Provide infrastructure to the communities

Policy Targets

- Revitalize local traditions and culture
- Stimulate creativity, new employment and educational opportunities
- Attract tourists into the State as a strategic move to increase revenue inflow
- Improve the living standards of the people to reduce incidence of and expenditure on diseases

Policy Outcomes

- Gombe State is a tourist destination
- The State's rural-urban integration will foster the proliferation of tourism-based enterprises
- Cultural exchange will promote peaceful co-existence among people within and outside the State
- The flow of tourists is increasing, even now
- There is an increase in revenue generation
- The deliberate nurturing of small-scale industries automatically opens employment opportunities

Investment Opportunities

- Development of cultural tourism, which involves tourists having contact with a host population and experiencing the uniqueness of its culture, heritage and the hospitality of the people.
- Provision of basic infrastructure, such as good roads, potable water, electricity, communication, etc., to centres of attraction to accelerate their development so as to exploit fully their tourist potentials
- Provision of State land for tourism development at concessional rates and under conditions favourable to investment development
- Introduction of such incentives as tax holidays, tax rebates and soft loans with long moratorium to potential investors in tourism.

This will boost private sector investment in tourism.

- Establishment of major holiday resorts by private investors through the encouragement of the State Government
- Introduction of State laws to protect local and foreign investments and regulate standards and the development of tourism, observing strictly the previous development strategies as may be stipulated in the master plan.

Key Programmes

- Organization of Cultural Festivals
- Commoditization of Culture (cultural marketing)
- Hosting of an annual cultural carnival
- Entertainment programmes e.g., drama, movie, local wrestling, music

Programmes Implementation

- Organizing cultural festivals in the Local Government with good planning and marketing can attract a large number of tourists from both within and outside the State. Example of some major festivals are Bekere (Ngorda) in Yamaltu Deba, Chuwa Chugoti (Balanga), Durbar (Gombe), Botere (Dukku, Kwami), Tangra (Billiri, Kaltungo & Shongom), etc.
- All these cultural events stimulate tourism activities characterized by high demands for transport, accommodation, food and drinks, etc., and create jobs in these destinations. Most of these festivals take place in the villages. Thus, cultural tourism is an agent of social change and real tool for rural development.
- Cultural assets are commoditized and marketed as items of trade. A lot of travellers are motivated by the desire or need to see and purchase outstanding works of arts and handicrafts as souvenirs as a sign of the tourist's travel experiences. Direct earnings from calabash decorations, locally made hand fans, hats, bows and arrows, leather works, pottery trade and income from such commercial activities have favourable implications for the local economy.
- In entertainment, different professions interact to make movies. Talented Nigerian actors and actresses are taken to cities and villages

to produce these movies against different cultural backgrounds. Nigerian movies have provided employment to many people, therefore, cultural tourism impacts greatly on the Nigerian economy.

Employment and Job Opportunities

A large proportion of the cultural resources are located in the rural areas – the heritage sites, artefacts, cultural cuisine, costume, and lifestyle. These cultural elements have the impact of attracting tourists to the rural areas. Therefore, provision of infrastructure leads to rural development, empowers the rural population economically, makes economic or commercial activities to flourish, and stimulates entrepreneurship as sundry products and services are sold to the tourists. Youths in the host communities also gain employment through the production of art works, fashion design, hair styling, etc.

Legal Environment

Government will enact laws and regulations from time to time to govern the conduct of practitioners within the industry, e.g., hotels, travel agents, tour operators, car hire services, etc. This is to ensure that their conduct is not detrimental to the objectives of the tourism industry and the security of the State.

Technological Requirements/Challenges

- There is a need to implement an efficient Tourism Information System (TIS) including information on visitors' numbers, characteristics, behaviour and spending.
- The government needs to overcome the lack of political will to harness the vast cultural resources of the State.
- Most of the cultural resources are tucked away in the rural areas where basic infrastructure, such as access roads, transportation, communication, potable water, electricity, etc. are lacking
- Poor planning, organization and promotion of cultural events, especially the festival, thereby causing lack of awareness and poor turn-out of spectators at these cultural events.

- Insufficient funding for tourism development.
- Lack of awareness on what tourism is all about and its role in economic development.
- Insecurity constitutes a serious setback in tourism development.

Cooperatives

Policy Objectives

The main objectives of the Cooperatives are to promote the economic and social conditions of members to wit:

- 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 directs from time to time
- Provide for storage facilities 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 self-help to improve the living and working conditions of members.

Policy Thrust

Strengthening the capacity and capability of cooperatives. The capacity and capability of cooperatives are strengthening by:

- Election of knowledgeable and committed leaders who can lead the cooperatives to a higher level
- Expansion of operations in order to benefit from economies of scale and remain competitive
- Mergers or collaborations between cooperatives or with third parties to venture into new areas

which require excessive capital.

- Increase in cooperatives' access to finance to expand their businesses stimulates the participation of cooperatives in high-value economic sectors: changes in the local and international economic and political environment require the cooperatives movement, to move in laden with Gombe State's aspiration to become a high-income developed State. This is a challenge to be championed by the cooperatives movement.
- The financial services sector, which is the pulse of the cooperatives movement of the State, should be strengthened to ensure a sound development of 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's proposals to increase food production in order to meet the nation's demand, especially in the agriculture sector: the cooperatives will certainly be involved in food production and livestock farming.

Policy Target

- Meet, improve extend and sustain service coverage to over 90 per cent of the rural/ semi urban population or, if possible, sustain 100 per cent service coverage of full water supply for the growing population by 2030 and beyond.
- Provide settlements with populations of about 5000 – 20,000 people with a fair measure of social infrastructure and some level of economic activity with a minimum standard of 601 litres of water per capital per day.
- Provide schemes with reticulation and limited have connections.
- Develop rural transport infrastructure to connect rural people to the markets for agricultural products, health care and family, but also for contributing to national economic growth and development.

Policy Outcomes

By the end of year 2030, and provided the plans

contained in this document are carried through, the following policy outcomes are expected:

- Development of natural resources in the rural communities
- A much more developed agricultural sector following a more intensive application of modern inputs
- Expansion of the entrepreneurial base and the cooperatives by promoting the direct involvement in the economy of a large number of citizens. With the Cooperatives Development Policy, the Government of Gombe State has demonstrated its firm resolve to support the cooperatives so that their businesses may position them well to effectively weather major challenges and thus contribute even more to the creation of jobs and wealth in the State.
- A remarkable expansion of the cooperatives movement and its place and influence in Gombe State economy.
- Management of water supply at the lowest level of authority which is closest to the people. This will promote consumer appreciation for the value of water. If local conditions and demand are taken into account in plan financing, implementation and operation of water supply systems, the sense of ownership and willingness of communities to share in the cost, operation and maintenance will be greatly enhanced; thus increasing the sustainability of the systems.
- An enhanced rural transport will make farmers get a fair price for their produce, which will help their economic growth.
- To transform the cooperatives movement into an effective contributor towards national development, the National Cooperatives Policy 2020 – 2030 target an increase of 5 per cent in the cooperative movements' contribution to national product by 2023 and 10 per cent by 2030. The cooperatives movement should become a generator of economic growth and cooperative business entity in areas where it is strong. The movement must enhance its integrity to become an effective self-help organization capable of improving the socio-economic standard of members.
- The cooperatives movement must both be sensitive and proactive in its operational

environment and should become a responsible corporate citizen. In implementing the above policy outcomes, there must be a sharp focus on economic activity result areas, namely, financial services, wholesale and retail trade of goods, tourism, agriculture and plantation.

Investment Opportunities

Availability of potable water enables investments in sachet and bottled water for consumption in the rural communities. Other water-based cottage industries like bricks moulding, etc., can also be embarked upon.

Development Partners

The development literature shows a growing commitment by the global community to seek partnerships as a united force of action and as an effective mechanism for building consensus in dealing with the formidable challenges of the contemporary world, especially poverty, diseases, and so on. One of the initiatives for driving development down to the grassroots in any economy is to empower the cooperatives movement and use it as a vehicle of building better economies and communities, especially in the rural areas. This approach will be given emphasis in the attempt to build the Gombe State of tomorrow. The prosperity and well-being of Gombe State depend critically on the degree of social transformation the government can bring to the local communities through partnership with all the stakeholders, including the cooperatives movement.

Major Areas of Action

To achieve the objectives of the Cooperative Development Policy, four major areas of action were initially selected and received unanimous support before the addition of another three. Hence, the major areas of action are to:

- Introduce an effective and innovative legal framework
- Develop or improve capitalization and financing tools suitable for the cooperative environment
- Improve consulting services available to cooperatives

- Acknowledge the role of cooperatives by integrating and harmonizing government actions in the area of cooperative development
- Increase on the profitability of public and private assets belonging to households that have access to rural road infrastructure
- Promote efficient and safe rural transport system
- Build motorable, all-season rural roads.
- Encourage cooperatives to function with integrity and become an effective self-help organization capable of improving the socio-economic standard of members.
- Build cooperatives into responsible corporate citizens that focus on economic activity result areas, namely, financial services, wholesale and retail trading of goods and services, tourism, agriculture and plantation.

Financial Services

The largest contribution of the cooperatives is in the services sector, particularly financial services which form the backbone of the nation's cooperative movement. Strengthening of cooperatives in the financial service sector will increase the turn over from 30 per cent to 40 per cent by 2030. Cooperatives are encouraged to offer new financial products, such as credit financing as well as other types of financing that will support the development of business and industries, and not be limited to personal financing only.

Wholesale and Retails

The wholesale and retail sector is expected to contribute significantly to the output of the cooperatives. Current statistics disclose that 50 per cent of the cooperatives are involved in the distributive sector, with the adult cooperatives playing an important role in ascertaining that the distribution of essential goods, especially controlled items, which the people particularly those living in the rural areas need.

Agriculture and Agro-Based Industry

Although, the services sector is expected to contribute significantly to the economic development of the nation – hence achieving the status of a high-income nation – agricultural

activities and agro-based industries are still vital in determining the efficient and optimal utilization of available resources, thereby assuring adequate food supply for the nation.

Employment creation

Cooperatives play a significant role in employment creation and income generation. Globally more than 100 million jobs exist in cooperatives, as cited by the International Cooperatives Alliance (ICA).²⁴ Together with small- and medium-sized enterprises, cooperatives are the most significant sources of new employment.

Poverty Reduction

There is a widely held consensus among many actors, including the United Nations, the International Labour Organization, and the International Cooperative Alliance (ICA), that the cooperative enterprise is the type of organization that is most suited to addressing all dimensions of reducing poverty and exclusion. The way cooperatives help reduce poverty is important: they identify economic opportunities for their members; empower the disadvantaged to defend their interests; provide security for the poor by allowing them to convert individual risks into collective risks; and mediate members' access to assets that they use to earn a living.

For instance, while savings and credit cooperatives (SACCOs) facilitate their members' access to financial capital, agricultural cooperatives help farmers access the inputs required to grow crops and keep livestock, and help them process, transport and market their produce. Similarly, consumer cooperatives make it possible for their members and the society at large to access good quality household supplies like food, clothing, and other products at affordable prices. Such services help pull members out of poverty.

Investment Opportunities

One of the most powerful channels of investment is cooperative societies. Many people have heard about them, but only few understand them and the immense opportunities they offer. As a result, only



a fraction of the society is tapping into and enjoying these opportunities. Even the Government is yet to realize how powerful cooperative societies can be, especially in eradicating poverty and improving the welfare of its citizens. Fully exploited cooperatives can enhance job creation and national productivity. For the individual, especially low-income earners, it is perhaps the least stressful and risky ways to save, invest and improve personal welfare. Going forward, we could devote time and space to exploiting the investment opportunities of a cooperative society for the individual and its development benefit for the nation.

Development Partners

The development partners can assist the development of the cooperatives and the huge potential they represent by:

- Encouraging rural entrepreneurship by supporting cooperative societies to develop cottage industries and businesses in liaison with microfinance institutions, NGOs and the Ministry of Trade and Industries.
- Collaborating with such agencies like Microfinance Banks, NDE, SMEDAN and other MDAs with a view to achieving these

objectives.

- Undertaking supervision, implementation of funded programmes by the Ministry of Trade and Commerce, Ministry of Agriculture and Donor Agencies.

Key Programmes

- Inspection of cooperatives societies' activities
- Education and training of cooperatives
- Enlightenment, creation of awareness and publicity initiatives for cooperatives
- Improved planning, research and statistics
- Audit of cooperatives societies and union

Employment Opportunities

Implementation of programmes and provision of facilities/infrastructure give rise to employment of skilled and unskilled hands in the operations and arrangement of the facilities. It also enables some level of entrepreneurial developments in communities.

Legal Environment

- There is a dire need for the State to establish an Agency for Rural Development or better still an Agency for small towns and semi-urban



water supply to fully complement the functions of SWA and RUWASSA and the activities of the private sector.

- In Gombe State, the legislations, rules and regulations are anchored by the following:
 - The Cooperatives Societies Act Cap 90.
 - Gombe State Co-operatives Societies Regulations of 1998
 - Cooperative Society Bye-Laws.
- National Policy on Rural Development has been, and is still the legal framework for the construction of feeder roads

Technological Requirement/ Challenges

Arbitration of cooperatives disputes is currently offered by the Cooperative Tribunal, which is under

the Judiciary, and which faces capacity challenges in handling all the disputes filed.

Owing to lack of a clearly coordinated regulatory regime, some cooperative societies' leaders have taken advantage of the situation to approach the different levels of government in pursuit of their personal interests and usually at the expense of accountability. It is, therefore, necessary for the law to clarify areas of interaction between the national and state governments with the different categories of societies.

Infrastructure Pillar

10

Fundamental foundational facilities and systems, also termed infrastructure, stimulate economic growth and the improve quality of life. Advanced economies passed through periods of intensive infrastructure building, through which they improved their efficiency and competitiveness until they achieved economic advancement and a higher quality of life. Applicable even at sub-national levels, the development of fundamental infrastructure such as water, transport, power (or energy) and ICT, etc., not only has impact on economic growth, but also on poverty reduction. Studies show that a 1 per cent growth in the infrastructure stock leads to 1 per cent growth in per capita GDP,⁴⁶ and around 6.5 per cent of total value added contributed by infrastructure services in low income countries, 9 per cent in middle income countries and 11 per cent in high income countries.⁴⁷ The Federal Republic of

Nigeria's constitutional and national policy prescriptions entail both a centralization and devolution of responsibilities in respect of infrastructure for water, transport, power, renewable energy, ICT and others. The policies of the sub-national governments, through domestication or adaptation of national policies, where applicable, guide State investments in infrastructure.

Aim

The aim of infrastructure development in the Gombe State 10-Year Development Plan is to “provide sustainable infrastructure that improves living standards and catalyses economic growth and development”. Planning and implementation of water, transport, electricity and power, renewable energy, and ICT infrastructure will be integrated with the economic, social development and welfare, sustainable environment, and urban and rural development pillars of the Plan.



Strategic Direction

Achieving the foregoing necessitates a calculated course of infrastructure development action that will seek to “provide critical infrastructure that is affordable, accessible and capable of catalysing public and private investments in productive sectors”.

Scope

Infrastructure may be economic – meaning basic facilities and services which directly benefit the process of production and distribution of an economy, like power, transport, communication, irrigation, etc. – or social, referring to those basic activities and services which, in addition to achieving certain social objectives, indirectly help various economic activities. For example, education does not directly affect economic activities like production and distribution but indirectly helps in the economic development of the country by producing scientists, technologists and engineers. Education, health care, sanitation and water supply, etc., are examples of social infrastructure. Infrastructure may also be hard or soft. *Hard Infrastructure* is physical infrastructure like water treatment plant, airport, gas power plant, wind energy farm, etc., and *Soft Infrastructure* include services like justice system, internet and education system. The infrastructure pillar of the GSDP focuses on Economic Infrastructure of Transport (Roads and Airport); Electricity and Power; Renewable Energy and Social Infrastructure of Water Supply and ICT.

Water Resources

Gombe State has made progress in the pursuit of its water supply objective – which is, to increase the level of, and access to, water supply and sanitation services – as encapsulated in its Water Supply and Sanitation Policy. GSWB has recorded increases in the supply of Safely Managed Water from 2015 to 2019 in line with its urban water supply mandate. Additional increases have also been achieved through the provision of boreholes to supply basic water to rural and semi-urban communities by RUWASSA and Ministry of Rural, Community Development and Cooperatives, in

line with their rural and semi-urban water supply mandates. However, Gombe State still lags behind its 2014 Water Supply and Sanitation Policy of attaining the MDG target of “halving by the year 2015, the number of people who are unable to access or afford safe drinking water”; and the 2019 – 2021 Medium-Term Sector Strategy Water Supply and Sanitation objective of “Providing affordable and sustainable potable water to citizens in urban and rural areas as well as sanitation services and community hygiene mobilization all over the State”. If the current reality is anything to go by, Gombe State may not achieve the first target (6.1) of the SDG 6 – “By 2030, achieve universal and equitable access to safe and affordable drinking water for all”.

The Dadin Kowa Water Treatment Plant (DWTP), with installed capacity of 50,000,000 litres of water per day, supplies 33,000,000 litres of safely managed water, which, at 90 litres per capita per day, is provided for in the 2014 Water Supply and Sanitation Policy. This covers only about 366,666 of the population (approximately 7.19 per cent of the population and 66,667 households), even as 400,000 households (about 2,200,000 people) were targeted. Access to basic water covers only 38.20 per cent of the population and still leaves 54.61 per cent (2,783,869 people) without access to basic water. This can only be attributed to the insufficient supply of safely managed water and poor access to basic water, caused by excessively large number of non-functional boreholes and seriously lopsided supply of basic water facility (boreholes) across the 11 LGAs of the State.

Water Resources Policy Objective

The overall objective of the water resources policy 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”.

The existing 2008 Water Supply and Sanitation Policy is outdated given its focus on the MDG target, namely: “To halve by the year 2015 the number of people who are unable to access or afford



safe drinking water”. Also, the other objective, that is, “To manage the exploitation of water resources in a sustainable manner”, exhibits weaknesses and is unchallenging. It certainly cannot spur the level of action needed to realize the more current objectives of the 2019 – 2021 Medium Term Water Supply and Sanitation Sector Strategy of “Providing affordable and sustainable potable water to citizens in the urban and rural areas as well as sanitation services and community hygiene mobilization all over the State”. Neither is it able to accomplish SDG 6 targets, that is, achieve universal and equitable access to safe and affordable drinking water for all and meet the water resource management and supply aspirations of Gombe State by 2030. Critical areas of the policy such as the overarching goal, principles, policy thrust and objectives thus require a review to ensure the following:

- Institution of SDG 6 as overarching aim of the Policy
- Institution of income generation to support increased funding requirements
- Factoring of industrial water use into the general water supply services to strengthen services in industrial areas
- Establishment of water supply service parameters (such as number of people per hand pump, motorized solar borehole and the distance between boreholes) as a basis for

ensuring equitable provision of basic water facility to communities

- Establishment of parameters (defined in terms of roundtrip time to access point) for access to basic water
- Institution of determinants (such as increase in population) for increasing supply of safely managed water
- Definition of behavioural change that benefits the overarching goal for water supply (such as water conservation)

The reviewed Gombe State Water Supply and Sanitation Policy should outline the following objectives for water supply:

- Achieve an increase in the level of water supply and sanitation services that is commensurate with the population of the State
- Ensure equitable access to water and sanitation services for all
- Reduce the incidence of water-related diseases to improve the quality of life and reduce poverty, especially among women and children
- Provide a strategic framework based on which programmes will be designed to address the problems on a sustainable basis
- Ensure effective private sector and civil society participation in planning, implementation, monitoring and evaluation of water supply

- and sanitation service delivery
- Undertake institutional reforms within the sector, as part of the governance reform process, with a view to increasing the efficiency and effectiveness of the Ministry of Water Resources and other service delivery Agencies
- Promote inclusive approaches which will ensure equity and gender considerations in water supply and sanitation service delivery
- Motivate behavioural change that promotes conservative and responsible use of water and water supply facilities, and increased sanitation and hygiene among the populace
- Improve data generation, collection, processing and use in decision-making
- Invigorate revenue generation and increase funding level for increased service delivery

Although the objectives of the existing Policy commit the State to improving on critical aspects of water supply, several of the objectives listed above need a review to match a new, strong, challenging and overarching goal that is in line with current universally accepted goal.

Policy Thrust

The crux of the 2008 Water Supply and Sanitation Policy is that “the policy 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 the 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”. However, the policy thrust must be explicit enough to compel equitable generation of revenue.

Policy Outcomes

- Robust environment that strengthens the water sector to guarantee sustainable supply of water; harness, protect and manage water resources; support agriculture; and generate concrete revenue by 2021 through:
 - Increased supply of safely managed water

by 2030, to cover 203,909 households or 1,121,500 inhabitants, which represent 22 per cent of the 2030 GSBS population estimate of 5,097,728

- Access to basic water, which covers 3,986,617 people (or 78 per cent) of 2030 GSBS population estimate
- Equitable provision of basic water facilities across the 11 LGAs of the State from 2021
- Community participation in sustainable use, management and protection of water, water supply facilities and water bodies by 2030.
- Water supply for irrigation and fish farming provided by Balanga and Cham Dams by 2024
- Appropriate revenue contribution from safely managed water supply by 2030

Investment Opportunities

Investment opportunities for both government and the private sector in water resources infrastructure may be limited by water being a private as well as public good. Advantages conferred by Public Private Partnership provide investment opportunities in water resources to be explored and leveraged under the PPP arrangement. Investment opportunities in Gombe State Water Resources include:

- Clean water bottling. This is an expanding industry that the majority of people have come to depend on
- Recreation and tourism. Clean water bodies such as lakes, waterfalls, streams, springs and dams provide opportunities to develop recreation and tourism spots. The fastest growing segment of the world’s tourism business is ecotourism, which expands at a rate of 30 per cent a year worldwide⁴⁸
- Commercial borehole drilling. This requires use of heavy-duty borehole drilling rigs for industrial and residential purposes, which is in high demand in areas with very hard and or very deep aquifers
- Local production of water accessories. Local production of water supply accessories and equipment begins to grow as a result of increasing demand by an ever increasing population.

Water possesses characteristics of being a public as well as private good⁴⁹, though the operational process in the country often limits private sector's involvement in it. However, Public Private Partnerships in the form of concessions, BOOTs (Build, Operate, Own, Transfer) and leasing are common, and sub-contracting certain functions, such as metering and rates collection to private firms, agreed to be the least controversial forms of PPP in the water resources sector. Private sector investments in Gombe State Water Resources can be leveraged from organizations on the Infrastructure Consortium for Africa (ICA) Fund Finder Database, such as:⁵⁰

- **Africa50**

www.africa50.com

Africa50 is an infrastructure investment platform that contributes to Africa's growth by developing and investing in bankable projects, catalysing public sector capital and mobilizing private sector funding with differentiated financial returns and impact. Sectors supported are energy, transport, water and sanitation, and ICT.

- **African Development Fund**

www.afdb.org/en/projects-and-operations/financial-products/african-development-fund/

Established in 1972, the ADF is administered by the African Development Bank (AfDB). It comprises 29 contributing countries and benefits 38 countries, of which nearly half are classified as fragile or conflict-affected states. The ADF has invested US\$ 45bn since it became operational in 1974. Sectors supported are energy, transport, water and sanitation, ICT.

- **African Water Facility**

www.africanwaterfacility.org

The African Water Facility (AWF) is the primary water instrument in Africa that supports and facilitates resource mobilization to meet the huge investment gap for water infrastructure development. An initiative of the African Ministers' Council on Water (AMCOW), the AWF is hosted and managed by the African Development Bank (AfDB). Established in 2004, the AWF assists African countries to

address the increasing investment need for the development and management of water resources in Africa, towards meeting the goals and targets of the Africa Water Vision (AWV) and the Sustainable Development Goals (SDG).

- **EU-Africa Infrastructure Trust Fund**

www.eu-africa-infrastructure-tf.net/

Created in 2007, the aim of the EU-Africa Infrastructure Trust Fund (EU-AITF) is to promote increased investment in infrastructure projects in energy, transport, water and sanitation, and ICT in the Sub-Saharan Africa – both in terms of projects with a regional impact or national projects that support the Sustainable Energy for All (SE4ALL) objectives. The EU-AITF combines long-term investments from development finance institutions (loans, risk capital, etc.) with grant monies to gain financial and qualitative leverage as well as project sustainability. EU-AITF donor contributions stem from the European Commission and from thirteen European Union Member States.

- **Green Climate Fund**

www.greenclimate.fund

The Green Climate Fund (GCF) is a new global fund created to support the efforts of developing countries to respond to the challenge of climate change. GCF helps developing countries to limit or reduce their greenhouse gas (GHG) emissions and adapt to climate change. It seeks to promote a paradigm shift to low-emission and climate-resilient development, taking into account the needs of nations that are particularly vulnerable to climate change impacts. Sectors supported are energy, transport, water & sanitation, ICT.

- **Public Private Infrastructure Advisory Facility (PPIAF)**

www.ppiaf.org

Established in 1999 as a joint initiative of the governments of Japan and the United Kingdom, the Public Private Infrastructure Advisory Facility (PPIAF) is a multi-donor technical assistance that is financed by 11 multilateral and bilateral donors. Working closely with and housed inside the World Bank Group, PPIAF is a catalyst for increasing

private sector participation in emerging markets, enabling the public sector to attract private sector participation and investment in infrastructure in the energy, transport, water and sanitation and ICT sectors. PPIAF's mission is to help eliminate poverty and increase shared prosperity in developing countries by facilitating private sector involvement in infrastructure.

Opportunities abound for partnerships with international organizations, foundations, corporations and civil society organizations, including:

- Asian Development Bank
- Akvo
- Coca-Cola Foundation
- FEMSA Foundation
- France Libertés Foundation
- Global Nature Fund
- Heineken Africa Foundation
- Japan Water Forum
- Kurita Water and Environment Foundation
- Prince Sultan bin Abdulaziz International Prize for Water
- Stockholm International Water Institute
- Suez
- World Water Council
- African Development Bank
- Arab Fund for Economic and Social Development
- Commission for Environmental Cooperation
- Commonwealth Foundation
- European Commission – Development and Cooperation
- European Commission – Environment
- Global Environment Facility
- Inter-American Development Bank
- OPEC Fund for International Development
- Organization for Security and Cooperation in Europe
- United Nations Development Programme
- United Nations Environment Programme
- World Bank⁵¹

Key Programmes

Achieving the outlined policy outcomes for water resources entails implementing key programmes that include:

- Strengthening the water resources environment to support protection and sustainable exploitation of water to support agriculture and generate appropriate levels of revenue
- Increasing the supply of safely managed water
- Increasing access to basic water supply
- Rapidly increasing basic water facility coverage for poorly covered LGAs of Akko, Balanga, Billiri, Dukku, Funakaye and Kwami
- Mobilizing communities for participation in sustainable use, management and protection of water, water supply facilities and water bodies
- Increasing revenue generation from safely managed water

Programmes Implementation

The key programmes can be implemented by:

- Reviewing the 2014 Gombe State Water and Sanitation Policy in line with the proposed Policy objectives that strengthen the water sector to guarantee sustainable supply of water; harness, protect and manage water resources; support agriculture; and generate concrete revenue by 2021.
- Increasing the supply of water from the Dadin Kowa Water Treatment Plant to 50,000,000 litres per day and constructing another water treatment plant for the Balanga Dam to supply at least 50,000,000 litres of water per day.
- Exploiting Public Private Partnership, Development Partner Grant and the “Water Supply & Sanitation Investment Master Plan for Tier 2 States of Gombe, Jigawa and Kano Water Agencies” to accomplish the Balanga Dam Water Treatment Plant and supply network.
- Providing over the next 10 years about 3, 798 solar powered, motorized and hand-pump equitably located boreholes in the 11 LGAs of Gombe State, with most sited in Akko, Balanga, Billiri, Dukku, Funakaye and Kwami LGAs.
- Leveraging on development partner funding to sink the boreholes.
- Working with local government officials to develop and operationalize policies and procedures for community participation in

sustainable use, management and protection of water, water supply facilities, and water bodies.

- Metering households for use of safely managed water.

Employment Opportunities

Investment opportunities proposed have potential for creating jobs. These include establishment of clean water bottling company; development of clean water bodies, such as rivers, streams, springs and dams into recreation and tourism spots; commercial borehole drilling by RUWASSA for industrial and residential use; and manufacturing of water supply accessories and equipment through Public Private Partnership.

Legal Environment

Current legal and structural framework of the water resources sector, comprising the mandates of MDAs such as the Ministry of Water Resources, Ministry of Rural Community Development and Cooperatives, Gombe State Water Board and the Rural Water Supply and Sanitation Agency remain adequate for operationalizing the programmes proposed and attaining the expected policy outcomes.

Technological Requirement/ Challenges

Expertise and technological requirement for implementing the key programmes proposed are largely available within Gombe State. However, producing up to 100,000,000 litres of safely managed water per day, involving the construction of an additional water treatment plant, will require to be outsourced. Specialized heavy-duty borehole drilling rigs, pumps and rig operators will also have to be procured for drilling in locations others avoided for their water table depth or hard substratum.

Critical challenges to the programmes proposed include competing needs for fund resources as any other development plan, and fluctuations in statutory financial allocations to the State. And as demand for safe water continues to grow with human population, the challenge of sustainable exploitation of water also increases.

Transport

The total length of roads in Gombe State, comprising federal, state and access roads is about 2,153.496 km. Of these, about 571 km (26.5 per cent) are



federal; 1,024.106 km (47.5 per cent) are state; and 558.39 km (25.9 per cent) are access roads. No increase in the length of access roads was achieved from 2015 to 2019. Meanwhile, 558.9 km of these access roads serve about 1,792,565 rural population (based on GSBS 2019 population estimates). Similarly, the Gombe State International Airport has experienced increases in flight traffic from 1 in and outbound flight four times a week with 75-passenger capacity and one chartered flight in 2015 to 2 in and outbound flights 8 times a week with 100 and 120 passenger capacity and 1 chartered flight in 2019. The investment in rural roads will bring greater economic opportunities in education, agriculture and health.⁵² Also, rural access will unleash untapped economic potentials, eradicate poverty, reduce transport costs and travel time in the short term, and increase agricultural productivity, promote agri-business profitability, make jobs available and, eventually, help to alleviate poverty over the longer term.⁵³ It should be noted that the “Proportion of the rural population of Gombe State who live within 2 km of an all-season road”, which is called Rural Access Index (RAI), is very low. The trend of increasing air travellers is set to continue with the growing shift from road to air travel and the envisioned economic growth and development for Gombe State.

Transport Policy Objective

The objective of the transport component of the Infrastructure Pillar is: “By 2030, 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”.

In meeting this Transport Policy objective, annual increases in total length of State roads from the current 1,024.106 will be required from 2021 to 2030 to meet the State forecast of 10 per cent annual increase in vehicular traffic. The proportion of the rural population in Gombe State living within 2 km of an all-season road will need to increase to improve access to key agricultural communities, markets and agro-processing locations. Upgrading

of the Gombe State Airport for increased traffic and passenger handling will also need to take place. Annual increases in State and rural roads should be guided by urban and rural road network master plans. Similarly, the upgrading of the Gombe State International Airport should also be based on an assessment of needs and the 2021 – 2030 upgrade master plan. Contributions to revenue from road use and air travel should be appropriate and equitable.

Policy Thrust

An urban and rural road network master plan and Gombe State airport development plan is imperative to strengthen the growth and development of Gombe State’s economy, sustainable development of urban and rural roads infrastructure, equitable access of the population to road networks; and promotion of living standards. 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
- Maintaining efficiency of urban road networks in reducing gridlocks
- Supporting and facilitating economic growth and development
- Increasing the proportion of the rural population who live within 2 km of an all-season road
- Easing the access of rural communities to markets, agro-processing areas, education and health facilities

Airport Development Plan

- Systematically upgrading facilities at the airport to match projected increases in flight and passenger traffic
- Making Gombe State Airport the air travel hub of the North East Zone.
- Ensuring full compliance with national and international aviation protocols

Policy Outcomes

- Well-thought-out master plan by 2021 guides the provision and management of State urban, regional and rural road networks

- Agricultural areas, agro-processing areas, and markets are prioritized for rural road networks from 2021.
- State urban and regional road networks meet the 15-20 per cent annual increase targeted in the 2021 – 2030 Plan.
- State rural road network growth by 2030 reaches 2,320 km to increase the proportion of rural population living within 2 km of an all-season road
- The flight and passenger handling capacity of Gombe State Airport increases to 16 flights and passengers per day by 2030.

Investment Opportunities

It is fitting for Gombe State to make the most of sources of revenue related to its transport infrastructure, by investing in innovative ways of ensuring that revenue collection from these sources is appropriate and fair. This may include improved revenue collection mechanism for vehicle registration and permit charges and improved payment and accounting system for Gombe Line Transport Service and Gombe State Airport. Other direct investment areas to be considered by the State and preceded by cost-benefit analysis may include corner shops, mini markets (with stalls), and toll gate. Indirect investments through build-operate-transfer (BOT) PPP arrangement can be made in standardized automobile repair parks and trailer parks.

Grant opportunities can also be exploited with development partners and projects such as:

- The World Bank
- The World Bank Global Infrastructure Facility covering design, preparation, structuring, and transaction implementation activities with a focus on structures that can attract private investors
- The Africa Development Bank

Key Programmes

Programmes that are key to accomplishing the outlined policy actions include:

- Development of Gombe State urban, regional and rural road network master plan, to guide planning for annual increases in urban, regional and rural roads; strengthen road

infrastructural development; link production areas, agro-processing areas and local markets; ease intra-State travel and reduce travel time; and promote economic growth and development

- Construction of additional urban and regional roads
- Construction of new all-season rural roads, bridges and other crossings and upgrade of existing ones to all-season roads
- Planned periodic (3-year) capacity upgrade of Gombe State Airport for increased flight and passenger handling.

Programmes Implementation

The following are important considerations for implementation of the Key Programmes outlined:

- The Ministry of Works should lead a technical team drawn from the Ministry of Rural Community Development and Cooperatives, the RAAMP project, The Ministry of Housing and Urban Development and Ministry of Land and Survey to work with a commissioned consultant to develop a 2021- 2030 master plan for Gombe State urban, regional and rural road network development.
- The 2021 – 2030 master plan for urban, regional and rural road network development should include implementation plans for ten years to guide decisions for annual projects implementation.
- Project implementation should consider 65 per cent rural roads to 35 per cent urban and regional road coverage for the duration of plan and prioritize agriculture production areas, agro-processing areas and markets for all categories of road network connectivity.
- A strategic plan for growing Gombe State Airport to a hub airport most favoured by airline operators for destinations in the North East Zone over 10 years (2021 – 2030) should be developed and rolled out by 2022. Concessioning possibility for implementing the plan and managing the airport should be considered as a first option.

Employment Opportunities

The complementary strategy of ensuring that the

“2021- 2030 master plan for Gombe State urban, regional and rural road network development” prioritizes agricultural areas, agro-processing areas and markets offers good employment opportunities. So too do the investments in corner shops; mini markets (with stalls); toll gates (for usage toll), standardized automobile repair parks and standardized trailer parks link the road network infrastructure projects to economic opportunities with potential impact on employment creation and contribution to economic growth and development.

Legal Environment

The current mandate of the MDAs regarding transport infrastructure and covering the Ministry of Works, Ministry of Rural Community Development and Cooperatives, and the State Road Maintenance Agency suffices for the implementation of the outlined programmes. However, led by the Ministry of Works, there is a need for close collaboration with the Bureau for Public Enterprises (BPE) and Infrastructural Concession Regulatory Commission (ICRC) as key technical partners on the PPP arrangements.

Technological Requirement/Challenges

The civil construction industry offers a multitude of experienced actors in road and airport construction, employing adaptable technologies to deliver numerous projects. However, where required technology may have been addressed, a major challenge of fluctuations in State earnings and implementation of the 2021- 2030 Master Plan for Gombe State urban, regional and rural road network development must be consciously planned for over the period.

Electricity and Power

About 45 per cent of the average annual domestic demand for electricity is unmet in Gombe State. Urban business and household premises’ connection to electricity is very low, showing 78,000 connected premises to 325,921 households in need of electricity. This is as projections show that between 2021 and 2030 Gombe State domestic electricity demand will increase by 22.6

per cent (697,677,673 Kwh). Electricity is not a main source of power for 58 per cent of the rural households in Gombe State. At the moment, 90.2 per cent depends on other sources, such as battery/torch, candle, firewood, kerosene/paraffin and others for lighting; and 99.9 per cent depends on other sources of fuel, such as animal waste, charcoal, crop residue/sawdust, firewood, gas/LPG; kerosene/oil and others for cooking. This very low dependency on electricity as a dominant source energy for domestic needs by the rural household of Gombe State has direct relationship with the very low number of communities (about 293 Communities)⁵⁴ connected to electricity and enduring erratic supply, with up to 41 per cent of the rural households saying there has been no improvement in electricity supply while 83.5 per cent experiences less than three hours of daily supply.

Policy Objective

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 living standards and catalyse economic growth and development in Gombe State”.

Meeting the electricity and power objective will entail strong collaboration with the electricity distribution company to achieve realistic annual increases in power supply and connection of urban premises (and households). The Ministry of Rural Community Development and Cooperatives needs to pursue its mandate for rural electrification aggressively by working with JEDCO to increase connected communities from its present 293 rural households. The Gombe State Government needs to pursue vigorously all alternative renewable energy sources, such as solar and wind, to reduce shortfalls in supply of electricity.

Policy Outcomes

- By 2030, projected annual demand of about 1,046,516,509.5 Kwh for domestic and



industrial consumption achieved.

- Rate of connection of premises to electricity increased annually to meet projected 463,429.815 urban households in Gombe State by 2030.
- Rural community access to electricity increased to cover about 1,500 villages in Gombe State by 2030.
- Urban and rural production centres, agro-processing areas and business locations are prioritized for electricity supply, by 2023.

Investment Opportunities

The downstream operations of the Nigerian power sector open investment opportunities, such as in electricity distribution for Gombe State. The establishment of electricity distribution offer advantages of revenue generation from distribution earnings, contribute to the target of meeting the 2030 projected power needs by bridging supply deficits, and offer ready infrastructure for distributing future State generated electricity. The established electricity distribution concern should, however, fully exploit the benefits of a Public Private Partnership to achieve a number of related objectives. These include better solution to the problem of infrastructural deficit; faster project completion by insisting on completion timeline as a measure of performance; possible greater return on investment than the traditional, all-private or all-government initiative; and innovative financing approaches. Other investment opportunities are transferred operational and project execution risks from the Government to the private participant(s), thereby increasing efficiency of Government's investment; redirection of government funds to

other priority areas; and reduction in government budgets and budget deficits.

Private sector investors to consider for electricity distribution may include:

- **AFREXIMBANK (The African Export Import Bank)**

www.afreximbank.com

The primary objective of Afreximbank's Project Preparation Facility is the provision of support for all project preparation cycle activities in the energy and transport sectors, including project definition, studies, advisory services, and project marketing and fundraising.

- **Africa50**

www.africa50.com

Africa50 is an infrastructure investment platform that contributes to Africa's growth by developing and investing in bankable projects in the energy, transport, water & sanitation, and ICT sectors, catalysing public sector capital and mobilizing private sector funding with differentiated financial returns and impact.

- **African Development Fund**

www.afdb.org/en/projects-and-operations/financial-products/african-development-fund/

The ADF was established in 1972 and is administered by the African Development Bank (AfDB). It comprises 29 contributing countries and benefits 38 countries, of which nearly half are classified as fragile or conflict-affected states. The ADF has invested US\$ 45bn since it became operational in 1974 in sectors such as energy, transport, water & sanitation, and ICT.

- **EU-Africa Infrastructure Trust Fund**

www.eu-africa-infrastructure-tf.net/

Created in 2007, the aim of the EU-Africa Infrastructure Trust Fund (EU-AITF) is designed to promote increased investment in infrastructure projects in the energy, transport, water & sanitation, ICT sectors in Sub-Saharan Africa. It focuses on projects with a regional impact or national projects that support the Sustainable Energy for All (SE4ALL) objectives. The EU-AITF combines long-term investments from development finance institutions (loans, risk capital, etc.) with grant monies to gain financial and qualitative leverage as well as project sustainability. EU-AITF donor contributions come from the European Commission and from thirteen European Union member states.

- **Public Private Infrastructure Advisory Facility (PPIAF)**

www.ppiaf.org

Established in 1999 as a joint initiative of the governments of Japan and the United Kingdom, the Public Private Infrastructure Advisory Facility (PPIAF) is a multi-donor technical assistance facility that is financed by 11 multilateral and bilateral donors. Working closely with and housed inside the World Bank Group, PPIAF is a catalyst for increasing private sector participation in emerging markets, enabling the public sector to attract private sector participation and investment in infrastructure in the energy, transport, water & sanitation, and ICT sectors. PPIAF's mission is to help eliminate poverty and increase shared prosperity in developing countries by facilitating private sector involvement in infrastructure.

- **U.S. Trade and Development Agency**

www.ustda.gov

The U.S. Trade Development Agency (USTDA) is the U.S. government's project preparation agency. USTDA works globally to link U.S. businesses to export opportunities by funding project preparation and partnership building to support sustainable infrastructure in the energy, transport and ICT sectors and foster economic growth in partner countries.⁵⁵

Development Partners with possible grants for improving access to electricity may include:

- Rural Electrification Agency of Nigeria
- The World Bank
- The EU Commission

Key Programmes

- The Ministry of Energy and Mineral Development should collaborate with the Jos Electricity Distribution Company to achieve outcomes that would accelerate connection of urban and rural households to electricity and increase electricity supply to Gombe State and thus close the supply gaps.
- The Ministry of Energy and Minerals Development and the Ministry of Science Technology and Innovation should also collaborate to develop alternative sources of additional electricity requirement to meet the 2030 goal.
- The government and other stakeholders should work hard at developing alternative sources of additional electricity, such as establishing wind and solar energy farms.

Programmes Implementation

- Strong political will to work with the most qualified private sector partner and make, approve and enforce new laws and guidelines that may be required to regulate the environment is critical to the implementation of the programme to generate additional electricity.
- It is important to achieve objective through a PPP arrangement.
- A feasibility study is required to ascertain economic, technical, and legal viability of the programme and determine the most appropriate PPP arrangement that should set the tone for engaging with private investors.
- A clear and stable regulatory framework backed by law is necessary to define contractual responsibilities and mechanisms for the PPP arrangement and attract investors.
- It is necessary to establish a company to generate additional electricity for Gombe State from wind and solar energy sources.
- The government also needs to establish an

electricity distribution concern to distribute State-generated electricity in partnership with JEDCO.

Employment Opportunities

The downstream operation of electricity distribution has created a large number of jobs since the dissolution of the Power Holding Company of Nigeria in 2013. A PPP investment in electricity distribution by Gombe State will create jobs that, with proper positioning, will benefit applicants from Gombe State and create new businesses associated the sale of electricity.

Legal Environment

The Ministry of Energy and Mineral Development and the Ministry of Rural Community Development and Cooperatives have a mandate for urban and rural electricity programmes, respectively. Additional laws will be required to strengthen investment and programme implementation decisions of both Ministries. The laws will take into consideration the investment arrangement and the regulations governing the management of the proposed electricity distribution concern.

Technological Requirement/ Challenges

At the moment, electricity distribution technology involves low-voltage transmission systems, including step-down transformers, a huge system

of cables and poles, metres, etc. Generated electricity transmitted moved along high-voltage transmission systems reach local distribution substations where the voltage is stepped-down (reduced) by high-voltage transformers. From these high-voltage transformers, at the point at which electricity distribution commences, low voltage electricity is evacuated by distribution power lines to States. The voltage is further stepped down by low-voltage transformers to between 120 and 240 volts before electricity enters houses and business, by transformers near homes and businesses. Once the electricity reaches its final destination, it runs through a meter for billing purposes. There are, however, a number of challenges to the present electricity distribution operations, these include:

- Grid energy insufficiency and instability
- Network infrastructure challenges (overloaded transformers and feeders, obsolete equipment, limited network, lack of automation, etc.)
- Tariff challenges and revenue shortfalls (non-cost reflective tariffs, low collection efficiency, etc.)
- Metering challenges (huge metering gap, estimated billing, poor meter maintenance, etc.)
- Operational challenges (long feeders, quality of workforce, large operational areas, etc.)
- Energy theft
- Funding challenges (absence of long term “patient” capital (equity/debt) to fund capex



investment, high cost of borrowing, poor credit history of Discos, etc.).⁵⁶

Renewable Energy

Since 2018, Gombe State has signed an agreement with Rencore Energy Limited of the UK and Esam Energy Solution of Nigeria to establish a wind energy farm capable of generating up to 360 Megawatts of electricity. Besides the identification of possible site for the wind energy farm and the setting up of a committee, the renewable energy (RE) programme of the State has not received much attention. And, whereas a Nigerian Renewable Energy and Energy Efficiency Policy (NREEEP) exists to cater for the whole country, Gombe State is yet to take the crucial action of developing its own policy on renewable energy, a step that would enhance its ability not only to attract support from the federal government but also boost private sector confidence in the programme. A renewable energy policy document for Gombe State will not only set the course for renewable energy, it will cause a chain reaction. For example, it will guarantee the ready supply of power and thus aid industrialization, help urban and rural planning for industrial location, meet the shortfall of power deficit in the State, and contribute to reducing the negative externalities of electricity generator emissions on the environment.

Renewable Energy Policy Objectives

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

The following adapted objectives will further ensure concord with the ENREEEP and confer merits, thus, attracting possible support from the federal government and boost private sector confidence. This will:

- Guarantee diversified and dependable renewable energy source of power for industrial activities, the health and education sector and

rural energy needs in Gombe State by 2030.

- Lead States to develop renewable energy resources of wind and sunlight and apply energy efficiency to contribute to national energy security initiatives.
- Increase contribution to State IGR through commercialized production and distribution of wind and solar energy-based power.
- Promote increased private sector investments and leadership in the development of Gombe State Renewable Energy sector.
- Motivate technological development in the renewable energy sector of Gombe State and spur local manufacturing of renewable energy and energy efficiency components.
- Stimulate development of a comprehensive and integrated energy plan for Gombe State economic development.
- Stimulate national and international cooperation with Gombe State on the development of wind and solar energy resources for power generation.
- Promote renewable energy and energy efficiency research.
- Ensure coherent harmonization of Gombe State Renewable Energy policy, programme and plan with the NREEEP and national programmes and plans.
- Provide stimulus for growth in the renewable energy sector in Gombe State and employment.
- Elicit development of regulatory guidelines for private sector participation in Gombe State renewable energy power supply.
- Foster stable and predictable investment climate in Gombe State Renewable Energy sector and energy efficiency market.
- Help reduce air pollution by electricity generators and the attendant health risks caused by widespread predisposition to exhaust fumes in the State.

Policy Thrust

According to Gombe State Bureau of Statistics estimate, the population of Gombe State is expected increase by up to 28 per cent from 3,701,710 to 5,097,728 by 2030, and its aggregate energy demand is likely to triple. The inability of the State to meet its current demand for electricity

through the national grid indicates a need to begin to make urgent plans to explore renewable energy sources of wind and sunlight to guarantee stable and dependable power to support its multi-sectoral plan for development, as indicated in the Gombe State Development Plan 2021-2030. Gombe State experiences wind speeds at 10m height ranging from 4.0 – 5.12 m/s, with study showing actual exploitable wind energy reserve at 10m height, varying from 8.0 MWh/yr. to 51.0 MWh/yr. the State also experiences an annual average daily solar irradiation of up to about 7.0 kWh/m² per day.⁵⁷

A policy on renewable energy should be built on intents that should include harnessing the abundantly available renewable energy potential in Gombe State for commercial electricity generation and sale through Public Private Partnerships in such a way as to provide additional source of IGR for the State. In distributing power from the RE sources, priority should be given to micro-enterprises, agriculture and agro-processing businesses, etc. to stimulate economic growth in the informal sector of the economy which employs the largest segment of the population. The policy should also be built on the objective of developing local capability in wind and solar energy technology to create job opportunities and promote enterprise. It should also focus on wind and solar sources of RE where Gombe State has comparative advantage for power generation with solar energy having by far the most suitable technology currently in the market today for decentralized and distributed energy generation. Moreover, the policy should promote demand and sale of electricity generated from RE resources at decentralized locations and align Gombe State RE strategies with the NREEP objectives and short-, medium- and long-term strategies for wind and solar energy. In particular, it should be aligned with the national energy security ambitions of 1,343MW and 6,831MW of solar power and 631MW and 3,211mw of wind energy by 2020 and 2030, with the sole objective of leveraging on associated federal government incentive and benefits.

Policy Outcomes

- Stable, consistent and predictable environment in Gombe State for the Renewable Energy sector and energy efficiency market to stimulate Public Private Partnership and national and international cooperation.
- Regulated renewable energy sector environment
- Awareness and knowledge about potentials for renewable energy development and prospects for application in agriculture, industrial and micro-enterprise use, and domestic consumption in Gombe State to deepen the responsiveness generated from investors and development partners by 2022.
- By 2021, Gombe State RE development and integration guided by comprehensive and collaboratively developed plan.
- Pool of local skill, enterprise and expertise built for development and application of wind and solar energy in Gombe State from 2022 - 2030.
- Gombe State electricity demand-supply deficit reduced by alternative renewable energy sources from 2023 - 2030.

Investment Opportunities

Public Private Partnership has proven to be an efficient resource mobilization vehicle for infrastructure development at national and sub-national levels. The PPP enables government to attract private sector investment in public infrastructure, thereby gaining the release of funds for other public needs and utilize efficiency and expertise of the private sector to serve the public. The PPP option for Gombe State also helps it to acquire and exploit economic benefits from the RE technology. Notable potential private sector investors in this regard may include:

- Siemens
- Vestas
- GE Energy
- NextEra Energy, Inc.
- Orsted (FKA DONG Energy)
- Suzlon
- Berkshire Hathaway Energy (BHE)

- Avangrid Renewables
- EDF Energy
- SEAS-NVE

Funding for renewable energy from donors is significant, covering the establishment of mini renewable energy facilities, training, technical expertise, study visit to successful programme sites etc. Prospects for partnerships with international organizations, foundations, corporations and civil society organizations and governments on renewable energy include with:

- Green Climate Fund
- Nordic Climate Facility
- United Nations Framework Convention on Climate Change
- United Nations Industrial Development Organization
- Finland — Energy and Environment Partnership
- Germany — German Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety
- Africa Enterprise Challenge Fund
- Ashden Awards for Sustainable Energy
- Ashden Trust
- AXA Research Fund
- Belmont Forum
- Charles Stewart Mott Foundation
- EKO Energy
- Energy Foundation
- ENGIE Corporate Foundation
- KR Foundation
- Renewable Energy and Energy Efficiency Partnership
- Stiftung Mercator
- System for Analysis, Research, and Training
- William and Flora Hewlett Foundation
- Wuppertal Institute
- Zayed Sustainability Prize

Key Programmes

The development of Gombe State renewable energy sector is aimed at diversifying the sources of electricity and grant sustainable universal access for all domestic and industrial uses. In particular, it is meant to support a broad range of programmes including:

- Developing and operationalizing the Gombe

State Renewable Energy and Energy Efficiency Policy

- Developing and operationalizing the Gombe State Ministry of Energy and Mineral Resources Regulatory Guidelines for Renewable Energy Generation and Supply
- Commissioning a study on the potentials of wind and solar energy development in Gombe State and the prospects for their application in households, agriculture, industrial concerns, and micro-enterprises.
- Robustly publicizing the report on the potentials of wind and solar energy development in Gombe State and the prospects for their application in homesteads, agriculture; industrial sector, and micro-enterprises among potential national and international investors and development partners.
- Disseminating the plan, development and integration of renewable energy to and other stakeholders in Gombe State.
- Stimulating responsiveness of potential investors and development partners to RE potentials through meetings and marketing of opportunities in Gombe State.
- Planning and trainings to build a pool of indigenous skills in small and medium domestic and industrial energy efficient applications.
- Implementing programmes to motivate the establishment, incubation and growth of indigenous small, medium and micro enterprises (MSMEs) in local production of small to medium energy-efficient appliances for agro-processing, domestic lighting, street lighting, etc.
- Providing scholarships to train indigenous engineers on wind and solar energy development and application.
- State production of electricity from wind and solar energy sources to bridge the electricity demand-supply gap through PPPs.

Programmes Implementation

Critical to the additional electricity generation from wind and solar sources is the PPP arrangement to bring it about. A feasibility study to ascertain the economic, technical, legal and most appropriate PPP arrangement to adopt should set the tone for

engaging with private investors. Also, a clear and stable regulatory framework is necessary to define contractual responsibilities and mechanisms, such as how investors in the electricity distribution concern are going to receive remuneration, mitigation of commercial losses, setting cost-reflective tariffs, enforcement of rights to disconnect non-paying customers, provision of subsidies for the poor, and measurement of improvements in the quality and quantity of service. Strong political will to partner with the most qualified private sector partner and make, approve and enforce new laws and guidelines that may be required to regulate the environment is also important.

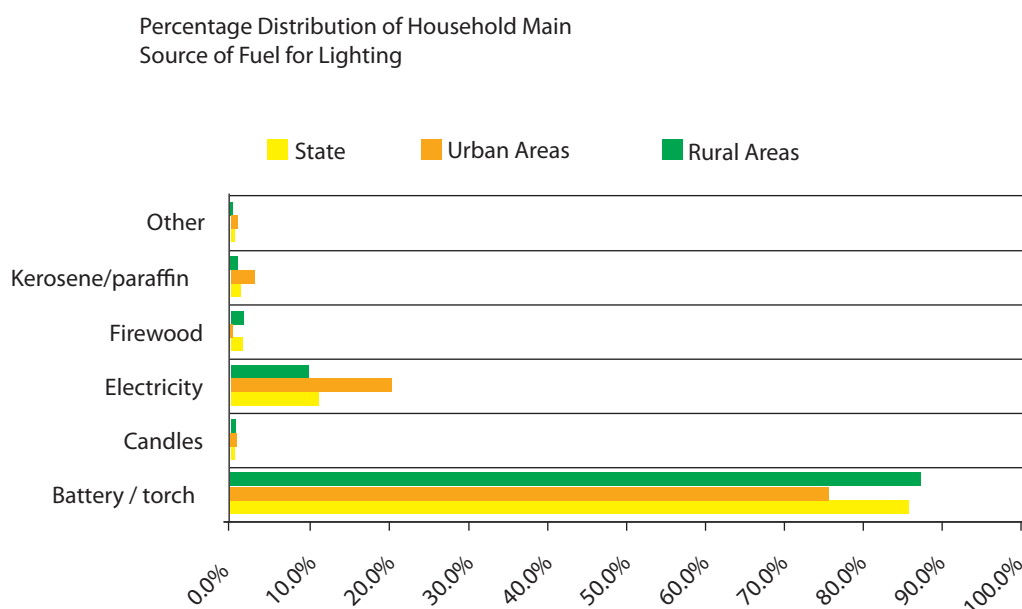
Expertise would be required to develop an RE and energy efficiency policy; provide regulatory guidelines for RE generation and supply; examine the potentials of wind and solar energy development in Gombe State and the prospects of their application in agriculture; industry; micro-enterprises; households and the development of a robust plan for RE development and integration in Gombe State. An effective plan of engagements will also need to be put together and implemented

to use the State’s RE sector policy, regulatory guidelines, report of the study and plan to attract investor interest. The report of the study will also provide a basis for the pool of skills and expertise to build MSMEs to incubate and grow for indigenous participation in the RE sector.

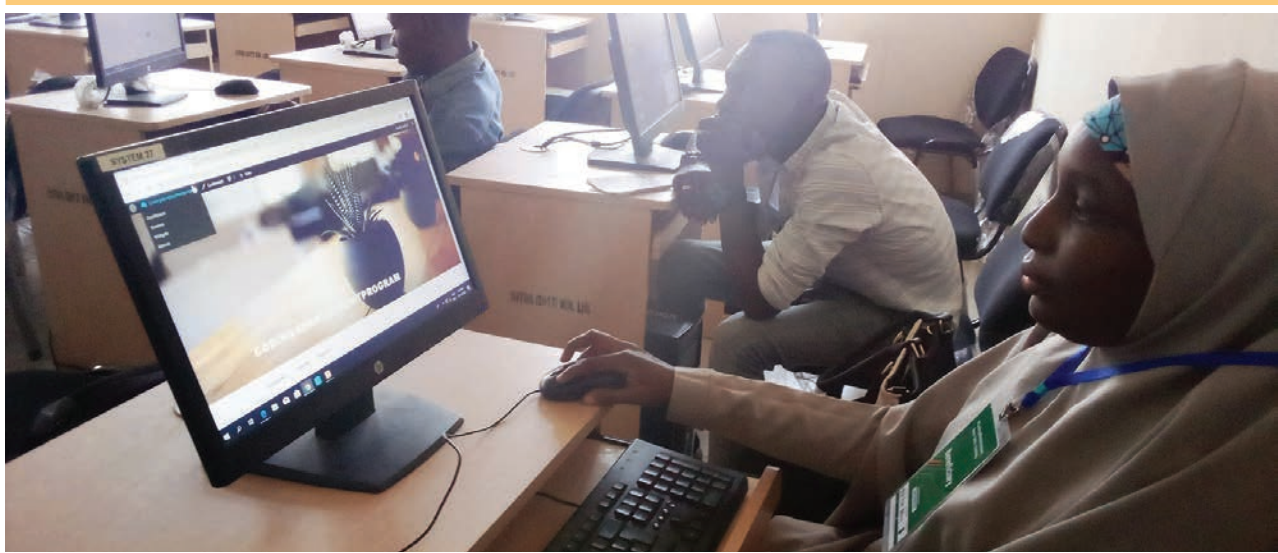
Employment Opportunities

Globally, MSMEs play a vital role in the overall production networks, with the informal MSMEs contributing up to 50 per cent of total employment of emerging economies, increasing with the inclusion of informal MSMEs. With a conscious effort at developing indigenous skills in small to medium domestic and industrial energy-efficient applications as well as the incubation and growing of MSMEs, considerable employment will be created in the sector. A recent household survey (June 2020) conducted by the Gombe State Bureau of Statistics (GSBS) points to an opportunity for MSMEs to produce renewable energy lighting appliances (see Figure 10.1). The chart shows that 75.4 per cent and 87.2 per cent of urban and rural population of Gombe State depend on the torch (flashlight) for lighting needs in the absence of electricity.

Figure 10.1: Percentage Distribution of Household Main Source of Fuel for Lighting



SOURCE: Gombe State Bureau of Statistics



Legal Environment

The mandate of the Ministry of Energy and Mineral Resources may require a review to further equip it to represent the State Government's interest in any PPP arrangement for alternative sourcing of electricity through RE sources. There will be need for laws to promote and guide the PPP arrangement in this regard and strengthen the regulatory guidelines by the Ministry of Energy and Mineral Resources for the development and integration of additional electricity from RE sources.

Technological Requirement/Challenges

Public Private Partnerships confer responsibilities on the public sector to leverage on the huge technology resources available in the private sector. PPP arrangements and contracting of experts should be structured to also achieve knowledge and technology transfer for the benefit of the State. It is pertinent, however, to meet the challenges of financial resources and enabling of space for indigenous participation in the sector.

ICT

Economic growth is considered the most powerful engine for generating long-term increases in standards of living. Technology is seen as a key factor with a strong impact on economic growth both in the short and long term.⁵⁸ Within this

perspective, ICT is seen as an important factor that plays a part in economic development by providing a thriving industry that increases employment. It also improves efficiency and the quality of government administrative services and management of utility and transport services. However, given the relatively low development of ICT, less than 10,000 people are employed in various capacities by the ICT industry in Gombe State. Also, total IGR by the industry from 2015 to 2019 stood at N2,730,500, and deployment and integration of ICT for government services remained poor. An example of this can be seen in government administrative responsibilities conducted through personal emails. For now, the report on Gombe State ICT Policy and Strategy Development Project, commissioned in March 2019 by State Government with technical support from the National Information Technology Development Agency (NITDA) guides the State's ICT sector planning.

Gombe State needs to take the next step by developing a substantive ICT for Accelerated Development Policy document from the report on Gombe State ICT Policy and Strategy Development Project. The Policy's overarching goal should be to actualize the State's ICT vision of "Utilizing modern ICT strategies and regulation to achieve accelerated growth and development across key sectors of the State's economy as well as to promote a strong

private sector involvement in the provision of ICT-enabled essential services required to support the deployment of government infrastructure and generation of alternatives on investment and revenue”. Implementation of the policy should lead to an enabling ICT sector environment that attracts investments into the sector; a rapid growth in the ICT industry, through support for local ICT businesses and IT Enabled Services (ITES), thus creating employment and making significant contributions to the State’s IGR. It should also promote cross-MDA application of ICT to enhance efficiency in the delivery of public services, such as education, health, judicial etc.; and build ICT skills for the sector’s growth and development.

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 of social services to improve living standards and contribute to economic growth and development”.

The report on Gombe State ICT Policy and Strategy Development Project provides direction on the attainment of Gombe State’s economic growth and development aspirations by 2023, through contributions of the ICT sector in proposing the objectives of the ICT for Accelerated Development Policy whose overall goal is “to engineer an ICT-led socio-economic development process with the potential to transform Gombe State into a middle income, information-rich, knowledge-based and technology-driven economy and society”. The objectives of the proposed Policy are to:

- Create an enabling environment to facilitate the deployment, utilization and exploitation of ICTs within the economy and society.
- Support the development of a viable knowledge-based ICT industry to facilitate the production, manufacturing, development, delivering and distribution of ICT products and services.
- Support the development of a competitive high value-added services sector.
- Develop human resource capacity and R&D capabilities to meet the changing needs and demands of the economy.
- Facilitate a widespread deployment and exploitation of ICTs within the society to support delivery of health and social services.
- Facilitate the deployment, rehabilitation and the continuous modernization of the State’s ICT.
- Guide the development and implementation of electronic government and governance, as well as electronic commerce and business strategies and action plans.
- Accelerate the development of women and eliminate gender inequalities in education, employment, decision making through the deployment and exploitation of ICTs by building capacities and providing opportunities for girls and women.
- Facilitate the development and implementation of the legal, institutional and regulatory framework and structures required for supporting the deployment, utilization and the development of ICTs.
- Facilitate the development and promotion of the required standards, good practices and guidelines to support the deployment and exploitation of ICTs within the society and economy.
- Ensure that Information Technology resources are readily available to promote efficient state development.
- Ensure that the State benefits maximally and contributes meaningfully by providing the global solutions to the challenges of the Information Age.
- Improve accessibility to public administration for all citizens, bringing transparency to government processes.
- Establish and develop ICT infrastructure and maximize its use across Gombe State.
- Improve judicial procedures and enhance the dispensation of justice.
- Promote tourism and Gombe State Arts & Culture.
- Improve healthcare delivery systems in the State.

- Enhance planning mechanisms and forecasting for the development of local infrastructure.
- Empower children, women and the disabled by providing special programmes for them to acquire IT skills.
- Empower the youths with IT skills to prepare them for global competitiveness.
- Create IT awareness and ensure universal access in order to promote IT diffusion in all sectors of our state life.
- Create an enabling environment and facilitate private sector (national and multinational) investment in the IT sector.
- Stimulate the private sector to become the driving force for IT creativity and enhance productivity and competitiveness.
- Encourage government-private sector joint venture collaboration.
- Bring the defence and law enforcement agencies in line with accepted best practices in the State's interest, thereby enhancing security and law enforcement.
- Strengthen state citizenry identity and unity.
- Establish appropriate institutional framework to achieve the goals stated above.

Policy Thrust

The Information and Communication Technology for Development Policy proposed for Gombe State should accelerate realization of the State's goal for socio-economic development in all areas of human endeavour. There are challenges inimical to development that must be met, these include: Gombe State's relatively youthful population and attendant constrain on resources; the State's education disadvantage in Nigeria; significant percentage of the State's population living below national poverty line; predominantly subsistence agriculture economy, low capacity of the economy to create enough jobs; inadequate technical and managerial ICT skills; weak Research and Development (R&D); and the challenge of infrastructural deficits such as power and ICT.

Policy Outcomes

- Gombe State ICT environment promotes investments to facilitate sustainable ICT infrastructure, develop ICT products and

services, increase production efficiency within the economy, create jobs, efficiency in governance and effectiveness in social services.

- Strategies and programmes for accelerated development of Information Technology sector driven by appropriate legal institutional structure.
- Information Technology Enabled Service (ITES) businesses in the State expanding the scope of services and growing at the rate of 10 per cent per annum from 2022.
- Functional ICT infrastructure present in all Gombe State Government MDAs, Gombe State House of Assembly and Judiciary by 2022.
- ICT integrated into Gombe State Government (Executive, Legislature and Judiciary) business processes.

Investment Opportunities

The World Bank Group is the largest multilateral financier and provider of policy advice in the field of ICT in developing countries. It has provided more than US\$3 billion of funding in over 80 countries through its three financing arms; the International Bank for Reconstruction and Development (IBRD or World Bank), International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). Other financier partners include:

- African Development Bank:
- The Japan Fund for Information and Communication Technology (JFICT). Supports initiatives that create enabling environment, build human resources, and develop ICT applications and information content.
- National Information Technology Development Agency (NITDA). Facilitates funding from donors such as DFID for the National Adopted Village for Smart Agriculture programme.
- The ICT Development Fund (ICT-DF). Contributes to sustainable development through the co-financing of ICT national, regional and global development projects along with partners from ITU, the public and private sector, multilateral organizations, financial institutions and development agencies.
- InfoDev. Supporting global knowledge on the use of Information and Communication Technologies for Development (ICT4D).

Key Programmes

Key programmes to be implemented to meet expected outcomes of the ICT sector are:

- The development of Gombe State Policy on ICT
- The establishment and funding of Gombe State Information Technology Development Agency (GITDA) and the articulation of plan action to achieve to meet the development outcomes of the ICT sector.
- Assessment of ITES businesses in Gombe State and development and implementation of strategy to grow existing ITES or Start-ups to diversify services into areas such as Customer support/help desk facilities; data entry and conversion; accounting and human resources services; transcription/translation services; content development and design; data search; telemarketing; GIS mapping; data warehousing; and application development.
- Planning and incremental repurposing, rehabilitation or provision new ICT infrastructure in all Gombe State Government MDAs, Gombe State House of Assembly and Judiciary.
- Planning, assessment and implementation of programme for responding to skills and training needs for efficient integration of ICT Gombe State Government (Executive, Legislature and Judiciary) business processes.
- Planning and phased integration of ICT into Gombe State Government (Executive, Legislature and Judiciary) business processes.

Programmes Implementation

The implementation of outlined key programmes should be planned for and implemented by the proposed Gombe State Information Technology Development Agency. Given institutional structure and legal framework granted to Agencies, Gombe State Information Technology Development Agency will attract and maintain the specification and

calibre of expertise required to plan for and achieve the ICT infrastructure objective and meet the expected outcome.

Employment Opportunities

In Nigeria, SMEs contribute 48 per cent of national GDP, account for 96 per cent of businesses and 84 per cent of employment.⁵³ Incubating and growing 90 ITES has potential to generate a large number of jobs, and this will increase with inclusion of ITES not formally reckoned with.

Legal Environment

Pre-requisite laws establishing Gombe State Information Technology Development Agency under the Ministry of Science, Technology and Innovation will require to be passed. In addition, Gombe State will need laws to regulate State-level ICT environment, including laws to protect government data/information.

Technological Requirement/ Challenges

Current levels of ICT development in Nigeria are such that the technological requirements for the ICT programmes proposed are readily available and have been used for a variety of ICT projects. These include e-Governance – that is, the software, hardware, firmware, networks, official websites, broadband, etc. There are challenges, however, that must be tackled to successfully implement the proposed ICT programmes. One is that budgetary requirements will be affected by unstable State earnings. Also, the proposed Agency's capacity may be affected by inability to have the required calibre of skills in place. Finally, the MDA staff to be deployed for the e-Governance project must be screened and be found fit both for the training and consequent deployment.



Social Development & Welfare Strategy Information

11

The overarching goal of the Gombe State Development Plan 2021 - 2030 is to strengthen the State's participation in the national and global economy. However, with a literacy rate of 37.5 per cent among women and 47.5 per cent among men, and primary school enrolment at 22.8 per cent, the State has to devise good strategies to empower its population and improve productivity and support its development. These objectives are further challenged by high unemployment rate, increasing social vices, relegation of women and children and weak security and judicial systems.

Aim/Objective

To promote the development of an educated, productive, skilled, enterprising, healthy, and secured citizens.

Strategic Direction

Investing in human capital development by providing targeted knowledge, skills, and proper orientation to participate and promote socio-economic growth of the State, while providing secure, conducive, and equitable opportunities for all citizens.

Scope

The Social Development and Welfare Pillar covers education, science and technology, health, entrepreneurial development, women and children, youths and sports, social protection and safety nets, law, order, and justice.

- Education. Both informal and formal education systems are analysed with a view to identifying their relevance and value in contributing to

the development of the State.

- Science and Technology. Advancement in Science and Technology has offered many opportunities to accelerate the filling of gaps in human capital development directly or indirectly. High impact development driven science and technology tools must be identified and introduced through strategic entry points.
- Health. Maintaining a healthy society requires deliberate actions by all to equitably promote well-being, prevent diseases and catastrophes, and manage ailments appropriately. It is important that the coordinated actions focus on populations' health outcomes, satisfaction and risk protection as conceptualized under the banner of universal health coverage.
- Entrepreneurial development. The micro, small and medium enterprises (MSME) are growing exponentially. However, they are largely informal-sector-driven without proper support from feasibility studies and economic model designs. This results in many inefficient and barely surviving small businesses scattered all over the State.
- Women and children. The exclusion of women and children from decision making and concrete development pathway, despite constituting about 70 per cent of the population, needs to be addressed. One major challenge to overcome in this regard is the cultural barrier that relegates women and children to passive societal roles.
- Youths and sports. The main objective of this is to develop policies and programmes that will foster unity among youths through sports and develop their knowledge and skills to be engaged in economic activities and nation building. The youths constitute half of the

total population.

- Social protection and safety nets. The focus of the safety nets is to reduce poverty to the barest minimum using deliberate targeted interventions that will identify and support the poor and vulnerable.
- Security and safety. Rising youth unemployment, drug addiction, firearms proliferation, and political thuggery are some of the major challenges to security and safety in Gombe State. These are caused by inadequate funding of youth empowerment and their non-engagement in other productive social and economic activities, leaving them vulnerable for recruitment into the net of social vices. Strengthening empowerment programmes and establishing community-based security system with the support of the nation's security outfits can help to address the situation.
- Law and order. Rapid population growth and urbanization are fast diluting the assumptions upon which most existing norms and laws were built. With the fast-changing situation, more new threats to law and order are discovered requiring frequent amendments of the existing laws and security infrastructure. This calls for the need to establish and maintain credible institutions that can promote law and order in Gombe State.
- Justice. Access to social and criminal justice varies across geographic, social and economic strata of Gombe population. The instruments of justice are grossly inadequate both in quantity and quality, leading to large backlogs of unresolved cases.

Health

Policy Objectives

To ensure a healthy and productive population of Gombe State.

Policy Targets

The policy targets are aligned with the National Health Policy (NHP) 2016 and the National Strategic Health Development Plan (NSHDP) II. They are set out in five broad axes, namely, to:

- Promote an enabling environment for

attainment of sector goals

- Equitably increase coverage with packages of quality essential health care services
- Strengthen health system for delivery of packages of essential health care services
- Improve protection for health emergencies and risks
- Enhance healthcare financial risk protection

Expected Policy Outcomes

The entire policy formulation is expected to provide equitable, high quality, accessible and affordable healthcare system that will improve the health indices of Gombe State remarkably, while making the people happy with the health system and feel protected socially and financially whenever they access healthcare services.

Private investment. The policy targets will create an enabling environment for private sector investment at different levels. Universal access to basic healthcare package and a robust referral system backed by strong healthcare financing plan will encourage the establishment and management of more private health facilities, including diagnostic centres that can compete favourably with the public health facilities. In addition, the local non-governmental organizations (NGOs), community based organizations (CBOs) and civil society organizations (CSOs) will be gainfully engaged to support the initiative.

Development partners. This structured 10-year development plan has provided clarity in the health policy direction, its scope, and gaps to be filled. The involvement of development partners and other stakeholders will be much easier with precision of focus on areas of mutual interests.

Key Programmes

The following are the priorities for strengthening the health system:

- **Leadership and governance.** This highlight regulatory and legal framework and processes, coordination with the objective to reduce geographic and socio-economic barriers to access.
- **Health personnel.** Major focus is to ensure



availability and equitable distribution of productive, highly motivated, customer-centred health workers, with the right skills and in the right mix.

- **Sustainable health financing.** Emphasis here will be on increasing resource mobilization and public sector funding in line with the 15 per cent Abuja Declaration, improving equity and efficiency in resource allocation and utilization; improving PFM; and increasing financial risk protection to reduce out-of-pocket-expenditure and rapid expansion of social health insurance coverage.
- **National Health Management Information System.** The emphasis of NHMIS will be on ensuring that the National Health Information System promotes evidence-based decision making.
- **Essential medicines, vaccines, equipment supplies and logistics.** The focus will be on increasing access to safe, affordable and quality medicines, vaccines, and equipment supplies through the building and maintaining of an integrated supply chain system.
- **Partnerships for health.** The emphasis will be on building and strengthening collaborative mechanisms for involving all partners in the development and sustenance of the health sector.
- **Community Participation and Ownership.**

The focus will be on deepening community participation and ownership.

- **Research and Development.** Operational research to ensure that quality, efficiency and access are all maintained throughout the period of the development plan implementation is vital.

Programmes Implementation

- **Medium terms sectoral strategies.** The State Ministry of Health has developed the State Strategic Health Development Plan 2017-2022, which will be revised to reflect the current realities.
- **Medium Term Expenditure Framework.** The expansion of the fiscal space with the inclusion of the community contribution through social health insurance will be adjusted in the Medium-Term Expenditure Framework for Health.
- **Aligned work plans.** The Ministry and all health parastatals will align their work plans to reflect the changes with appropriate benchmarking showing the trajectories.

Employment Opportunities

The social aspect of the health sector has huge potentials for absorbing a wide range of skilled and unskilled labour. However, it is necessary to strike

a balance between quality social service provision and over-consumption of essential revenue. These opportunities include support structures at community, local government and state government levels; technical and non-technical facility-based staff with the expansion of service packages and service provision points. The adoption of the proposed GoHealth Model can expand the fiscal

space for health to accommodate most of the financial burden.

Legal Environment

Gombe State has many laws enacted to promote and regulate health. Most of these laws are passed to address specific issues, especially those backing the establishment of the health parastatals. There

Figure 11.1: The Distribution of Primary Schools by LGA in Gombe State, 2018-2019

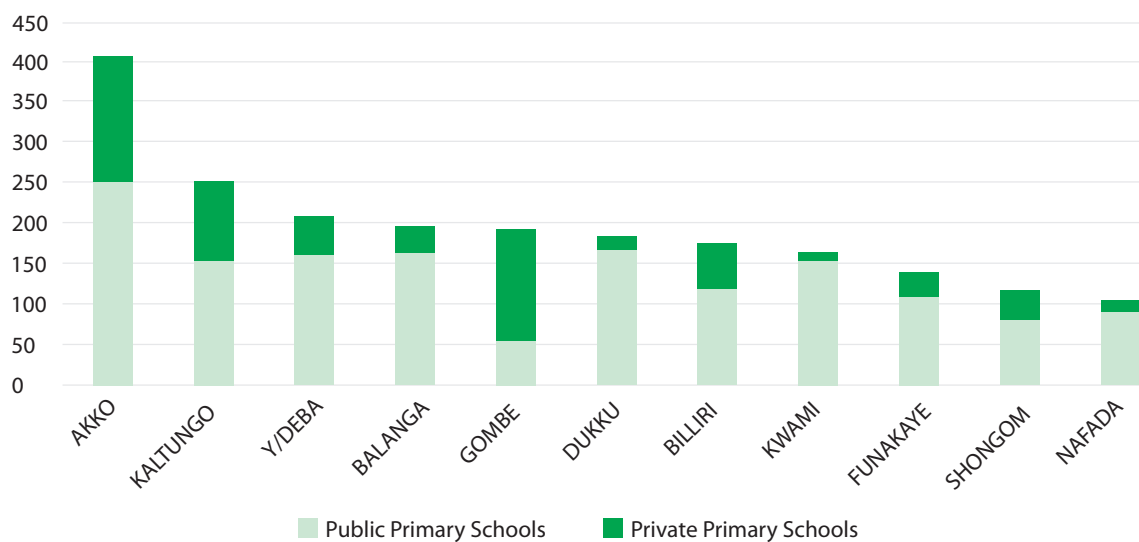


Figure 11.2: The Distribution of Junior Secondary Schools by LGA in Gombe State, 2018-2019

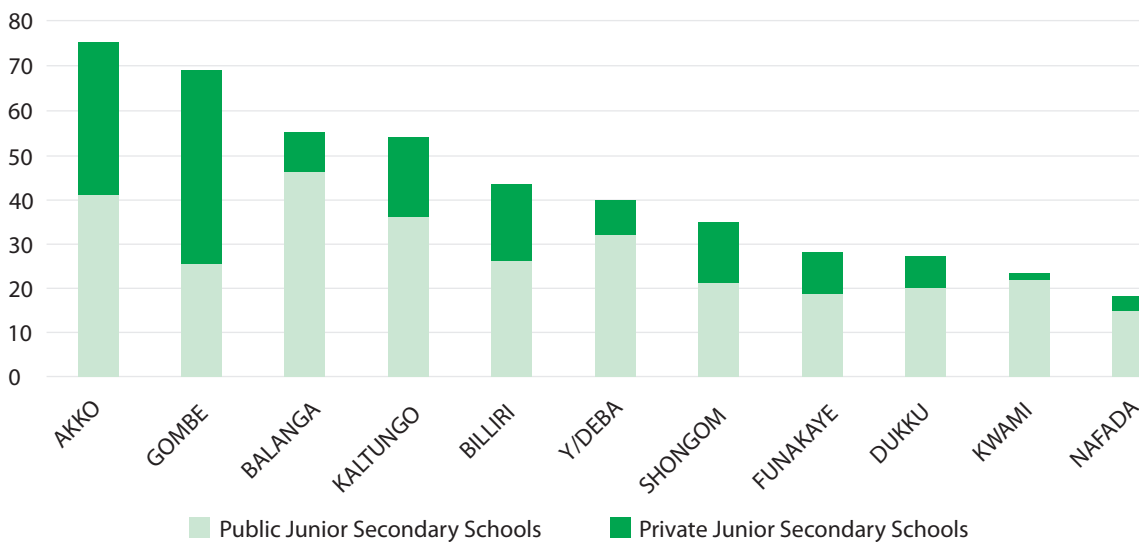
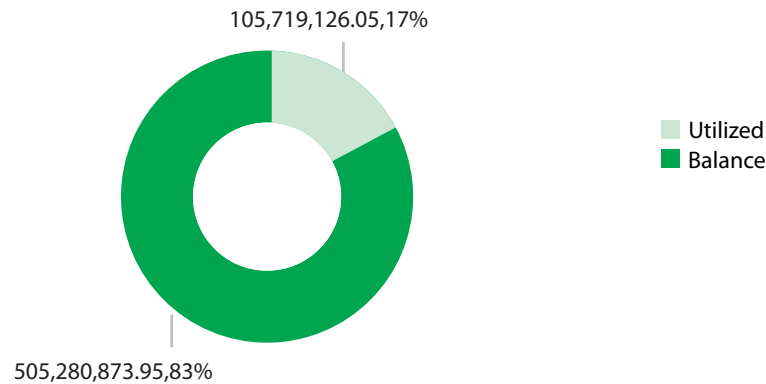


Figure 11.3: Better Education Service Delivery for All fund disbursement

BESDA Fund Utilization Dec 2018-Feb 2020



is a need to revisit these laws to ascertain their relevance and effectiveness currently.

Technological Requirements/Challenges

The attainment of universal health coverage (UHC) for a fast growing heterogeneous population within the current hierarchical health system is a huge challenge. Nevertheless, the employment of appropriate technologies can assist the managers at different levels to share information, analyse and communicate easier within the system. Gombe State can standardize its health system by establishing standard service protocols and developing algorithms that can be transformed into electronic versions and deployed at the service outlets. Monitoring dashboards can be designed for use at each managerial level, which will be linked to the data generated from using the service protocols and their supervisory reports, mainly addressing quantity and quality of service outputs. Other parameters like clients/community satisfaction surveys should be integrated onto the dashboards to complete the UHC requirements.

Education, Science and Technology

Policy Objectives

To eradicate illiteracy and build a strong, enlightened and knowledgeable population equipped with useful

skills and generally prepared to drive the economy of Gombe State to make it self-reliant.

Policy Targets

The adjustments in the current education policy will be more focused on supporting the economic drive of the State in all the sectors. These include:

- Creating an enabling environment for bridging knowledge and skills gaps through community- and institutional-based learning at all levels.
- Creating a momentum that will close the knowledge and skills gaps in the system through targeted executive in-service trainings.
- Building a critical mass of skilled labour to oversee the production potentials of the State. These will produce, manufacture, and render services especially through the coordinated expansion of MSMEs.
- Developing an efficient system that guarantees employment and entrepreneurship at the one and same time.

Expected Policy Outcomes

The education sector is expected to drive the human capital development needs of Gombe State, making it more relevant by tailoring all training efforts towards unmet and projected needs. Both the pre-service and in-service trainings will be skills-based to feed into the planned expansion of the economic activities in the coming years.

Opportunities

Private investment. Public education in Nigeria has collapsed and the private sector involvement has barely improved on a very bad situation. The educational sector badly needs total overhauling for it to play a useful role in the life and formation of the young. Universal Basic Education is a good foundation conceptually, but that foundation already needs total recasting to avoid collapse. Nationally, the educational sector needs such massive infrastructure as would be required to rebuild it all over. Therefore, both the various tiers of government and the private sector must be united in re-engineering the schools system to make it functional as it once was.

In Gombe State, the government needs to take bold steps to remedy a peculiar challenges of the sector. First, the government should consider pooling resources to subsidize education at the basic level both in the public and private schools. Performance-based financing options can also be explored since it offers stronger accountability, equity, and quality outcomes.

Privatization of the post-basic education through performance-based contracting-in with the communities and contracting-out with private providers in a unique PPP agreement can create better opportunities for quality education accessible to every child. The tertiary institutions can be supported by the private investors to expand the learning fields and provide better learning environment through direct PPP. The government should provide an enabling environment for the establishment of more schools by the private sector, including tertiary and non-formal education.

Development partners. The development partners can continue providing technical support to improve the quality of education by funding strategic elements, such as curriculum development, teacher training programmes, and ICT transformation. The World Bank has approved US\$611m for Nigeria under the Better Education Service Delivery for All (BESDA) Project. Designed to end in October

2022, the project became effective in June 2017 even though disbursement did not commence until in December 2018. The Gombe State Government thus needs to be proactive in ensuring that the State benefits maximally from the opportunity of the fund. Strategic support, such as this, should be extended to private schools, especially if performance-based financing approach is used.

Key Programmes

- Increase in UBE enrolment is the first programme to be considered given that a vast majority of the target population are already out of the school system. Therefore, adequate classrooms, teachers, more focused and relevant teaching and learning materials in both public and private schools would be needed.
- Also, governance of post-basic schools should be decentralized using the host communities and private providers. Skills imparted in them should also be based on and tailored to the needs of the State and its economy.
- It is necessary to focus on the knowledge and skills gaps of the communities and use the established feedback to meet these needs. If possible, the vocational and technical skills centres should be merged with the adult and non-formal education programme for better concentration on human capital skills development.
- Tertiary institutions will engage private investors to expand learning options available in the State and thus make the learning environment more conducive.

Programmes Implementation

The Gombe State Government will domesticate its State Education Policy through the adoption and adaptation of the National Policy on Education. The Education Medium Term Sector Strategy will be reviewed to reflect the adapted changes in the State Education Policy. Accordingly, all sectoral plans will be aligned with the new Education Policy.

Employment Opportunities

The education sector is huge and provides employment opportunities for teaching and non-teaching staff at various levels. In addition, many

job opportunities are created in and around established schools. The very existence of these schools generates chains of employment and job opportunities as people buy learning materials, food and other consumables that make the school system run smoothly. The current home-grown school feeding programme is an example of what impact education can have on the lives of the citizens with the right education policy in place.

Legal Environment

- Decree No. 17 of 25 June 1990
- The National Policy on Education (NPE 2004)
- Edict No. 3 of 1996
- Adult and Non-Formal Education Board Law of 2003
- The National NFE Policy Benchmark for integrating Basic Education into Qur'anic School System in Nigeria.

Technological Requirements/ Challenges

The rapid expansion in education, especially in scope, content, depth, and advancement of knowledge, has made teaching and learning much more difficult. To make the process easier, adoption of teaching and learning aids has become a new norm. However, with globalization and more advancement in the production of new tools, upgrading to meet up with current standards become a major challenge. The focus of the current Gombe State Education Policy is to define the basic minimum teaching and learning tools that must be available for certification of adequacy of any learning environment.

Entrepreneurial Development

Policy Objectives

To improve the human capital to support micro, small and medium enterprises in the State.

Policy Targets

To promote MSMEs to contribute up to 60 per cent of the State's Gross Domestic Product by 2030.

Expected Policy Outcomes

- Some 80 per cent the unemployed population will undergo knowledge and skills impartation.
- Unemployment rate will be reduced by 60 per cent by the year 2030.
- Gombe State will be known for the production of specific products through MSMEs.

Opportunities

Gombe State has abundant but untrained human resources. Entrepreneurial development, therefore, is one of the keys to harnessing this pool of labour onto the production line. The increasing population in the State and the huge resources that are being poured into rebuilding the North-east region has created a huge consumer market and an opportunity waiting to be tapped. Gombe State can package investment plans to attract private investors to participate in the promotion of MSMEs while supporting the building of capacity of the unemployed using the entrepreneurial development plan.

The development partners, particularly UNDP, will continue to provide technical assistance to maintain the State on the Sustainable Development Goals agenda, which the activities lined up in this Development Plan promote.

Key Programmes

- Mapping existing MSMEs and assessing the quantity and quality of their products.
- Conducting feasibility studies on prioritized products and establishing quality standard and protocols in collaboration with the regulatory bodies like Standards Organization of Nigeria (SON), National Agency for Food and Drugs Administration and Control (NAFDAC).
- Establishing human resource gaps in quantity and skills to be provided for under the entrepreneurial development programme.
- Encouraging private investors through one-stop-shop approach to establish more MSMEs in line with agreed products line.

Programmes Implementation

Gombe State Enterprise Development and Promotion Agency will take charge of the immediate-, short-, medium- and long-term plan to actualize the use of MSMEs to improve the State's GDP and increase employment opportunities. The current budget under the Agency can be used to organize the immediate deliverables of mapping the MSMEs, conducting the gaps analysis and setting up the one-stop-shop. The involvement of the private sector will be coordinated with the technical assistance provided by the development partners.

Employment Opportunities

The informal sector consists largely of artisans and menial workers. Most of them have no idea of the economic environment they are operating in, making forecasting impossible for them. Hence, one of the cornerstones of this development plan is to equip these artisans and menial workers with adequate skills, organize them into the relevant streams of SMSEs, and identify or develop viable markets for their products.

Legal Environment

- **Laws Pertaining to Creation of Entities⁵⁹**

The Companies and Allied Matters Act, commonly referred to as CAMA, is the genesis of all business entities in Nigeria. It creates the Corporate Affairs Commission, which is the regulator of almost all business entities in the country and provides for the creation of various business entities and their general operating guidelines.

Most common entities for SMEs in Nigeria are:

Business Name, which can be used by a sole proprietor or several individuals; with the promoters having no limited liability.

Limited Liability Company (Ltd), which may have at least two but not more than 50 shareholders. Shareholders, liability is limited to their separate equity contribution.

Partnership, which can be formed by a maximum of 20 people who have unlimited liability for (1) themselves as individuals; (2) for every other partner in the business; and (3) the partnership

as an entity. CAMA also provides for the *Limited Partnership*, which is simply a partnership whereby some partners are able to limit their liability. At least 1 partner must be a general partner with no limited liability in a Limited Partnership.

Other entities under CAMA that are not commonly used by SMEs include *Public Liability Company (Plc)*, and *Company Limited by Guarantee (LTD/GTE)*, *Incorporated Trustees*, *Unlimited Liability Company (UNLTD)*, etc.

- **Laws Pertaining to Taxation**

Federal Taxes. If your business entity is a company (whether, limited or unlimited, private or public), you have to pay companies income tax which is provided for under the Companies Income Tax Act. Other taxes payable to the federal government include withholding tax and capital gains tax on companies and value added tax (VAT). There are other taxes which may be payable to the federal government depending on the type of entity or industry involved. These taxes are almost always compulsory for all companies.

State Taxes. Personal income tax, withholding tax and capital gains tax on individuals are taxes payable in all states and generally applicable to all individuals. Some states may impose other taxes. For instance, Lagos State charges sales tax.

Local Government Taxes. This is one messy taxation level that unfortunately is usually abused by most local governments in Nigeria. There are a number of taxes that may be enforced at this level such as shop and kiosk rates, tenement rates, market taxes and levies and the more ridiculous ones, such as radio and television licence fees, vehicle radio licence fees, etc.

- **Laws Pertaining to Daily Operations**

The operating laws applicable to each SME would depend on the type of business carried out by the SME and/or the industry within which such SME operates. For instance, an SME involved in production or sale of foods and drugs would be regulated by NAFDAC guidelines. Similarly, an SME

involved in telecommunications would be guided by the National Communications Commission guidelines, and one that creates intangible properties would want to take cognisance of the various Intellectual Property (IP) laws.

Patents & Designs Act. The Patents & Designs Act governs patents registration in Nigeria. An invention is patentable if it is (1) new; (2) the result of an inventive activity and is capable of use in an industry; and (3) constitutes an improvement on a patented invention. Nigeria patent law is on a first-to-register basis, which makes the registrant a statutory inventor. However, if there is an objection which is proven to the satisfaction on the patent registry, an objector may be registered as the true inventor of an invention.

Trademarks Act. The Trademarks Act governs the registration of trademarks in Nigeria. To be eligible for registration, a trademark must have at least one of the following features:

- The name of the company, individual or firm represented in a special or particular manner;
- The signature of the applicant for registration, or some predecessor in his business;
- An invented word or words;
- A word or words having no direct reference to the character or quality of the goods to which the trademark applies and not being according to its ordinary signification a geographical name or surname;
- Any other distinctive mark.

Trademarks are registered in various classes, and a violator can be prosecuted. There is also the option of getting a lawyer to write a “Cease and Desist Letter” to a violator before exploring litigation. Note that Nigerian laws at this time do not provide for the registration of service-marks although there is a bill before the National Assembly to amend this, among other amendments.

Copyright Act. The Copyright Act is applicable for the protection of (1) literary works; (2) musical works; (3) artistic works; (4) cinematographic films; (5) sound recordings; and (6) broadcasts. It is

not unusual to find some people who register their business plans, codes, formulae, etc., as literary works pending the creation of the final patentable product as a protective measure while discussing with investors.

Technological Requirements/Challenges

Creating a learning environment for skills acquisition is expensive. The huge need can stimulate demand for further training and stir investors towards establishing additional and more relevant centres. The challenge is getting the private sector buy-in to this laudable vision.

Women and Children

Policy Objectives

To increase the relevance of women, children and other vulnerable groups in decision making and implementation of policies and programmes 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 the vulnerable.

Expected Policy Outcomes

- Substantial increase in proportion of women in key positions of traditional, public, and private institutions.
- Increased access to social amenities by children and vulnerable groups.

Opportunities

The female population is approximately the same as male population. However, the life expectancy of females is slightly higher than that of males, yet the female folk has lower opportunities in life than the male. The current policy reform explores the strategies of increasing female participation in governance in addition to their normal socio-economic activities. Also, children and other



vulnerable groups face a lot of challenges navigating their survival through life. Innovative approaches to dealing with their issues can only be understood when their voices are no longer suppressed.

Private Investment. The participation of women in governance has made many developed countries to progress further. The private sector can support the provision of special women development centres to enhance their capacity development. Similar centres can be supported for children with special needs and the vulnerable groups too.

Development Partners. Most higher positions across board are occupied through competition and lobby by sponsors. Women are marginalized most times at this point. The development partners can assist by helping to establish a just system that is transparent when vacancies are available at decision making levels to allow fair participation of women.

Key programmes

- Upgrading the current Women Development Centres to be more responsive to the plight of women, and focusing specifically on their

career development.

- Enforcing existing laws that support women empowerment and participation in governance at all levels.

Programmes Implementation

The Ministry of Women's Affairs and Social Development will be empowered to handle the acceleration required to break the barriers to women, children and the vulnerable group attaining their full potentials. The leadership of the Ministry will organize the review of the sector's strategic plan and all other implementation plans to ensure attainment of the desired results. With the support of its budget and private sector investment, the Ministry can upgrade the existing strategies for improving the lot of women by designing new pillars of growth for their social, cultural, economic and professional ascendancy.

Employment Opportunities

The deregulation of many restrictions on women and children has provided employment and job opportunities for many Nigerians, including women. Most appointments are now made with particular

consideration to include women.

Legal Environment

- Signing and ratification of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)
- Adoption of a National Gender Policy
- Enactment of the Child Rights Act 2003
- Enactment of the Trafficking in Persons (Prohibition) Law Enforcement and Administration Act 2003
- Establishment of Women’s Centres
- Violence against Persons (Prohibition) Act 2015

Technological Requirements/Challenges

Women and children require special additional spaces to function effectively. This is similar in a way to dealing with people with disability. Therefore, given the objective of meeting their peculiar needs, women and children require special considerations to function more reliably.

Youths and Sports

Policy Objectives

To harness the economic and social development of youths and improve growth with the Gombe State Development Agenda.

Policy Targets

Increase the inclusiveness of youths in the physical and economic development of Gombe State.

Expected Policy Outcomes

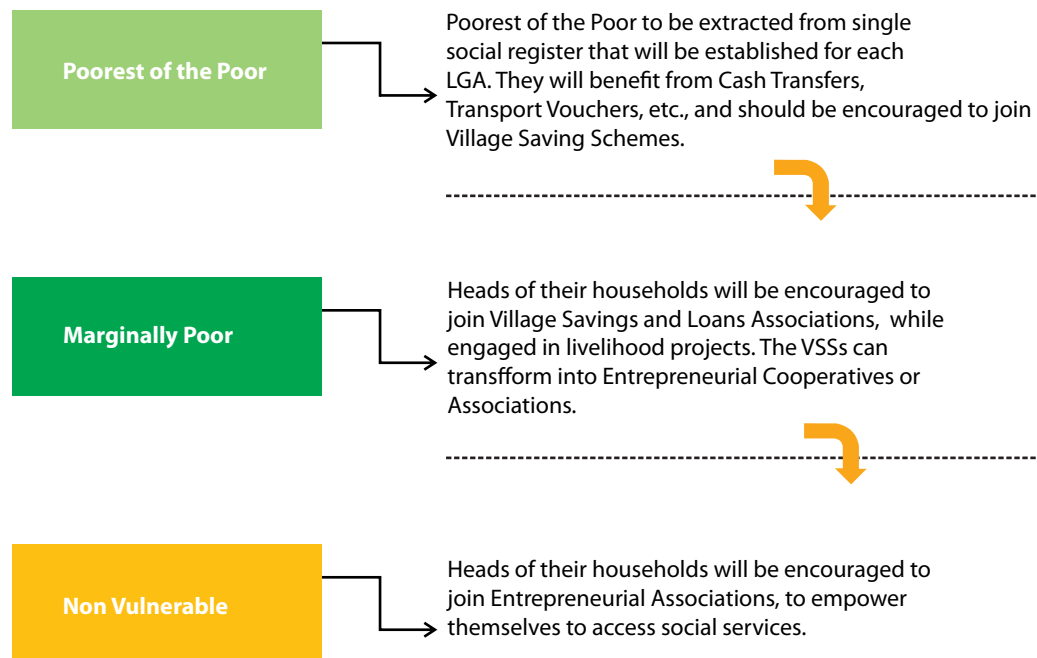
The youths will have their skills sharpened for more targeted engagement during this 10-year development plan. Those without skills will be trained either formally or through vocational and technical skills acquisition programmes.

Opportunities

There are many existing jobs awaiting young and resilient hands to work them just as there are many youths out there looking for jobs to lay their hands

Figure 11.4: Stratification of the Single Social Register

Community Based argeting Approaches:



on. Bridging this paradox requires clear recognition of the need to build the capacity of youths to fill every existing vacancy. Besides the increasing activities in government enterprises, Gombe State is currently opening more doors to entrepreneurs and business owners that want to start new businesses. This means that the demand for skilled workers will be increased tremendously within the 10-Year Development Plan implementation period. And the Plan has youth inclusiveness at the centre of its human capital development.

Key Programmes

The State Government will strengthen the establishment of social registers for every local government that has a database of its youths according to the skills they possess. The alignment of basic and post-basic education programmes with targeted skills development will commence immediately, followed by skill-based education programmes at graduate studies or vocational and technical skills acquisition. Community social structures will be strengthened and aligned to support the monitoring of the entire programme in a bottom-up fashion.

Programmes Implementation

Each community will be supported to establish their social registers, which will be collated at the ward and LGA levels. The registers will be validated by the arms of the government that are responsible for social and economic development of the State using their institutional machinery. The capacity of the training institutions (basic, post-basic, graduate, and vocational) will determine the rate of admissions for tailored skills development. The infrastructural development plan will also come into effect to address the infrastructural gaps.

Employment Opportunities

Entertainment and sports are known to not only foster bonding among youths, they also provide reliable sources of livelihood. The current demographic youth bulge is an opportunity to raise a large workforce that can invert the dependency ratio. Government will give strong support to youths developing saleable skills in this area as a means of

generating employment for them and boosting the economy of the State, even if indirectly.

Legal Environment

No specific laws exist regarding youths and sports in Nigeria. The National Youths and Sports Policy was revised in 2019 to guide the implementation of the National Youths and Sports Plan.

Technological Requirements/Challenges

Establishing state-wide databases for managing youths and sports development requires investment in ICT and innovations that can improve communication between youths and government programmes. This will enhance identification of talented youths that government and private investors can give special attention to and invest in to lift up the sporting standard of the State among other benefits.

Social Protection/Safety Nets

Policy Objectives

To 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 the situation.

Policy Targets

To ensure that no one is left behind in attaining decent livelihood that will support sustained access to the basic needs of food, clothing, shelter, healthcare and education.

Expected Policy Outcomes

Support the establishment of the single social registers that will provide information on those living below the poverty line.

Opportunities

Social protection/safety nets are gaining ground globally. Many of the Sustainable Development Goals can only be achieved if backed with social protection/safety nets interventions. Nigeria has keyed into the global initiatives of supporting the poor and vulnerable by establishing the National

Social Investment Programme with budgetary provision to support activity implementation across the country. Gombe State has also established a sister organization, the Gombe State Social Investment Agency, to coordinate and implement social protection interventions in line with the National Programme. The State has a budget line dedicated to this, too. There are many partners that are supporting social protection at national and state levels. They also support through various sectors. Identification of these streams of support will be the key focus of Gombe Social Investment Agency to maximize the effectiveness of the available resources and properly coordinate all efforts to cover as many beneficiaries as possible.

Key Programmes

The key programmes of social protection can be categorized into protective, preventive, promotive and transformative. Most of the interventions outlined under each category are implemented on a limited scale. There is need to review all the interventions with the support of the relevant stakeholders to appropriately set the milestones to cover the entire poor and vulnerable population in the coming decade.

Programmes Implementation

The need to establish social registers cannot be overemphasized. Together with mapping of the social protection interventions, the distribution of the services targeting reduction of inequity to access basic livelihood opportunities will be the focus of this development plan. Each household will be subjected to livelihood assessment of basic income and expenditure. Those households with negative balance of their income/expenditure are the vulnerable households. They will be validated by the community indigent committees that are linked to each of the ward development committees in their respective local governments. The social protection intervention support should aim at the targeted poor with the aim of linking them to entrepreneurial capacity development to achieve positive income/expenditure balance within the shortest possible time. By so doing, the fight against

poverty can be won. The USAID-supported Feed the Future's Caseworker Model for community resilience⁶⁰ is an example that can be followed in this respect.

Employment Opportunities

Reorganizing the informal sector to absorb the poor and the vulnerable through establishing livelihood programmes can provide employment opportunities for youths and women to be employed at various levels as social workers. Their activities can also create job opportunities for many support staff and ad hoc workers.

Legal Environment

Nigeria's National Social Protection Framework was approved by the Federal Executive Council in 2017 and launched in 2019. The aim of the policy framework is to ensure social justice, equity and inclusive growth. Some States have developed, or are in the process of developing, their own social protection policies. Social protection rights are not enshrined in law, but moves towards this end include the Poverty Alleviation Bill, which was tabled and debated, although its progress appears to have stalled temporarily (Thompson, 2019a; World Bank, 2018).

Technological Requirements/ Challenges

Community Based Targeting and establishment of social registers that begun by YESSO need to be improved upon. Automation of the data collection process, validation, transmission, storage and utilization by all stakeholders requires improvement in investments on human capital at community, local governments and state levels, deployment of upgraded ICT infrastructure, including an integrated State-owned server.

Security and Safety

Policy Objectives

To reduce crime rate to the barest minimum and mitigate security threats, thus guaranteeing the security of lives and property of all.⁶¹

Policy Targets

Strengthening neighbourhood watch and overhauling the security network with linkage of formal and informal security operatives to enforcement and justice. To improve investors' confidence from the security perspectives where lives and property of every business owner and other investors, customers or consumers can be guaranteed.

Expected Policy Outcomes

The security and safety policy will lead to significant reduction in the intent, planning, execution, or perpetration of criminal activities. It will also improve public awareness on, and utilization of, established security protocols by the Ministry of Internal Security and Ethical Orientation.

Opportunities

Gombe State has established the Ministry of Internal Security and Ethical Orientation solely to address the increasing crime rate in the State by designing an appropriate structure that can prevent, detect, mitigate, control, and support prosecution of offenders and perpetrators. The existing community settlements have many elements of these security outfits embedded in their daily living, from the individuals to the households and the community at large. Most public property have some form of security system in place that can also be used to strengthen the informal system. The formal security structure can be expanded to include the informal system and then strengthen through the coordinated efforts by the Ministry of Internal Security and Ethical Orientation.

Key Programmes

The Ministry of Internal Security and Ethical Orientation will support the security assessment of every community using a developed standard tool. The tool will cover all elements of the formal and informal security structures, their stakeholders, outfits, and detailed operations, including funding. The tool will also investigate the security threats' burden and distribution to provide better picture for targeted interventions and appropriate deployment of available resources. This will be followed by a

thorough stakeholder analysis with the support of security experts with the aim of redesigning the security structure within the State.

Programmes Implementation

A deliberate medium-term security and safety sector strategy plan will be developed by the Ministry of Internal Security and Ethical Orientation with the support of Gombe State Budget and Planning. The information gathered from the community security assessment will form the basis of the sector strategy. The cost of implementing the strategy will be spread over the period that will be reflected in the annual budget and the State's medium-term expenditure framework.

Employment Opportunities

The involvement of the community and private sector in enhancing security and safety will expand the employment opportunities for youths and women and also open job opportunities to a wide range of service providers along the value chain.

Legal Environment

A Professor and former Head of Defence Studies, Nigerian Defence Academy, Ozoemena Mbachu, argues that security is all about national interest and involves "the sum total of actions and measures, including legislative and operational procedures, adopted to ensure peace, stability and the general well-being of a nation and its citizens".

The Police force is the most powerful constitutional organ among law enforcement agencies in Nigeria. The overall operational control of the Nigeria Police Force is vested in the President in accordance with the 1999 Constitution and the Police Act (Rauch & Spuy, 2006). As stated in the Section 214 (1) of the 1999 Constitution of the Federal Republic of Nigeria, "there shall be a police force for Nigeria, which shall be known as the Nigeria Police Force, and subject to the provisions of this section no other police force shall be established for the Federation or any part thereof". The Police Act (2009) also states that, the Nigeria Police Force is vested with such responsibilities as: the protection of life and property; detection and prevention of crime;

apprehension of offenders; preservation of law and order; the due enforcement of law regulations with which they are directly charged; and performance of such other military duties within and without Nigeria as may be required of them by or under the authority of any other Act.

Technological Requirements/ Challenges

A network of intelligence gathering, information analysis and appropriate actions covering all communities in Gombe State by the Ministry of Internal Security and Ethical Orientation that will feed the national security system will require special investment in appropriate security tools and capacity building of managers and personnel.

Law and Order

Policy Objectives

To develop a positive attitude in Gombe State citizens toward self-respect and respect for the rule of law.

Policy Targets

To create awareness among the public for orderliness and respect of laid-down rules, regulations, and laws of the land to enable peaceful co-existence and ease of doing business among individuals, groups, communities, and organizations.

Expected Policy Outcomes

A clear understanding of the causes of lawlessness by individuals, groups or organizations will be documented by the Ministry of Internal Security and Ethical Orientation. The majority of Gombe citizens will come to value good conduct as inspired by the Ministry's orientation programme. Coordinated enforcement of this policy and inculcation of the right values will begin to bear fruits over time through the unceasing work of the Ministry with the support of the relevant stakeholders.

Opportunities

The creation of the Ministry of Internal Security and Ethical Orientation in September 2019 has

provided the opportunity for backstopping to review all matters relating to peaceful co-existence within Gombe State. Existing resources, both formal and informal, for maintaining social order can be reorganized to be more efficient and effective.

Key Programmes

The Gombe State Ministry of Internal Security and Ethical Orientation should take the lead assessing the root causes of disharmony and lawlessness in the State. It should also take the inventory of all resources available for deployment to maintain social order in the State. The Ministry will then develop the new norms for Gombe State social order that can be used to enlighten and guide the conduct of the public.

Programmes Implementation

In liaison with the Budget and Planning and relevant stakeholders, the Ministry of Internal Security and Ethical Orientation will undertake an extensive community survey mapping out the community's physical, social and economic factors that promote social order and prevents, mitigates and de-escalates lawlessness in all communities of Gombe State. These inventories will be validated and used for the preparation of the design of the new social order which will be advocated for by the Ministry through its partners. Major focus will be on public reorientation for the New Gombe Social Order.

Employment Opportunities

Organizing and engaging social activists, civil society organizations, women and youth groups and relevant community orientation agencies to promote Gombe Social Order will open up opportunities for employment and supportive jobs in the process.

Legal Environment

The right to social security is given recognition in section 14(2)(b) of the Constitution of the Federal Republic of Nigeria, 1999, which provides that "the security and welfare of the people shall be the primary purpose of government".

Technological Requirements/ Challenges

Social order is built over time. Established norms can be eroded by rapid population growth and urbanization. Establishing master plans and updating regularly will require modern methodological approaches using current planning tools and archiving system.

Justice

Policy Objectives

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

Policy Targets

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

Expected Policy Outcomes

Established culture of respect for the rule of law and fundamental human rights with viable alternative dispute-resolution solutions. An effective and efficient justice administration system that promotes access to justice by all.

Opportunities

The availability of existing institutional infrastructure can be built upon using the ongoing reforms within the justice sector. These reforms are supported by the Government of Nigeria and many international and local partners. There is need to review the justice sector's medium-term strategies to reflect the low coverage, poor quality and maldistribution of the justice administration identified during the current situation analysis.

Key Programmes

The focus of this development plan in justice administration in Gombe State is to close the identified gaps that hinders guaranteeing every citizen the right to access quality justice. More information will be gathered to understand the

burden of criminal and civil cases, their causes and distribution within Gombe State. The possibility of introducing private community courts will be explored.

Programmes Implementation

A State-wide survey will be conducted to provide further information on the causes, distribution, and current burden of criminal and civil cases in the State. The survey will also investigate the factors influencing maldistribution of cases among existing courts and the discrepancies that exist in the discharge of justice administration in terms of quantity and quality. Stakeholder's engagement and buy-in will provide the necessary support and direction as to how the identified gaps can be effectively and efficiently closed within the shortest possible time.

Employment Opportunities

The Judiciary has its roots in the public sector but radiates widely into the private sector, creating huge employment and job opportunities in both public and private sectors. From the courts and their supportive staff, to the bench and bars and their supportive aides, many employments and jobs opportunities exist. These are further expanded by their huge demand for documentation requiring the services of a chain of labour, from stationary vendors to ICT providers.

Legal Environment

The legal mandate is provided under Section 195(1) of the Constitution.

Technological Requirements/ Challenges

Indexing and scheduling of cases are still done manually, worsening the management of both new and old cases. The independence of the judiciary has further limited checks by the common monitoring and evaluation mechanism for the public sector. Publication of cases and periodic updates are done after protracted periods, especially at the lower courts. The ongoing judiciary reforms should be strengthened with automation of information management system, including holding virtual

proceedings that can enhance service delivery and enable tracking of cases effectively.

Institutional framework

The Ministries, Departments and Agencies responsible for the sectors captured in the Social Development and Welfare Pillar are as follows:

Coordination

Office of the Special Adviser on Budget, Planning and Development Partners' Coordination

MDAs

- Ministry of Education
- Ministry of Higher Education
- Ministry of Youth and Sports Development
- National Youth Service Corps
- Gombe State Agency for Community and Social Development
- Ministry of Women's Affairs and Social Development
- Gombe State Agency for Social Investment Programmes
- State Universal Basic Education
- Gombe State Library Board
- Adult and Non-Formal Education
- Teachers Service Commission
- State Polytechnic, Bajoga
- College of Education, Billiri
- Gombe State University
- Gombe State University of Science and Technology, Kumo
- Scholarships Board
- Ministry of Health
- Primary Health Care Development Agency
- College of Nursing
- Gombe State Traditional Medicine Board
- College of Health Technology
- Gombe State Hospitals Management Board
- Sports Commission
- Gombe United Football Club
- Ministry for Local Government and Chieftaincy Affairs
- Gombe State Enterprise Development and Promotion Agency (GEDPA)
- National Directorate of Employment
- National Orientation Agency State Office
- SMEDAN
- Ministry of Justice
- Judicial Service Commission
- College of Legal and Islamic Studies
- High Court of Justice
- Sharia Court of Appeal

Conclusion

Strategic investment to empower the population with knowledge, skills and proper orientation is key to the success of achieving the Gombe State Development Plan goals. Deliberate coordinated efforts targeting different segments of the population with their varying gaps in education, entrepreneurship, engagement, participation, and leadership will be improved upon under the social development and welfare pillar.



Sustainable Environment

12

Aims/Objectives

The environmental challenges facing Gombe State range from low sanitary conditions, waste management, pollution control, flood and drainage challenges, erosion control, climate change and environmental management. These challenges have an effect on the socio-economic growth and development of the State. They also have a direct linkage to poverty because all development activities take place in the environment.

The aims and objectives of the Sustainable Environment Pillar is “to provide sound, clean and healthy environment by preventing and controlling all forms of pollution, ameliorating the effect of climate change, ensuring waste management, preventing and controlling flooding and erosion so as to make the environment eco-friendly”. Directly in focus here are the:

- Low level of community mobilization and sensitization on the use of sanitation facilities and compliance
- Increasing production of waste and inadequate waste management system
- Environmental degradation, which includes the menace of erosion, deforestation, desertification, flooding and pollution of the air, water and land
- Effect of climate change on the environment
- Unsustainable exploitation of land and utilization of natural resources
- Inadequate environmental baseline data to provide a benchmark for efficient monitoring and evaluation
- Inadequate data gathering system to guide environmental protection and management

- Lack of peoples’ access to environmentally friendly energy sources and enhancing opportunities for improved means of livelihood
- Low public awareness about the ideals of sustainable environmental development and management
- Inadequate manpower, machinery/equipment, infrastructure and funding for environmental management
- Lack of capacity, technical know-how, modern science and technology equipment for environmental management
- Absence of significant private sector involvement in environmental management

The Strategic Direction

The strategic direction of sustainable environment sector is for an “improved management of the environment to ensure a clean, healthy and sustainable environment that incorporates climate change dynamics” through the mainstreaming of environmental issues into the development priorities, actions strategies. This is to be further achieved through the creation of awareness on the risk of environmental degradation and the empowerment of the environmental stakeholders.

The Scope

The sustainable environment development plan will be implemented in the 11 LGAs of the State. It will cover the:

- Provision and sustenance of a healthy environment through enhanced access to sanitation services and facilities
- Reduction of the rate of environmental pollution
- Provision of alternative source of energy in



- order to reduce deforestation/desertification
- Reduction of the intensity of gully erosion
 - Control of flooding and drainage challenges
 - Mitigation of climate change
 - Improvement of the State's biodiversity through afforestation and control of deforestation
 - Promotion of public awareness on the causes and consequences of human induced environmental problems
 - Promotion of sustainable socio-economic development of the State to safeguard the environment
 - Fostering of private sector participation in environmental protection and management
 - Strengthening of the institutional structures for environmental management

Expected Policy Outcome

The policy outcome of the sustainable environment pillar is to ensure “a safe and healthy environment that secures the economic and social well-being of the people of Gombe State on a sustainable basis, assess the level of the environmental challenge, design and implement restoration and rejuvenation measures aimed at halting and reversing further degradation of the environment”.

Sanitation

Policy Objectives

The policy objectives of maintaining good sanitary conditions as a means of preserving the environment are to:

- Provide a clean and healthy environment for human habitation and 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 sensitization, awareness and health education sessions on the need for regular sanitation, the effects of poor sanitation on the well-being of citizens and the general quality of the environment through mass media
- Undertake routine capacity building for sanitation specialists to improve the quality of the manpower to cope with the challenges of sanitation in the 21st century
- Provide 10,000 public toilets across the State to end open defecation
- Build more waste collection centres across the 11 LGAs of the State to stop indiscriminate

dumping of waste on waterways and provide both local and modern sanitation/premises inspection tools to keep the State clean and the environment healthy

- Review sanitation laws and domesticate adoptable federal government policies and programmes for implementation to improve the quality of the environment.

Policy Thrust

- Improvement on the quality of life of Gombe people through sustained, sound sanitation practices in homes and communities
- Provision and distribution of adequate sanitation facilities and equipment to all cities, towns and villages in all the 11 LGA's in the State
- Provision and institution of adequate manpower (environmental health officers) for premises inspection and environmental sanitation
- Provision of adequate monitoring and evaluation of performance base objectives
- Use of mother tongue, as well as local and national languages for mass media communication to educate, sensitize and create awareness on the importance of sanitation and the effects of poor sanitation on health and environment
- Use of town criers, word development committees, town hall meetings as well as other public enlightenment sessions at schools and similar institutions, including religious houses and traditional leaders' homes, to communicate the importance of sanitation, clean environment and the effects of poor sanitation on health and environment.

Policy Targets

- Achieve about 95 per cent and 98 per cent inspection coverage of non-regulated and regulated premises, respectively
- Increase citizens' awareness of the dangers of poor sanitation to 98 per cent and compliance to sanitation laws by 80 per cent
- Improve to 75 per cent the deployment of environmental health officers for optimum performance
- Ensure that about 95 per cent of sanitation

equipment/facilities are functional

- Ensure that more than 80 per cent of public places are provided with public sanitary convenience (toilets).

Policy Outcomes

- Improvement in observing personal hygiene among the citizens of our State
- Attitudinal change towards compliance with rules and regulations on sanitation
- Reduction in morbidity and mortality
- An environment that is eco-friendly
- Effective biogeochemical cycles
- Reduction in environmental pollution
- Proper waste management stream put in place
- Clean and wholesome water for drinking
- More investors flocking into the State
- Improvement in revenue generation for the State
- High rate of population growth due to reduction in morbidity and mortality
- Increase in agricultural productivity due to the health status of the populace

Investment Opportunities

Private Sector

- Construction of toilets
- Establishment of Hygiene and Health Education Institutes
- Investment in the procurement and distribution of sanitation equipment/machinery and vehicles
- Establishment of fumigation enterprises, private businesses and chemical distribution
- Establishment of environmental sanitation companies

Development Partners

- With a fully developed Environmental Sanitation Strategic Plan on hand, the document could be used to solicit assistance from development partners in the environment sector. The sub-sector plan will make it attractive for the partners to key into the development aspirations of the State.
- The Plan can also be used to encourage the establishment of NGOs/CSOs/Foundations in the Environment sub-sector and attract already



existing waste management enterprises in the State.

Key Programmes

- Organize capacity building programmes for Environmental Sanitation and Protection Officers
- Plan sustainable financing, resource mobilization and budgetary allocation for environmental sanitation
- Institutionalize a monitoring and evaluation system for environmental sanitation
- Strengthen development partnership for environmental sanitation
- Factor in stakeholder participation and ownership of environmental sanitation programmes
- Strengthen the media to promote public awareness on environmental sanitation
- Strengthen the capacity of relevant government agencies responsible for environmental protection, management, monitoring and evaluation and synergy between Agencies
- Promote Public Private Partnership in environmental sanitation
- Establish a framework for reviewing and enacting relevant environmental sanitation legislations and ensuring enforcement
- Expand and sustain ongoing urban sanitation and beatification activities within 25km radius of all urban centres
- Institutionalize community mobilization of households on hygiene education, strengthen the operations of water and sanitation com-

munities, and involve traditional and religious leaders in the promotion of community hygiene and sanitation

- Procure environmental sanitation equipment and vehicles for the Environmental Protection Agencies in the State and LGAs
- Provide health educators, sanitation officers/inspectors and other relevant staff for the 11 LGAs of the State
- Build public toilets in regulated and non-regulated premises
- Fumigate regulated and non-regulated premises
- Strengthen implementation of health education policy, hygiene education and community mobilization
- Promote access to safe defecation practices (reduction/stoppage of open defecation) in the State
- Promote cooperation with other environmental sanitation bodies within and outside the State and with research agencies on environmental sanitation and protection.
- Re-introduce and strengthen sanitary inspection services in homes, buildings and premises used for habitation, food, water, fruit drinks, industrial, agricultural services etc.

Programme Implementation

Implementation of the sanitation sector activities that seek to improve the quality of lives in Gombe State through sustained adherence to sanitation at home and in the public will help achieve the

objectives of the Sustainable Environment pillar of having a “clean, green, healthy and sustainable environment.”

Employment Opportunities

Given the investment opportunities for the private sector and development partners in the environmental sanitation plan, employment opportunities also abound for the people of the State in professional and non-professional cadres. To maintain the tempo of the sub-sector’s activity plans will require more hands to deliver, especially for the private sector and the partners.

The Legal Environment

The Environmental Sanitation programmes in Gombe State has two legal backings, namely, the Gombe State Environmental Sanitation and Protection Agency Law, and the Gombe State Rural Water Supply Sanitation Agency Law. These two laws are under the purview of two Ministries – the Ministry of Environment and Forest Resources, and the Ministry of Water Resources. The mandates of these two Ministries on environmental sanitation need to be harmonized and the legal environment strengthened for effective delivery of the plan.

Technological Requirements/ Challenges

Technological Requirements

- Adequate equipment and machinery
- Adequate sanitation facilities
- Computer hardware and software
- Internet facility
- Modern plant nurseries
- Provision of environmental sanitation trucks/ vehicles
- Provision of Hilux vans to ensure compliance with environmental laws

Technological Challenges

- Lack of adequate equipment and machinery
- Lack of adequate sanitation facilities
- Inadequate computer hardware and software
- Obsolete environmental sanitation trucks/ vehicles
- Lack of monitoring vehicles (Hilux vans)

to ensure compliance with environmental sanitation laws and policies

- Inadequate pool of technical and professional workforce.

Waste Management

Policy Objectives

The policy objectives are to achieve the following:

- Develop and review policy guidelines for efficient, effective and sustainable solid and liquid waste management
- Promote a healthy environment by ensuring proper disposal of solid and liquid waste
- Minimize waste generation and promote sorting of solid waste from source. Also prevent, reduce, reject, recover, recycle and reuse waste to energy.
- Ensure safe disposal of all kinds of hazardous and non-hazardous waste
- Generate employment opportunities, improve people’s standard of living and thus reduce poverty
- Optimize the deployment of labour and equipment 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 an 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 to minimize their adverse impact on human health and the environment
- Evolve and maintain an indigenous waste management system based on physical and socio-economic characteristics of our communities.

Policy Thrust

To 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 the scavengers in each LGA of the State for mainstreaming into the waste management team
- Construct at least 100 waste collection centres in each of the 11 LGAs of the State
- Designate and construct one modern waste dumpsite 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
- Train 70 women and youths per LGA on waste-to-wealth initiatives and empower them on a quarterly basis
- Enforce both State and Federal laws on waste management

Policy Outcomes

- Clean and healthy environment
- Change in perception of the people towards waste
- Reduction in morbidity and mortality as a result of proper waste disposal
- Proper waste management chain put in place
- Clean and wholesome water for drinking
- Industrialization drive of the current administration achieved
- More job opportunities for the youths
- Sources of revenue to the government increased

Investment Opportunities

Private Sector

- Establishment of private waste management agencies
- Investment in the procurement and sale of waste management equipment, facilities and machinery Establishment of waste recycling plants
- Establishment of waste to wealth plants
- Establishment of waste disposal agencies

Development Partners

- Use of waste management sub-sector to attract development partners
- Implementation of the waste management sub-sector plan will cause more NGOs and CSOs to establish waste management
- The plan will provide the in-road for development partners to key in their assistance for the State Waste Management Plan.

Key Programmes

- Strengthen regulatory framework, policies and legal environment for waste management
- Build human resources and capacity of people through programmes on waste management
- Prepare Gombe State Waste Management Master Plan
- Ensure the sustainable financing and resource mobilization of, and allocation for, waste management
- Institutionalize monitoring and evaluation system for waste management
- Strengthen development partnership on waste management
- Promote community and stakeholders participation and ownership of waste management issues
- Strengthen the media to promote public awareness on waste management
- Promote waste prevention, and minimization at households and community levels through prevention, re-use, recycling, recovery, waste-to-energy and reduction at source
- Promote private sector investment in waste-to-wealth management in cities and urban areas.
- Strengthen the capacity of relevant government agencies to carry out monitoring and evaluation and promote synergy between agencies on waste management
- Promote Public Private Partnership in waste management
- Upgrade existing waste management framework to attain excellent waste management disposal in the State
- Establish a framework for reviewing and enacting relevant environmental legislations and ensuring enforcement on waste management



- Initiate a process for the development of a centralized sewer system in the State and LGAs
- Promote health education on waste management.
- Establish treatment, segregation and incineration system
- Procure waste disposal equipment, machines and vehicles
- Establish waste rejecting plant
- Procure solid and liquid waste evacuation/disposal requirement, vehicles, machines and repairs of existing ones
- Provide sound training opportunities for professionals on waste management
- Prepare Gombe State Waste Management Plan
- Strengthen the technical capacity of public and private sector agencies in waste management.

Programme Implementation

The waste management component of the Sustainable Environment Pillar is very critical to the realization of the pillar objectives, Political will and technical and professional capabilities to implement the programmes will significantly contribute to the realization of the pillar objectives.

Employment Opportunities

Waste management is a very lucrative economic venture for both the private and the public sectors

and income-generating source for government. Investment in waste-to-wealth, and establishment of waste treatment and recycling plants, dumpsites, and waste disposal systems are all sources of employment for people of the State. The implementation of the 10-Year Waste Management Sub-Component Plan with the enabling environment will generate employment and job opportunities for the people of the State.

Legal Environment

The legal environment for waste management in Gombe State is backed by the Gombe State Environmental Sanitation and Protection Law. It also draws guidance from the National Environmental Sanitation Policy and Action Plan. The review/enactment of waste management law in the State will further strengthen achievement of the economic value of waste management.

Technological Requirements/ Challenges

Technological Requirements

- Establishment of more power sub-station across the 11LGAs of the State
- Computer hardware and software
- Waste management trucks in good working order
- Use of monitoring vans (Hilux) to ensure

compliance with environmental laws

- Adequate power/electricity supply

Technological Challenges

- Inadequate supply of technical manpower in waste management
- Inadequate computer hardware and software
- Inadequate supply of waste management trucks and equipment
- Lack of monitoring vans (Hilux) to ensure compliance with environmental laws

Pollution Control

Policy Objectives

The policy objectives are to achieve the following:

- 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 reuse materials rather than just dumping them into the stream.
- Reduce the amount of hazardous and non-hazardous waste in the environment
- 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

To reduce the generation and emission of air and environmental pollution and cause a reduction in pollution-related diseases.

Policy Outcomes

- Reduction in incidence of diseases caused by environmental pollution
- Reduction in the rate of open defecation in the State
- Availability of non-polluted water for all in the

State

- Reduction in the quantum of disequilibrium of the global ecosystem that is caused by human activities (i.e. environmental pollution).

Investment Opportunities

Private Sector

- Establishment of nurseries
- Establishment of pollution control consultancy firms
- Investments in renewable energy sources
- Establishment of dumpsites
- Investment in waste disposal businesses
- Establishment of tree and fruit plantations
- Avenue for establishment of NGOs/CSOs on pollution control issues.
- Establishment of waste recycling plants
- Procurement and sale of low carbon emission vehicles and equipment
- Production and sale of alternative energy sources

Development Partners

- Technical assistance/expertise in research on pollution control
- The Plan provides the enabling environment for development partner interventions.
- The use of the Plan to source for Technical/ Development assistance from International/ National Development Assistance/Cooperation Agencies, Grants and Foundations.

Key Programmes

- Strengthen regulatory framework, policies and legal environment for pollution control
- Build capacity on human resources, pollution control and management
- Sustain financing and resource mobilization and allocation for pollution control and management.
- Institutionalize monitoring and evaluation system for pollution control and management.
- Strengthen development partnership on pollution control and management.
- Promote community participation on pollution control and management.
- Strengthen stakeholder participation and ownership of pollution control and management

issues

- Strengthen the media to promote public awareness on pollution control and management issues
- Research and develop material on pollution control and environmental issues.
- Strengthen capacity of relevant government agencies responsible for pollution control and management, monitoring and evaluation and synergy between agencies.
- Promote Public Private Partnership in pollution control and management
- Expand and sustain ongoing urban sanitation and beautification activities within 25 km radius of all urban centres to reduce air pollution.
- Strengthen efficiency in the use of renewable energy resources in the rural communities and encourage use of efficient renewable energy sources to reduce pollution.
- Develop 1000 hectares annually of assorted plantations and forest reserves in the State.
- Promote tree planting and soil cover to produce the safe use of pesticides and other agro-chemicals to protect the environment and public health.
- Align road construction activities with pollution control
- Create synergy between the state, federal government research and development partners on pollution control
- Domesticate national policies on pollution control with implementation strategies
- Procure equipment/machinery for pollution control
- Build capacity for pollution control agencies

Programme Implementation

Being an integral part of the sustainable environment pillar, implementing its sub-component activities will contribute to achieving the overall objective of the pillar.

Employment Opportunities

The employment and job opportunities under pollution control cuts across the opportunities in the sub-sectors of the environmental management

pillar. The plan will avail the opportunity for professionalization in pollution control that will increase the pool of employable manpower in the area.

Legal Environment

Gombe State does not have a specific law on pollution control. However, the implementation of environmental pollution control activities is embedded in the Gombe State Environmental Sanitation and Protection Law. The need for a clear/specific legal backing for environmental pollution is very critical and thus needed.

Technological Requirements/Challenges

Technological Requirements

- Environmental quality control laboratories
- Computer hardware and software
- Provision of equipment, machineries, vehicles and pollution control and management trucks
- Hilux vans for monitoring to ensure compliance to environmental laws.

Technological Challenges

- Inadequate equipment and machinery
- Inadequate pollution control facilities/tools
- Inadequate power/electricity

Flooding and Drainage

Policy Objectives

The policy objectives are to achieve the following:

- Have 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-flooding and disaster management system
- Have a strengthened synergy system between emergency management agencies (federal, state, development partners)
- Construct drainages



Policy Thrust

To provide healthy habitation through proper town planning, pollution control, construction of drainages, pre- and post-disaster management system put in place to address flood and drainage challenges in the State.

Policy Targets

To reduce the rate and ameliorate the challenge of flooding and other environmental degradation facing the State.

Policy Outcomes

To reduce to the barest the challenge of flooding and its related effects in the State.

Investment Opportunities

Private Sector

- Establishment of flood control and management enterprises
- Establishment of drainage control/construction enterprises
- Establishment of tree plantations through PPP arrangement
- Establishment of NGOs/CSOs and consultancy firms in the areas of flooding and drainage control.

Development Partners

- Deploy technical and professional assistance on flood control and management
- Source development finance/resources for flood control and management
- Support capacity building programmes of professionals in the areas of flood management and climate change.

Key Programmes

- Strengthen regulatory framework, policies and legal environment for flooding and drainage.
- Prepare a flood management master plan.
- Sustain financing and resource mobilization and allocation for flood control and drainage
- Institutionalize monitoring and evaluation system for flood control and environmental management
- Strengthen development partnership on flood control and drainage
- Strengthen the media to promote public awareness on flooding and drainage management.
- Strengthen technical and professional capacity of relevant government agencies responsible for flood control and drainage
- Promote Public Private Partnership on flood control and drainage
- Upgrade existing flood control and drainage

framework to attain excellent waste management disposal especially on drainages and waterways in the State

- Institutionalize development of a centralized sewer system in the State and LGAs
- Undertake greening and beautification of all open spaces, parks and verges in the State and LGAs
- Construct and Channelization of drainages and reclamation of all degraded areas in the State.
- Establish Gombe State Ecological fund with PPP arrangement
- Develop 1000 hectares annually of assorted plantations and forest reserves in the State to provide soil cover to reduce flooding
- Establish Flood Early Warning and Early Response System
- Map flood-at-risk areas and a flood mitigation implementation plan

Programme Implementation

The management of the environment has a direct correlation with the economic and social development of any economy. This is because all human development actions take place in the environment. Therefore, addressing flooding through the interrelated actions on waste management, erosion control and climate change will contribute to achieving the goal of the sustainable environment pillar.

Employment Opportunities

The integrated investments in pollution control, erosion control, climate change and environmental management as well as flood management will generate employment and job opportunities for people in the State. Therefore, the need for an aggressive approach to addressing the environmental challenge facing the State means more hands-on deck towards achieving it.

Legal Environment

The management of flooding and drainage challenges is covered by the Gombe State Emergency Management Agency Law and the Gombe State Environmental Sanitation and Protection Laws. The State also keys into the National Erosion and Flood Policy, its national guidelines and action plans.

For the 10-Year Plan, there is a need to pass a law on flooding and drainage considering the socio-economic loss associated with flood disasters.

Technological Requirements/Challenges

Technological Requirements

- Remote sensing/Geographic Information System
- Environmental quality laboratories
- Metrological stations
- Computer hardware and software
- Twenty-four-hour Internet facility
- Flood management equipment, vehicles and facilities
- Hilux vans for monitoring to ensure compliance to environmental laws
- Adequate power/electricity

Technological Challenges

- Inadequate equipment and machinery
- Inadequate pollution control facilities/tools
- Lack of adequate power/ electricity

Erosion Control

Policy Objectives

The policy objectives are to achieve the following:

- Provide good and adequate land for human habitation, as well as for agricultural and development activities in the State
- Safeguard the soil nutrient
- Safeguard all the flora and fauna in the soil
- Sustain the aesthetic value of the environment

Policy Thrust

To prevent and control gully erosion in the State through soil conservation

Policy Targets

- 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

Policy Outcomes

To halt the degradation of land, and reverse and reclaim the degraded ones from soil erosion.

Investment Opportunities

Private Sector

- Investments in erosion control and management activities
- Construction/reclamation of erosion sites
- Establishment of tree plantations through Public Private Partnerships
- Establishment of NGOs/CSOs and consulting firms in the areas of erosion control and management

Development Partners

- Deployment of technical/professional assistance on erosion control and management
- Provision of development finance/resources for erosion control and management
- Building of professional capacity for erosion control and management programmes

Key Programmes

- Strengthen regulatory framework, policies and legal environment for erosion control and environmental management
- Develop and implement human resources and capacity building programmes for erosion control and environmental management agencies
- Strengthen sustainable financing and resource mobilization and allocation for erosion control and environmental management
- Institutionalize monitoring and evaluation system for erosion control and environmental management
- Strengthen development partnership on erosion control and environmental management
- Promote community and stakeholder participation on erosion control and environmental management
- Strengthen the media to promote public awareness on erosion control and environmental management.
- Strengthen technical and professional capacity of relevant government agencies responsible for erosion control and environmental

management

- Promote Public Private Partnership on erosion control and environmental management
- Upgrade existing erosion control framework to attain zero tolerance on land degradation in the State
- Undertake greening and beautification of all open spaces, parks and verges in the State and LGAs
- Undertake channelization, provision of clean drains and reclamation of all degraded areas in the State
- Establish Gombe State Ecological fund with PPP arrangement
- Strengthen efficiency in the utilization of renewable energy resources in the rural communities and encourage use of efficient renewable energy sources
- Develop 1000 hectares annually of assorted plantations and forest reserves in the State
- Promote sustainable agricultural practices and management of water resources
- Encourage viable afforestation and reforestation programmes using tested economic tree species
- Encourage the development and adoption of efficient wood stoves and alternative sources of fuel wood
- Involve the local people in the design, implementation and management of natural resources conservation programmes to control erosion
- Intensify international cooperation and partnership arrangements in the areas of training, research, development and transfer of affordable and acceptable environmentally sound technology and provision of new additional technical and financial resources for erosion control in the State
- Undertake inventory of degraded lands and implement preventive measures for lands that are not yet degraded or which are slightly degraded to avoid erosion in the State
- Adopt an integrated approach to address physical, biological and socio-economic factors that are responsible for erosion in the State.
- Intensify cooperation with relevant international and national non-governmental organizations in combating desertification and mitigating the effects of erosion in the State
- Establish, review and enforce cattle routes

- and grazing reserves in the State to avoid overgrazing, which leads to soil erosion
- Prepare and implement a comprehensive State policy on soil and formulate and enforce regulations for soil and water conservation, especially in erosion-prone areas
 - Carry out State watershed delineation and characterization as a basis for developing an aggressive management and enforcement programme to protect and maintain the quality of the state lands and water and implement the programme
 - Prepare periodic master plan on the management of soil and erosion and advise the federal government on the financial requirements for the implementation of such plans
 - Conduct feasibility and scientific studies on soil erosion and related flood problems for the design of appropriate integrated remedial control measures
 - Conduct public enlightenment campaigns on environmental degradation arising from poor land and water management practices
 - Provide and promote training on environmental issues as they relate to flood, erosion, land degradation and water conservation
 - Promote integrated ecosystem management with other agencies connected with agriculture, land use, soil and water conservation, rural development and coastal resources management including environmentally sound recreational use
 - Strengthen state capacity through personnel development, provision of training facilities and research on combating climate-related ecological problems
 - Strengthen capacity of the Environmental Management Support System (EMSS) for Remote Sensing data gathering, GIS facilities and development of disaster/environmental data bank
 - Support agro-forestry and integrated Coastal Zone Management
 - Encourage planted fallow in abandoned farmland using soil enriching species
 - Promote conservation farming and use of organic fertilizer and soil conditioner
 - Prepare State contingency plans for tackling

socio-economic and other problems resulting from coastal and other erosional disasters

- Prepare Gombe State Erosion Control Master Plan

Programme Implementation

With the main goal of the pillar being sustainable environment and strengthening the existing policy and institutional framework, the implementation of the erosion control programmes will directly contribute to the achievement of the pillar objectives.

Employment Opportunities

The implementation of erosion control programme requires technical, professional and labour-based workers. By implementing the programmes under the erosion control sub-sector, employment and job opportunities for the skilled and unskilled workers will be created.

Legal Environment

The legal environment covering erosion control in the State is made up of the Gombe State Environmental Sanitation and Protection Law, the Nigeria Erosion and Watershed Management Programme (NEWMAP), World Bank Assisted, and keying into National Erosion and Flood Control Policy and guidelines. To ensure ownership of the Erosion Control programme, the legal environment has to be strengthened with laws passed, protecting human and industrial actions that cause erosion.

Technological Requirements/ Challenges

Technological Requirements

- Environmental quality control laboratories
- Laptops and desktop computers, printers, projectors and scanners
- Twenty-four-hour Internet facility
- Erosion control equipment, vehicles and facilities
- Hilux vans for monitoring to ensure compliance to erosion control and environmental laws
- Adequate power/electricity



Technological Challenges

- Inadequate equipment and machinery
- Inadequate pollution control facilities/tools
- Lack of adequate power/ electricity

Climate Change

Policy Objectives

The policy objectives of climate change are to:

- Provide and implement a law on greenhouse gases
- Encourage tree planting that will absorb air pollutants released by the vehicles in the State
- Carry out sensitization campaign and awareness on the causes and effects of climate change
- Introduce climate change as a subject in our primary, secondary and tertiary education
- Have a functional metrological station for the monitoring of 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

To reduce environmental pollution particularly

greenhouse gases that are responsible for climate change.

Policy Targets

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

Policy Outcomes

An improved technical/professional capacity awareness of the people on climate change challenges and management and a system for management of climate change.

Investment Opportunities

Private Sector

Private sector investors can take advantage of the Plan to identify areas of investment in the area of climate change, being a relatively new area.

Development Partners

The plan will be used to attract development partnership from other line MDAs at both state and federal level, international development partners, academia/research institutions, traditional and religious leaders, INGOs/Local NGOs/CDAs/FBOs, media to key into the management of climate change.

Key Programmes

- Strengthen regulatory framework, policies and legal environment for climate change management
- Build human capacity and develop programmes for climate change agencies

- Promote sustainable financing and resource mobilization and allocation for the management of climate change
- Institutionalize monitoring and evaluation system for climate change
- Strengthen development partnership on climate change
- Promote community and stakeholders participation on climate change
- Strengthen the media to promote public awareness on climate change
- Promote research and development on climate change
- Undertake planting of trees that absorb air pollutants, particularly greenhouse gases
- Conduct environmental impact assessment and policy on establishment of industries for management of climate change and environmental pollution
- Strengthen technical and professional capacities of relevant government agencies on climate change management
- Promote Public Private Partnership in climate change
- Upgrade existing climate change framework to attain zero tolerance on pollution control and waste disposal in the State.
- Develop a framework for reviewing and enacting relevant climate change legislations and ensuring enforcement
- Design of facilities for greenhouse gases – green generation and storage of energy
- Optimize energy of new and existing facilities
- Prepare traffic management concepts
- Construct and operate facilities and structures focusing on the use of resources with bio carbon footprint
- Conduct awareness on print and electronic media on the challenge of climate change and the role of stakeholders
- Establish ambient air quality standards and monitoring stations at designated LGAs
- Strengthen research and development capacity of state agencies on climate change
- Procure and distribute clean cooking stoves/ alternative energy source
- Evolve proactive management of extreme climate conditions
- Establish metrological stations in the 11 LGAs

Programmes Implementation

To have a sustainable environment, it is pertinent to address climate challenges. Therefore, implementing the planned programmes over the 10-Year Plan will contribute to achieving the goal of the sustainable environment pillar. This is because the effect of climate change on the environment has become a global issue to which nations and governments are directing attention.

Employment Opportunities

To implement the planned climate change programmes requires both skilled and unskilled labour. The skilled labour will, by implication, require government investing in the training of people in the area as well as increasing the human resources stock of environmental officers. The employment and job opportunities here is cross-cutting as the opportunities in the waste management, flood control and drainage, erosion and environmental management applies to the climate change component. This is in addition to the specialized employment opportunities in the areas of disaster management, metrological services, etc.

Legal Environment

The legal environment for addressing the climate change issues in Gombe State are embedded in Gombe State Environmental Sanitation and Protection Law. Other actions towards addressing climate change challenges are the afforestation/deforestation policies and programmes, especially the Gombe Goes Green programme. To strengthen the legal environment there is a need for specific State-based policies and institutional structures for climate change mitigation. There is also a need to domesticate national and international laws and conventions on climate change.

Technological Requirements/ Challenges

Technological Requirements

- Metrological station across the 11 LGAs for quality data and record keeping laboratories
- Computer hardware and software
- Twenty-four-hour Internet facility



- Climate change equipment, vehicles and facilities.
- Hilux vans for monitoring to ensure compliance with environmental laws
- Adequate power/electricity
- Availability of technical and professional workforce

Technological Challenges

- Inadequate equipment and machinery
- Inadequate climate change control facilities/tools
- Lack of adequate power/electricity
- Inadequate and/or lack of technical and professional manpower in the area of climate change

Environmental Management

Policy Objectives

The policy objectives are to achieve the following:

- Establish and sustain forest and game reserves
- Support the creation and sustainability of Ruga programme
- Prevent environmental pollution
- Ensure proper waste management
- Institute effective and efficient environmental sanitation laws and policies
- Ensure proper conservation of natural resources and control environmental degradation

- Create awareness and sensitization campaign on afforestation and disaster management
- Support population regulation
- Ensure proper use of agro-chemicals by farmers
- Implement appropriate policies in the State and LGAs on the conduct of environmental impact assessment of all intended projects

Policy Thrust

To 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
- Implement sustainable management of all types of 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 strategie

- Mobilize and significantly increase financial support 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
- Develop safe service and sustainable environment for industrial, residential, social, cultural and economic development through environmental impact assessment

Policy Outcomes

A safe and secure environment for human habitation and development actions as well as a sustainable management of the environment.

Investment Opportunities

Private Sector

The environmental management sub-section of the sustainable environment pillar has enormous investment opportunities for the private sector. While government provides the enabling environment, the private sector will be the key drivers in the implementation of the programmes, thereby giving them opportunity to invest in environmental sanitation, waste management, flood, drainage, pollution and erosion control and climate change mitigation

Development Partners

The Plan will be used to attract development partners' resources in environmental management, deployment of technical and professional assistance as well as capacity building and institutional strengthening in the management of the environment.

Key Programmes

- Strengthen regulatory framework, policies and legal environment for environmental management
- Prepare environmental management master plan.

- Ensure sustainable financing and resource mobilization and allocation for environmental management
- Institutionalize monitoring and evaluation system for environmental management
- Strengthen development partnership on environmental management
- Promote community and stakeholders participation on waste management
- Strengthen the media to promote public awareness on environmental management
- Promote research on environmental issues
- Strengthen the capacity of relevant government agencies for the conduct of environmental impact assessment (EIA), monitoring and evaluating and promotion of synergy between environmental management agencies
- Promote Public Private Partnership in environmental management
- Upgrade existing waste management framework to attain excellent environmental management in the State
- Undertake greening and beautification of all open spaces, parks and verges in the State and LGAs
- Expand and sustain ongoing urban sanitation and beautification activities within 25 km radius of all urban centres
- Establish Gombe State Ecological fund with PPP arrangement
- Strengthen efficiency in the utilization of renewable energy resources in the rural communities and encourage use of efficient renewable energy sources
- Develop 1000 hectares annually of assorted plantations and forest reserves in the State
- Provide forest concession areas for bidding of prospective concessionaries (PPP arrangement)
- Strengthen protection and development of forest reserves and wildlife conservation sites and scale up forest benefit flow to stakeholders in the State
- Reduce incidence of forest fire and bush burning in the State. Empower rural communities and increase their income level
- Strengthen machinery for desertification, erosion and flood control
- Promote synergy in implementing environmental management laws

- Promote community-driven development approaches to environmental management
- Articulate a state environmental health policy and action plan to guide environmental management
- Conduct of environmental impact assessment (EIA) on all intended projects

Programme Implementation

With the sustainable environment pillar objective of achieving a clean, green healthy and sustainable environment, the implementation of the environmental management programmes along with the other sub-component programmes of environmental sanitation, waste management, pollution control, climate change, flooding and drainage, and erosion control will contribute to the achievement of the sustainable environment pillar. The strengthening of the synergy between these component projects, therefore, becomes imperative.

Employment Opportunities

The environmental management component of the sustainable environment pillar has cross-cutting programmes that contribute to the achievement of the other sub-components.

In addition to its project/programmes, to have a clean and healthy environment requires the inputs of all other components. Therefore, job opportunities abound as the private sector, NGOs, and CSOs take up the investment opportunities in the environmental management programmes.

Legal Environment

The legal environment for the management of the environment in Gombe State needs to be strengthened both institutionally and policy-wise. The existing law guiding environmental management in the State is the Gombe State Environmental Sanitation and Protection Law, the Gombe Goes Green policy, the Nigerian Erosion and Watershed Management Programmes (NEWMAP) Memorandum of Understanding (MoU). The need for the articulation of the legal environment in Gombe State for the 10-Year Plan is necessary.

Technological Requirements/Challenges

Technological Requirements

- Environmental quality control laboratories
- computer hardware and software
- A 24-hour Internet facility
- Environmental management equipment, vehicles and facilities.
- Hilux vans for monitoring to ensure compliance to environmental laws
- Adequate pool of technical/professional workforce in environmental management.

Technological Challenges

- Inadequate environmental management equipment and machinery
- Inadequate environmental management facilities/ tools
- Inadequate pool of technical/professional workforce in environmental management.

Governance, Administration and Institutional Capacity Pillar

13

Synopsis

Good governance has inherent mechanisms for enhancing peoples' rights – the right to security, decent life, basic services, including education, health and clean water; the right to vote, to organize and freely express opinions; and the right to be treated with respect, to seek redress and to due process in law.

This Pillar emphasizes the importance of good governance for the attainment of the aims and objectives of Gombe State's Development Plan. It highlights the relationship between good governance and the economy, including the institutional framework for Plan implementation. Like most states in Nigeria, Gombe is susceptible to a number of governance challenges. These

include a political system that is not yet sufficiently accountable to the citizens, capacity constraints within public institutions, a weak civil society, and internal conflicts. Corruption and abuse of power naturally thrive in such an environment. To forestall such unpleasant outcomes, the Plan includes an enduring institutional framework that is political administration invariant.

SDG 16 – promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels – and SDG 17 – Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development – are the pivots needed for this pillar.



Policy Objective

- Setting out the principles which underpin support for good governance
- Identifying critical interventions that impact positively on governance
- Providing guidance for engagement in the Plan implementation
- Ensuring best practices informed by research, experience and clear analysis
- Identifying management arrangements to give effect to Gombe State commitments
- Creating 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 Target

- Ensure responsive, inclusive, decisive, efficient and participatory decision making at all levels
- Reduce corruption and free resources for development
- Enhance the capacity of the public service for effective formulation and implementation of government policy
- Enable and empower women and men to influence and share control over the decisions that affect them
- Promote effective partnership through a shared vision of development that involves mutual commitment to poverty reduction. Dialogue would be quite useful where the primary responsibility is with the implementing agency
- Demonstrate transparency, that is, a willingness to provide accurate and accessible information
- Be accountable by showing willingness to submit to public scrutiny
- Enhance efficiency and effectiveness of institutions by helping them to meet their

objectives while providing value for money in their service delivery

- Treat all equally without any discrimination on the basis of ethnicity, gender, political allegiance, religion, language or other factors

Policy Outcomes

- Realignment of the governance structure for effective and efficient service delivery
- Elimination of all duplication in functions and mandate areas
- Adoption of a single-spine structure for efficiency and elimination of waste in the public sector by clearly identifying what, how and who to do what, and when

Policy 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 framework for the collaboration between Gombe State Government, the Private Sector and the Donor community
- Fighting Corruption

Institutional Framework for Plan Implementation

The full implementation of the goals, objectives and strategies set out in the Plan is vital to the realization of the Gombe State vision. The following are the mechanisms for ensuring a well-focused, efficient, and enduring implementation machinery:

- The Plan will be updated every three years to take into account the changes in the economic and social environment
- The preparation of periodic sectoral strategic plans, at three-yearly intervals, will be undertaken to help shape revisions to the Plan
- The State should transform the existing Office of the Special Adviser on Budget, Planning and Development Partners Coordination to a Budget and Planning Commission, headed by a Commissioner, with a secured tenure of five years, and with a clear mandate to implement

the Plan

- All citizens should be made aware of the contents of the Plan through public education/awareness programmes, the use of the print and electronic media, lectures and seminars, and town hall/community meetings
- In the interim, before the Commission becomes operational, the Office of the Senior Special Adviser on Budget, Planning and Development Partners Coordination will assume overall responsibility for ensuring the effective review, monitoring and implementation of the goals, objectives, strategies and targets of the Plan. The Office will be strengthened by the creation of a special unit (Monitoring and Evaluation), whose mandate will be to oversee the implementation of the Gombe State Development Plan and report quarterly to the State Economic Council. Also, it is necessary to create the Gombe State Economic Council, to be chaired by the Governor, with membership drawn from the highest levels of the Legislature and the Judiciary, to provide overall oversight and guidance

Collaboration for Plan Implementation

This Plan recognizes, as a prefatory point of departure, the urgent need to start and sustain private sector and investment-led, productivity growth based on an environmentally green and socially sustainable and equitable economy while radically adjusting and reforming the state economy. To implement this Plan successfully, a broad spectrum of the citizenry shall be involved, just as it was the case during its preparation process. While seeking to broadly achieve the five strategic pillars, the implementation framework shall take implicit and explicit cognizance of the need to ensure inclusiveness, transparency, and efficiency within the context of environmentally efficient resource use in the milieu of a green economy.

The Three Arms of Government

The Executive, Legislature and the Judiciary are to work symbiotically to realize the Plan objectives. The Legislature will need to pass an Executive Bill for the Plan to be enacted into law in order to

compel successive administrations to maintain the development trajectory that has been adumbrated in the Plan

MDAs

Accordingly, too, the budgets and every programme of the MDAs shall derive from the Plan. Therefore, a mechanism should be put in place to ensure orderly development of the State based on the dictates of the Plan.

Local Government Areas

For effectiveness and inclusiveness, all the local government areas in the State should be encouraged to prepare their own miniature plans that will work in tandem with and complement this Plan.

Training

There should be periodic, specialized training for officials of the Budget and Planning Office (Budget and Planning Commission) as well as staff members of other MDAs who are directly involved in the Plan implementation.

Conclusion

The key driver in all matters of the development of the State is the Gombe State Government. The State provides the overarching planning, management and direction initiatives for development. It is also the major executor of most of the services. Hence, it undertakes numerous capital works, and maintains and operates social, economic and environmental infrastructure.

The key to creating a dynamic economy lies primarily with the private sector investment, both from within and outside the State (including from foreign countries). To facilitate such inward investment, Gombe State will continue to create an environment that is conducive for such investment. Therefore, the State will work harder at accelerating steps to achieve good governance and improved infrastructure. Although major advances have been made in these areas, nevertheless this strategic direction is predicated on projecting further into the Plan horizon. By the same token, more needs to be done to create a virtuous business environment

by continuing the drive to make it easy to do business in Gombe. This may require reducing burdensome regulations, simplifying tax regimes and providing incentives. Planning systems require improvements that would give future investors clarity about the future physical arrangements of the city. Seeing improvements in the commercial, business and industrial centres is an eloquent way of demonstrating the State's readiness for change. Land is a key factor of production. Hence, it is necessary to ease the process of allocating land for economic activities by removing all bottlenecks.

Several features in the strategic direction operate as a bi-directional process. A healthy, well-educated population not only improves the well-being of the individual but also provides an improved and more adaptable workforce, which could attract private investors. Building improved localities and new infrastructure creates jobs, so developing the economy in a programmatic manner provides the means for improving the environment and communications.

Governance is everything. Without a strong political will to implement the Plan, it is unlikely that the high hopes of transforming the State economy within the horizon of the plan period would be realized. But the good news is that the State is committed at the highest level to implementing the Plan to steer the State successfully towards its desired path of Growth, Development, Peace and Shared Prosperity for All.

Targets

- Significantly reduce all forms of violence and related death rates everywhere
- End abuse, exploitation, trafficking and all forms of violence against and torture of children
- Substantially reduce corruption and bribery in all their forms
- Develop effective, accountable and transparent institutions at all levels in the State
- Ensure responsive, inclusive, participatory and representative decision-making at all levels
- By 2030, provide legal identity for all,

including birth registration

- Ensure public access to information and protect fundamental freedoms, in accordance with national laws and international agreements
- Promote and enforce non-discriminatory laws and policies for sustainable development
- Strengthen domestic resource mobilization
- Adopt and implement investment promotion regimes for least developed countries
- Promote the development, transfer, dissemination and diffusion of environmentally sound technologies
- Encourage and promote effective public, public-private and civil society partnerships.

Key Indicators

- Conflict-related deaths per 1,000 population, by sex, age and cause
- Proportion of persons who had at least one contact with a public official and who paid a bribe to a public officer or were asked for a bribe in the preceding 12 months
- Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months
- Primary government expenditure as a proportion of original approved budget, by sectors.
- Proportion of children under 5 years of age whose births have been registered with a civil authority
- Geographical spread of key appointments to political offices
- Total government revenue as a proportion of GDP of 20 per cent by 2030
- Proportion of domestic budget funded by domestic taxes to be 40 per cent by 2030
- Proportion of individuals using the Internet to total population to be 45 per cent by 2030
- Percentage of capital expenditure as a ratio of total budget of 40.0 per cent by 2030
- Number of women in government to be increased to 35 per cent by 2030
- Domestication of Freedom of Information Act
- Domestication of the Child Rights Act by 2023

The Monitoring and Evaluation Framework

14

GSDP: Financing the Plan

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 establishing of the funding gaps, as well as the 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 tools. 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 involves 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 envelope 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 (LTDP) 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 MTDP. 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 LTDP 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 LTDP; 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

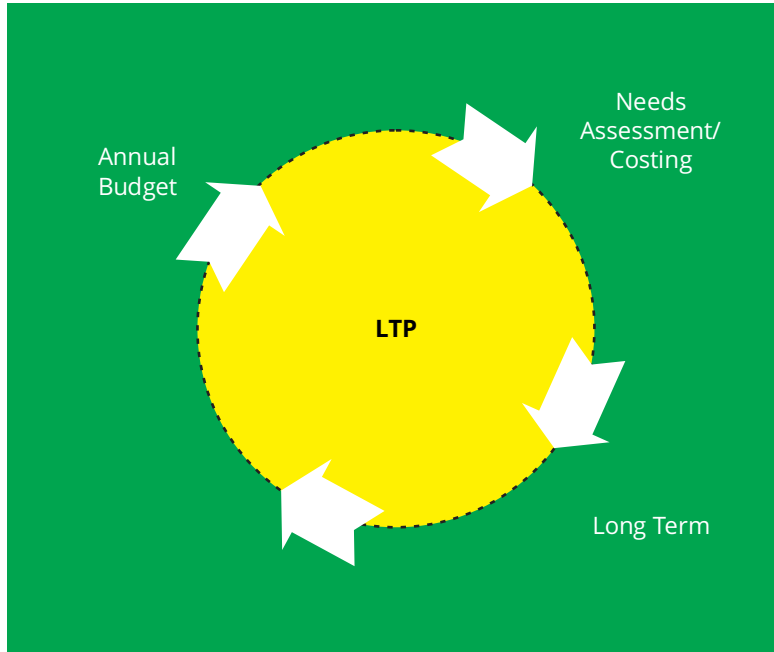
From the foregoing, it is clear that costing the plan and laying out a financing strategy provides the following advantages:

- 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 14.2-14.6 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

Figure 14.1: Long-Term Development Plan



priority areas, namely, security, health, education, and infrastructure with 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.

Figure 14.2: Government Revenue, Expenditures and Public Debt

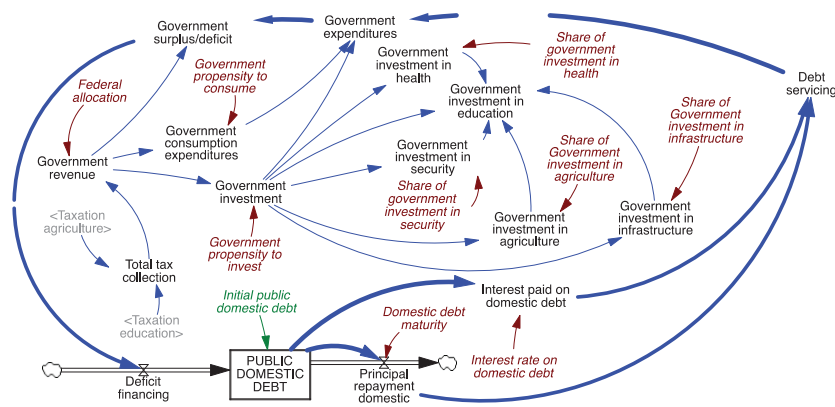


Figure 14.3 Agricultural Capital

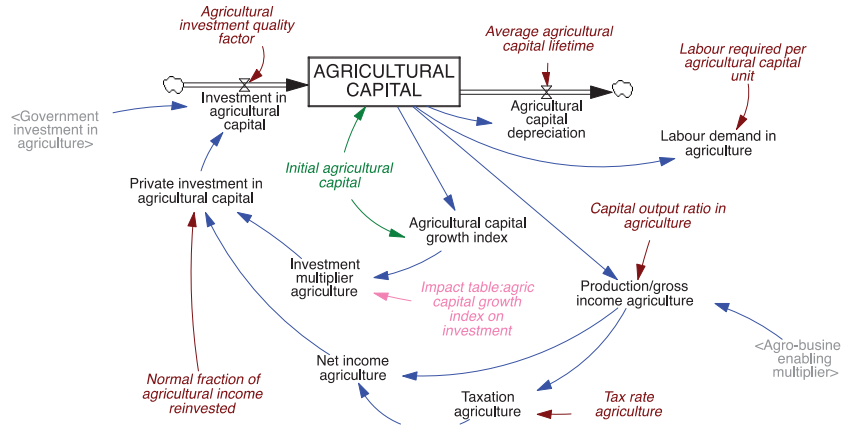


Figure 14.4: Capital in Education

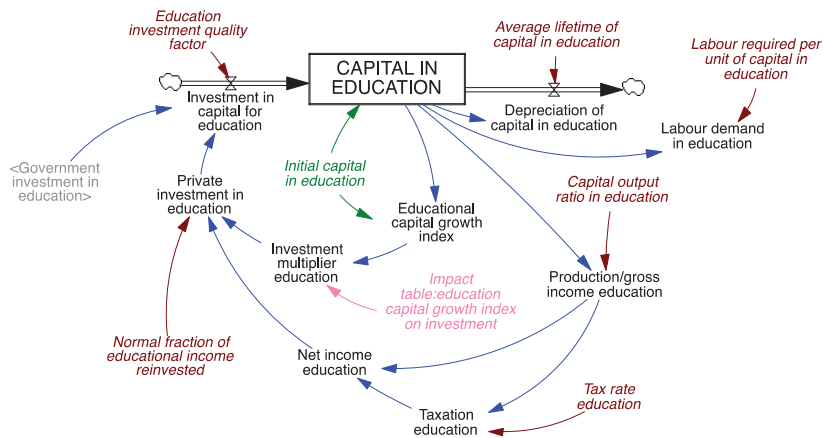


Figure 14.5: Capital in Health

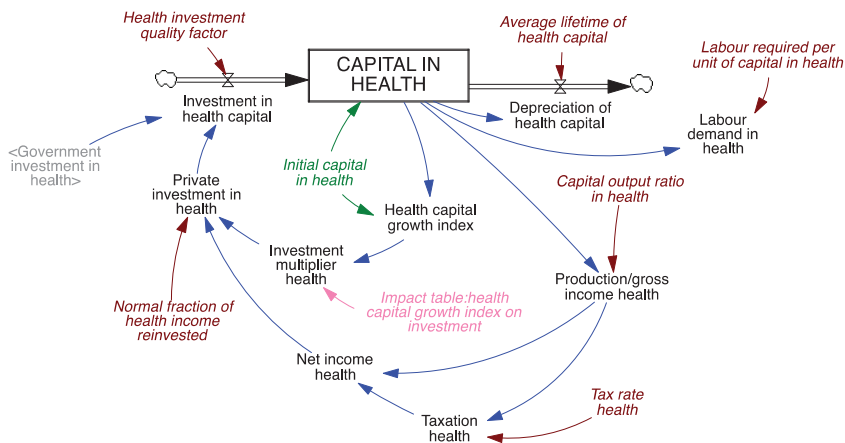


Figure 14.6: Capital in Infrastructure and Security

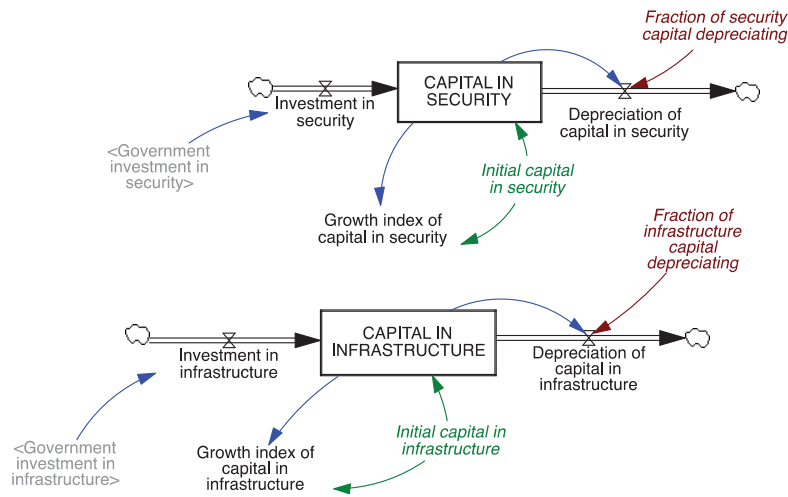
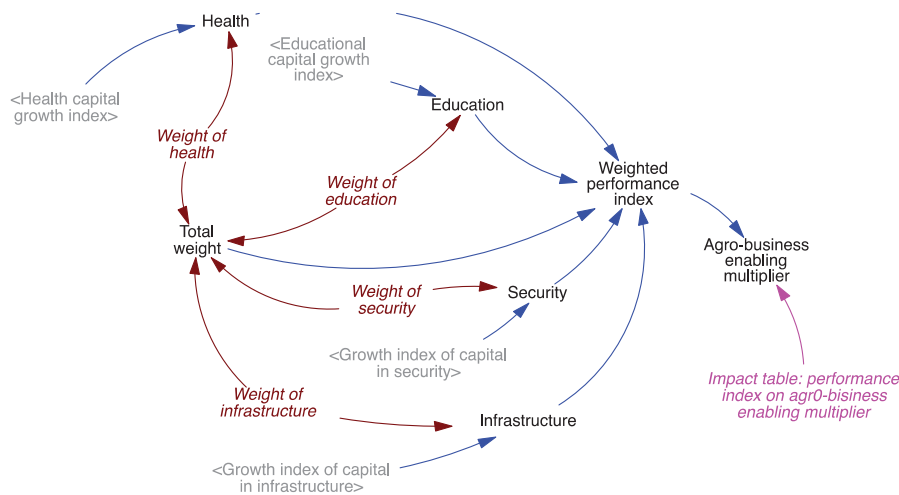


Figure 14.7: Agro-Business Enabling Multiplier



The M&E Framework

This chapter outlines the M&E framework for the implementation of the Gombe State Development Plan (GSDP). The proposed framework involves general and specific objectives, indicators, and targets to be realized at the macro, sectoral, programme, project, and intervention levels. It also spells out institutional arrangements, roles, and responsibilities as well as assumptions underlying an effective M&E system. Effort is made to itemize key components of the Results Based Management (RBM) M&E system envisioned for the State as it implements the 10-Year Development Plan.

The proposed M&E framework emphasizes the importance of availability of human capital and technology for collecting vital, reliable and time 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 RBM 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 Partners Coordination Office. The M&E system will focus 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 in Figure 14.2 highlights the processes and results mapping of the GSDP M&E implementation.

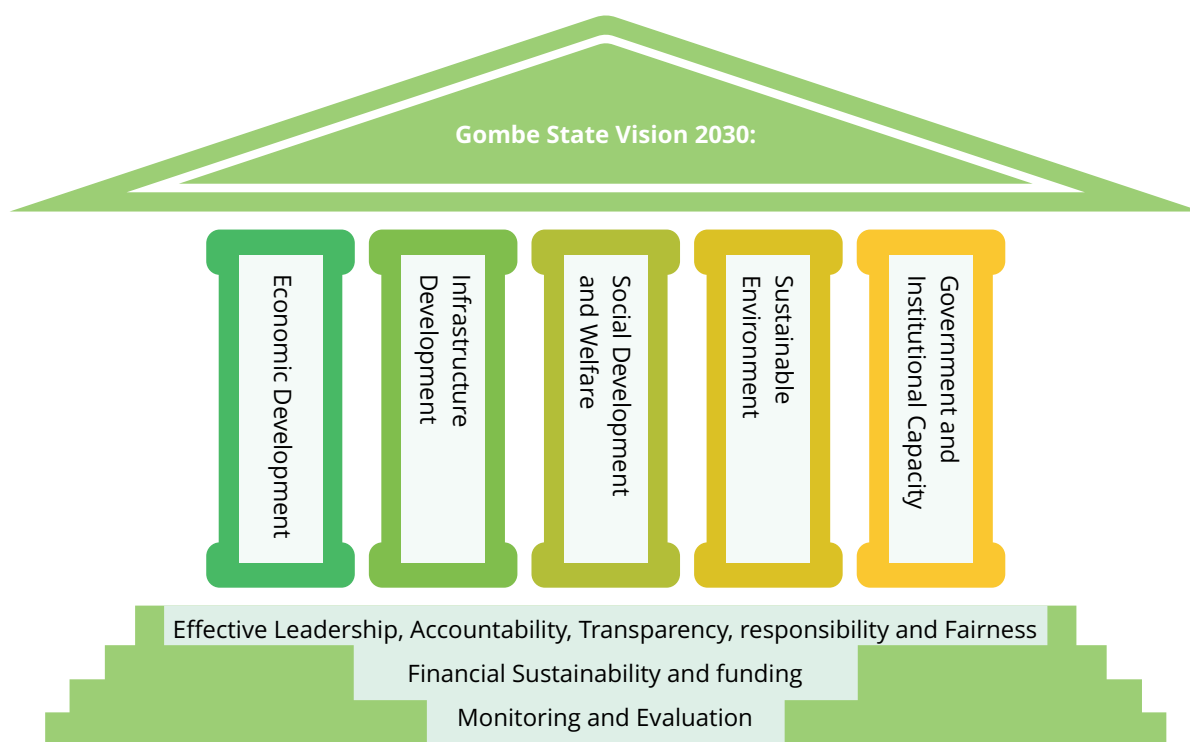
Objectives of the M&E Framework

The overall objective of M&E Framework is to provide a platform for constructive engagement with stakeholders. At the 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 expected outcomes and impacts.

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

- Track progress and demonstrate results of

Figure 14.8: Monitoring and Evaluation Framework



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-level development frameworks.

- Coordinate and facilitate 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).
- 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

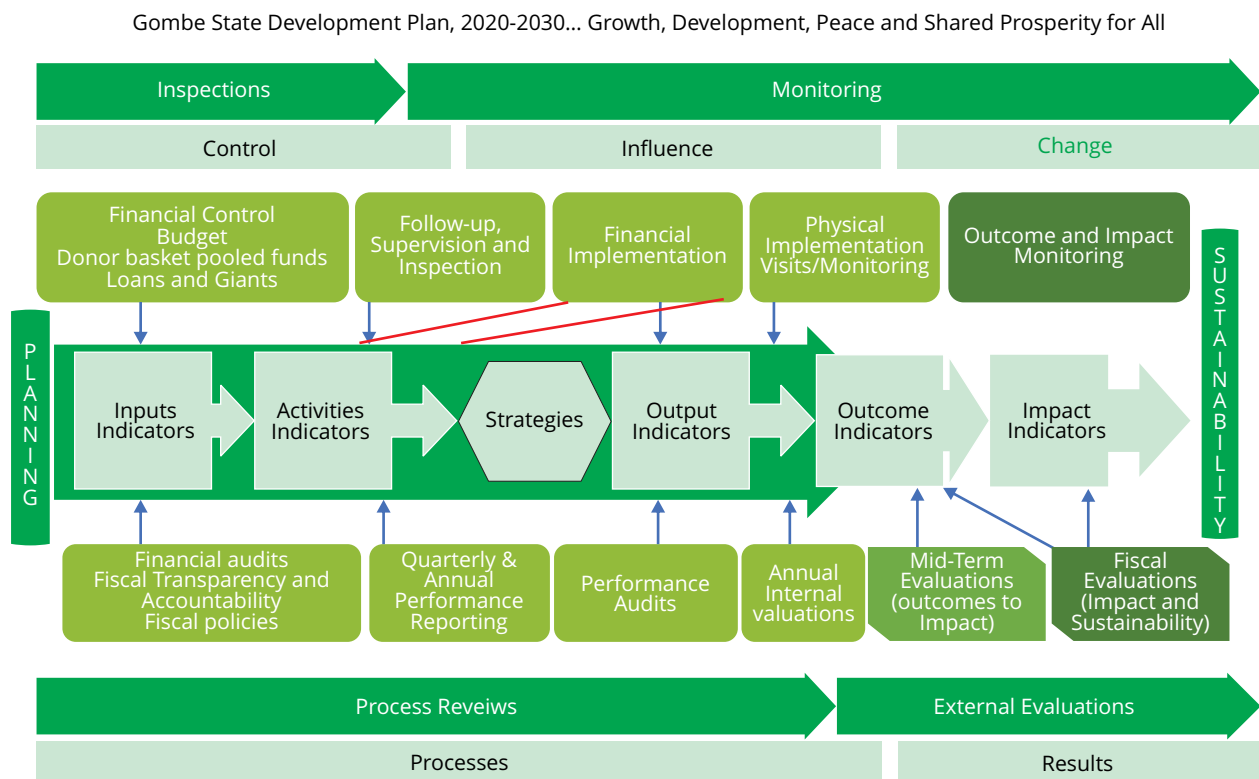
wide range of stakeholders.

- 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

GSDP M&E Strategy

GSDP M&E strategy, therefore, aims at building a system that is robust, comprehensive, fully integrated, harmonized and well-coordinated to monitor the implementation of government priorities in the GSDP as well as evaluating their outcomes and impacts. Equally importantly, it intends to strengthen implementation, monitoring and evaluation (including impact assessment) and reporting during implementation of GSDP. It will also mean ensuring full coordination and operationalization of the monitoring, evaluation and reporting systems as articulated in the MTSS and MTEF. In addition to clearly identifying the M&E

Figure 14.9: GSDP M&E Conceptual Framework



structures, resources and stakeholders, the GSDP M&E strategy will also ensure that performance monitoring plan is in place and processes are fully automated with comprehensive document and data management process.

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 formulation and implementation of M&E activities in an integrated fashion that will involve all key actors and primary stakeholders. 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. In addition, the government will at the end of every four years conduct evaluations to help account for the implementation of the State Government interventions outlined in the Development Plan, document the results delivered results and learn from the improved policy decision and direction.

Development Plan, MTSS and MTEF

While the Development Plan provides a general framework for the long-term development of the State, its implementation framework will be mainly set by the Medium-Term Sector Strategies (MTSS) and the annually reviewed and updated Medium-Term Expenditure Framework (MTEF) backed by a pragmatic financing strategy

Institutional M&E Capacity Assessment

As a first step, a diagnosis of the existing M&E structures and processes will be done to review capacities and readiness for implementing the

M&E. This process will assess the existing capacity assets (human and material), determine the capacity gaps, and define desired capacities and develop a capacity response plan.

Development of M&E Capacity Response Plan

Based on the results of the government-wide institutional M&E capacity assessment, a capacity response plan will be developed to outline all trainings and capacity building engagements needed to address the identified gaps towards M&E of the Development Plan implementation. M&E evaluation technical skills will be provided to MDAs to support the establishment of a comprehensive RBM M&E system in Gombe State. This will help to standardize information collection, processing, storage and reporting on their activities, against pre-determined key performance indicators (KPIs), related to the MDAs' mandates. This will make data collection for decision making more systematic, organized and easily accessible. The ease of access to vital timely data will lead to its increased application in governance and the feedback to stakeholders.

Monitoring Score Cards and Performance Contracts

Among the roles of the Gombe State Budget, Planning and Development Partners Coordination Office is the establishment of an M&E Department that will facilitate the establishment of M&E Units across all the Ministries Departments and Agencies in the State. Moreover, it will identify the key performance indicators (KPIs) to track all MDAs using the specific mandate of each MDA.

Building on the existing structures, within the next 10 years of the implementation of this Development Plan, the M&E Department of the Gombe State Budget, Planning and Development Partners Coordination Office will develop data collection tools, Logical Framework Matrix (Log frames) and results frameworks for all the MDAs.

Also, to ensure successful implementation and M&E of the Development Plans 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 KPIs will be developed to facilitate tracking of MDA performance. Being a long-term plan the KPIs will comprise long-term outcomes and target impact and extent to which the Development Plan is on track towards meeting them. Targets will be developed every four years to reflect current realities and priorities of the State Government in consistence 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 deemed necessary.

M&E Policy and Manual

A comprehensive Monitoring and Evaluation Policy document to assist government in coordinating its M&E activities, as contained in this Development Plan and beyond, is awaiting Federal Executive Council Approval. A detailed M&E Manual will also be developed in Gombe State to guide the standardization of M&E implementation in government. This will include data management processes, management information system, and geospatial tracking of government projects and programmes.

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 on quarterly basis 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.

Revisions to the MTSS should, therefore, reflect ways of achieving the GSDP through sector priorities, implementation plans and programmes, service delivery mechanisms, e.g., where a service may be better delivered through the private sector in an environment where government has a robust regulatory framework.

Stakeholders in M&E

Even though government will be the pacesetter, there will be crucial partners in the process, including the private sector, non-governmental and community-based organizations, international development agencies, and the entire citizenry. Therefore, to ensure its success, there will be an implementation framework and an action plan specifying tasks, roles, key players and time frame.

M&E Governance Framework

The governance framework for M&E is depicted in the Figure 14.10. It shows that the Governor's Office, the State House of Assembly and civil society organizations are to generate demand for M&E information and services.

Other opportunities for CSOs engagement include policy advocacy, budget analysis and budget monitoring. Similarly, the State House of Assembly will have oversight responsibility over implementation of the M&E system and the making of laws required to improve the smooth functioning of the system. The Governor's Office is expected



to support M&E champions who are committed to designing, building and sustaining a results-based M&E system in the State.

The M&E Department of the Gombe State Budget, Planning and Development Partner Coordination Office will have responsibility for providing M&E services with the active participation of M&E Units in sector ministries and annual performance reviews. While Gombe State Budget, Planning and Development Partner Coordination Office will be the coordinating agency for M&E services in the State, the M&E Planning Unit of the MDAs and the Local Government Areas have primary responsibility for M&E studies and reporting.

GSDP Results Framework

The extended results framework will be presented in a separate document where baselines and set targets are disaggregated appropriately by gender, location, etc. The M&E framework will have a results matrix, which, among other things, will include the agreed – the targets set and the work accomplished. The KPIs are developed for the GSDP with particular focus on elements, including strategic objectives, goals, project and programme objectives, intermediate results, social impact, stakeholder satisfaction, and so on.

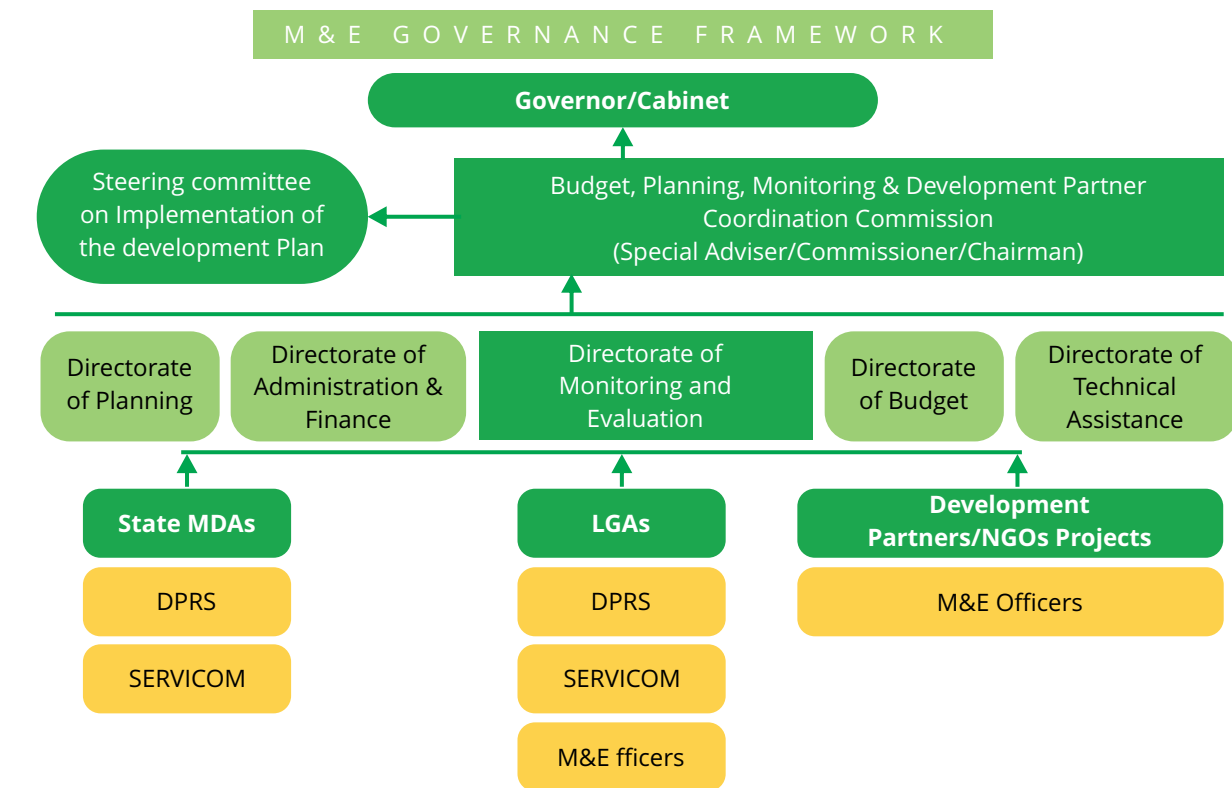
Funding and Resource Allocation for the M&E System

At least 5 per cent of the annual MDA budgets and

the Development Plan financing instrument will be devoted to supporting Monitoring, Evaluation and Learning Systems. Resource allocation for M&E may be revised by the review of the sector's MTSS, the opportunity also arises for future allocations of state resources to be revised in line with the state strategies that will produce the best Development Plan outcomes for citizens. If new methodologies or strategies are recommended, then revisions will be needed on how resources are allocated across sectors and programmes. Such revisions need to be reflected in the following year's annual budget of the State.

The M&E Department of the Gombe State Budget, Planning and Development Partner Coordination Office is responsible for drafting MDA summaries and M&E plans in collaboration with the respective M&E Units. The M&E plan also contains performance indicators for the investment activities and development interventions of the organization. The M&E Unit must work closely with all MDAs to develop, monitor and report against KPIs. The key elements to be closely monitored and measured by the M&E plans are the strategic objectives, financial performance, organizational capacity, social impact, stakeholder satisfaction, and so on. The elements form the basis for developing high-level key performance indicators. It is essential to note that these indicators are evolving tools that respond to the emerging realities and priorities of government.

Figure 14.10: GSDP Propose M&E Governance Framework



Data Centre and MIS

Gombe State Budget, Planning and Development Partner, Coordination Office will setup an M&E Data Centre where all the collected data will be stored and retrieved digitally. Analysis will be made on regular basis and pasted on a dashboard to inform management's decision making. The Database will support the work of the Monitoring and Evaluation Unit and provide timely and reliable data. M&E Staff may not have all the needed competencies to use, manage and maintain the data centre; hence there will be collaboration with ICT Unit in that regard. The data centre would have a real time dashboard with an integrated application in such a way that each MDA can have access to it, through a mobile device displaying GIS locations of all government projects and real-time statistics of financial, assets and human resources. The Gombe State Budget, Planning and Development Partner Coordination Office M&E Departmental staff would be trained on this Data Management System.

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 and key stakeholders will from time to time be commissioned to conduct evaluations, Political Economic Analysis (PEA), etc. There will be three categories of evaluations: annual, mid-term and end term Plan horizon. Thus, two rigorous and comprehensive evaluations, namely, the mid-term and the end term 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 in order 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 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 Partners Coordination Office and will address impact of each phase of the administration of the government

Final Evaluation

This is to be conducted after 10-year implementation of the Plan's roadmap. Although to be done by external/independent evaluators, the evaluation will be coordinated by Gombe State Budget, Planning and Development Partners 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

Reporting, Learning and Knowledge Management

The M&E framework for the GSDP feeds into research, reporting, learning and knowledge management initiatives. The data generated from the collection of both quantitative and qualitative data around selected indicators will be used to develop case studies, promote internal learning, including lessons learnt around current projects and activities, and create learning materials/publications to encourage further learning. Given that performance review processes will be carried out quarterly and annually, there is a need to ensure

that analysis is made on success stories and lessons learnt.

Monitoring, Evaluation and Social Accountability

A "mini-call centre" will monitor, receive and address all complaints and grievances. This is a critical Grievance Redress Mechanism (GRM) where problems can be reported anonymously and addressed before escalation. This might also act as a "Whistle Blower" mechanism. It is a modern way of receiving, recording, documenting and retrieving complaints and suggestions from the general public.

Monitoring, Evaluation and Safeguards

Both social and environmental safeguards are considered in the process of implementing the 10-Year Development. The M&E system will capture relevant indicators on safeguards and report same within the annual reports.

Institutional Arrangements, M&E Roles and Responsibilities

Institutional Arrangements

The governance arrangements for GSDP M&E will be set out in the GSDP M&E Master Plan. The key features include:

- An institutional framework that is inclusive in that it brings together all relevant stakeholders to carry out data generation (survey and routine data), research and analysis, communication and feedback mechanism, and linking to relevant government policy, decision making bodies and users
- An indicator framework that tracks GSDP implementation and results, specifying data sources, frequency of reporting, and institutional responsibility, among other things
- A survey calendar to be implemented by the Gombe State Bureau of Statistics (BoS) to provide estimates for key GSDP indicators, including mid-term reviews of SDGs indicators
- A calendar of planning, budgeting and reporting
- Defined outputs of GSDP M&E, including

survey reports, analytical and implementation progress reports

- A funding mechanism and a budget for monitoring and evaluating GSDP

M&E Roles and Responsibilities

In assigning roles and responsibilities, GSDP recognizes earlier efforts at institutionalizing M&E functions in government, including the establishment of M&E Directorate in the Gombe State Budget, Planning and Development Partners Coordination Office. The Gombe State Government, during the implementation of the GSDP, will introduce M&E policy and legislation as shall be deemed appropriate. Meanwhile, to avoid overlaps, personal interests, conflict of interest, conflicting roles, and uncertainty in the M&E functions during the implementation of the GSDP, the roles and responsibilities of key actors are clearly delineated. Hence, this provides a guidance for the activities and outputs that will be coordinated at all levels of governance.

The roles and responsibilities of key institutions are as follows:

- **Gombe State Budget, Planning and Development Partner Coordination Office**

This will have the overall responsibility of coordinating the implementation of the GSDP M&E framework, including funding mechanisms. Specifically, the Gombe State Budget, Planning and Development Partners Coordination Office will carry out the following key activities:

- Coordinate the implementation of the M&E framework, including monitoring and evaluation activities undertaken by various actors
- Mobilize financial resources, particularly in funding government stake for tracking expenditures for financial accountability
- Coordinate other development partners that will support implementation of the GSDP M&E framework
- Produce the following key reports:
 - Quarterly and Annual Performance Reports
 - Performance Monitoring Plans/MDA M&E Plans

- MDA Summaries, Scorecards and Performance Contracts
- Budget Monitoring and Evaluation Reports, for tracking expenditure and
- Financial Accountability
- SDGs Performance Reports

- **MDAs and LGAs**

These are key implementing agents who are central to reporting the day-to-day and timeline implementation performance as well as reporting on progress against planned milestones. They will also manage and report on time and cost overruns, alignment of plans and budget implementation with their strategic plans, targets, as well as attendant interventions in line with their delivery responsibilities set out in GSDP.

The LGAs will be responsible for reporting on progress of implementation and achievements of planned outputs at local levels.

- **DPRS**

The Departments of Planning Research and Statistics in each MDA supports the development planning (Rolling, Medium and Perspective). The Directorate is also responsible (in most instances) for monitoring and evaluation of plan implementation and formulating the procedures for monitoring activities while researching into the internal organization and operational modalities of the MDAs. M&E Units are mostly domiciled in the DPRS.

- **SERVICOM**

SERVICOM, is a solemn compact as well as an institutional mechanism conceptualized to fight against service failure by ensuring that organs of government in Nigeria deliver to citizens and other residents in the country, the services to which they are entitled. SERVICOM will give Gombe State indigenes and citizens as well as other Nigerian residents the right to demand implementation of good services as contained in GSDP and MDAs' Service Charter.

- **Development Partners**

Development Partners can support the M&E strategy by providing financial and technical assistance for

its operationalization and assist in capacity building for undertaking effective M&E, and in the effective use of M&E products.

- **Gombe State Bureau of Statistics**

The role of Gombe State Bureau of Statistics will be to provide core statistics and data that are critical for the monitoring and evaluation of GSDP goals and strategic interventions and production of quality statistics for decision makers in an objective, timely and cost-effective manner.

- **Private Sector and Other Strategic Partners**

The general thrust of GSDP has been developed in the ambit of a market-led economic management framework. In this context the private sector and other non-state actors are instrumental in the realization of the Plan's priority areas. Their participation can be through undertaking their own initiatives or by partnering with the public sector. Therefore, as key actors, they can also ensure its effective implementation by providing information needed for reviewing policy and implementation modalities that enable or hinder the development of businesses and investments.

The M&E framework for GSDP explores mechanisms and tools for capturing policy information from non-state actors, particularly the private sector, which is the central and critical player in industrial investments. These actors will be required to provide reliable information on areas they like to invest in and levels of financing they are considering to put in the potential investments. For major investments and where support from the public sector is required, they will be obliged to disclose their investment action plans and implementation milestones in order to inform on the schedule of support actions by the public sector.

- **A Performance Management Report Committee**

Responsible for the high-level facilitation of the performance management report and review process that will be necessary, especially in respect of negotiating for required resources from senior

management of the sector's MDAs. The team shall, additionally, be responsible for first-line review and approval of the draft report

Conclusion

This chapter has laid a structure for strategic direction for M&E. The ultimate choices about deciding the scope, intensity, processes and implementation will depend on political will, demand for M&E, commitment to transparency and accountability and the resources available – personnel, time and funds as well as capacity, experience and skills of those people dedicated to, and involved in, the M&E work.

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.

This GSDP document is the outcome of a rigorous and intensive work spanning several months and involving numerous groups and individuals. The key players involved in the preparation of Gombe State Development Plan, 2021-2030 include:

- 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

The immense contributions and efforts of everyone who laboured tirelessly to produce the Plan are hereby acknowledged with gratitude.

Appendices

Appendix 1: Economic Development Projections

Appendix 1.1 Unemployment & Underemployment Rates for Gombe State

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	Reduction of unemployment in Gombe State	Unemployment rate	27.0%	33.3%	33%	31%	29%	26%	24%	22%	20%	18%	16%	14%	14%
2	Reduction of underemployment in Gombe State	Underemployment rate	23.7%	35.8%	35%	33%	31%	29%	26%	23%	20%	17%	15%	12%	12%

Notes:

Labour force and non-labour force

The total population in Nigeria is divided into labour force (currently active) and non-labour force (not currently active). The labour force population covers all persons aged 15 to 64 years who are willing and able to work regardless of whether they have a job or not. The definition of unemployment, therefore, covers persons (aged 15–64) who, during the reference period, were available for work, or actively seeking for work but were without work. The non-labour force includes population below age 15 or older than 64, as well as those within the economically active population i.e. 15–64 who are unable to work, not actively seeking for work or choose not to work and/or are not available for work.

Unemployment

There is no universal standard definition of unemployment as various countries adopt definitions to suit their local priorities. However, all countries, use the International Labour Organization (ILO) definition, or a variant of it, to compute its unemployment estimates. The ILO definition covers

persons aged 15–64 who, during the reference period (which is usually the week preceding the time the survey is administered), were available for work, or actively seeking work, but unable to find work.

The National Bureau of Statistics, like the statistical bureaux in many other countries, uses a variant of the ILO definition. The unemployment rate is the proportion of those in the labour force (not the entire economically active population or the entire Nigerian population), who were actively looking for work but could not find work for at least 20 hours during the reference period. Accordingly, you are unemployed if you did absolutely nothing at all, or did something but for less than 20 hours during the reference week. Hence:

Underemployment

Underemployment, however, occurs if you work less than full-time hours, which is 40 hours, but work at least 20 hours on average a week and/or if you work full time but are engaged in an activity that underutilizes your skills, time and educational qualifications. (National Bureau of Statistics, 2020)

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Appendix 1.2 Ten-Year Projections by National Directorate of Unemployment, Gombe State

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	Vocational Skills Development (VSD) Programmes	B-NOAS	762												
		A.NOAS	-												
		CBTS	-												
		SOW	50												
		RLS	-												
		Collaboration (IDPs)	-												
2	Small Scale Enterprises (SSE) Programmes	BBT	500												
		SYOB	-												
		MEES	610												
3	Rural Employment Promotion (REP) Programmes	SADTS	50												
		CFTP	-												
		OSADTS	-												
4	Special Public Works (SPW) Programmes	EBTS	-												
		GAP	72												
		GCS	-												
		SETS	-												

RLS

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Appendix 1.3: Poverty and Inequality Rates for Gombe

S/N	OUTCOMES	OUTCOME INDICATORS	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET	
			BASELINE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028		2029
1	Reduction in poverty rate in Gombe State	Poverty headcount rate of household in strata (%)	62.31%	62%	60%	58%	56%	54%	52%	50%	48%	46%	44%	42%	42%
2	Reduction in the depth of poverty (poverty gap) in Gombe State	Poverty gap index of poverty line (%)	20.03%	20%	19%	18%	17%	16%	15%	14%	13%	12%	11%	10%	10%

Note:

Poverty is measured using consumption expenditures rather than income in Nigeria – similar to the approach used by many other countries globally. The identification of the poor and calculation of poverty rates require establishing a poverty line. The poor are defined as those who subsist below the poverty line, while the non-poor have consumption expenditures higher than the poverty threshold. An “absolute” poverty line is fixed in quantitative terms at a specific welfare level. It represents the minimum amount of consumption below which persons are considered poor. The absolute poverty line for Nigeria is equal to N137,430 per person per year. The implication of this value is as follows: the individuals living in households whose per capita annual consumption expenditures is below N137,430 are considered poor by national standards. The national poverty line is based on a welfare regionally-adjusted aggregate per capita consumption expenditures across all households. As such, it is possible to apply the national poverty line to the consumption aggregate to estimate the poverty and inequality indicators across all states.

Poverty headcount ratio

The headcount ratio defines the proportion of population that is living in households where the

value of per capita total consumption expenditure is below or equal to the poverty line. In other words, an average 6 out of 10 individuals in Gombe have real per capita expenditures below N137,430 per year.

Poverty gap

Poverty gap measures the depth of poverty. In other words, the distinction could be made between those who are just a little below the poverty line and those who are significantly below the line. The poverty gap index measures the extent to which a person has fallen below the poverty line as a percentage of the poverty line.

Gini index

Gini index is a statistical measure of expenditure distribution in the country. It is widely used as a measure of economic inequality. Gini index ranges from near 0, which indicates perfect equality and 100, which indicates perfect inequality. (National Bureau of Statistics, 2020)

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3	Reduction in economic inequality in Gombe State	Gini Coefficient	31.54%	31.50%	31.20%	31%	30%	29%	28%	27%	26%	25%	24%	23%	22%
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Appendix 1.3: Agriculture

Appendix 1.3.1 Ten-Year (2020-2030) Projections in the Agricultural Sector (I)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE		ANNUAL PERFORMANCE BENCHMARK (YOY)										2030 TARGET
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	Fertilizer procured	Crop yield increased	3,600	20,000	20,000	25,000	25,000	25,000	30,000	30,000	35,000	35,000	40,000	40,000	40,000MT
2	Agrochemicals procured	Crop Protected	200	250	250	300	300	350	350	400	400	450	450	500	500 ltrs
3	Tractor maintained	Farm cultivation increased	18	20	50	50	75	75	100	100	150	200	300	350	350 Tractors
4	Training Centre constructed	Much skill acquired	50	50	150	150	200	200	250	250	300	300	400	400	400 training youths
5	Produce Quality controlled	High quality produce obtained	30	30	50	50	60	60	75	75	85	85	100	100	100MT
6	Agricultural projects intervened in	Agricultural activities improved	5	6	10	10	10	15	15	15	15	20	20	20	20 donor agencies
7	CBPP vaccination conducted	Animal disease protected	588,794	589,154	589,654	594,654	644,654	744,654	804,654	874,654	939,805	1,008,055	1,058,055	1,126,709	1,272,363
8	PPR Vaccination conducted	Small ruminant disease protected	397,261	457,411	533,061	613,511	698,561	783,714	882,164	9,777,724	1,078,874	1,189,000	1,339,253	1,539,255	1,789,943
9	Clinical service maintained	Animal suffering relieved	418,945	529,395	684,520	844,970	101,529	1,200,598	1,251,093	1,306,243	1,357,493	1,413,643	1,463,893	1,514,043	1,514,053
10	Meat inspected	Wholesome meat assured	397,261	497,411	508,436	52,345	633,711	645,726	658,095	783,788	904,893	2,105,056	2,225,749	2,351,899	2,461,135
11	Grazing reserve mapped	Animal feed increased	G-NG 6:52	G-NG 6:52	G-NG 6:52	G-NG 12:46	G-NG 12:14	G-NG 18 40	G-NG 18 46	G-NG 24 36	G-NG 24 34	G-NG 36 28	G-NG 36 28	G-NG 36 28	G-NG 36 28 GR & Non-GR

12	Dam/borehole constructed	Drinking water source provided	13 06	13 10	18 10	18 10	20 15	23 15	20 20	20 20	20 20	20 20	25 25	25 25	25 dams 28 Bore-holes
13	Stock route demarcated	Farmer/herder conflict reduced	121	121	121	121	121	121	121	121	121	121	121	126	126 Traced route

Notes:

G = Gazetted

NG = Non-gazetted

MT = Metric tonnes

GR = Grazing reserve

Non-GR = Non-grazing reserve

Appendix 1.3.2 Ten-Year (2020-2030) Projections in the Agricultural Sector (II)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE		ANNUAL PERFORMANCE BENCHMARK (YOY)										2030 TARGET	
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1	Increased Production	Estimated no. of cattle in Gombe State														
2	Increased Production	Estimated no. of sheep in Gombe State														
3	Increased Production	Estimated no. of goats in Gombe State														
4	Increased Production	Estimated no. of camels in Gombe State														
5	Vaccination	No. of cattle vaccinated in Gombe State														
6	Vaccination	No. of sheep vaccinated in Gombe State														
7	Vaccination	No. of goats vaccinated in Gombe State														
8	Vaccination	No. of dogs vaccinated in Gombe State														
9	Construction	No. of dams in Gombe State														

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10	Construction	The total size of dams (KM3) in Gombe State
11	Provision	No. of grazing reserves in Gombe State
12	Provision	No. of tractors distributed in Gombe State
13	Registration of farmers	No. of registered SASSAKAWA farmers in Gombe State
14	Distribution of Fertilizer to farmers	No. of metric tons of fertilizers distributed in Gombe State for SASSAKAWA farmers
15	Reduce erosion	No. of areas affected by gully erosion in Gombe State
16	Reduce erosion	Estimated land area affected gully erosion in sq. km.
17	Reduce erosion	Estimated land area of gully erosion control in sq. km

Appendix 1.4: Ten Year (2020-2030) Projections for Industry

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	The state to be the leading industrial hub of the North-East sub-region	Contribute to SGDP above on the North-East sub-region	N/A	N/A	4%	10%	15%	20%	24%	24%	35%	48%	50%	53%	53%
2	Increase of the inflow of entrepreneurs/industrialists to the state	Set up a friendly business environment	N/A	N/A	5%	7%	10%	12%	13%	155	17%	195	20%	25%	25%
3	Generate employment opportunities for citizens	Increase in the employment rate by SMES	N/A	N/A	10%	12%	15%	15%	17%	20%	22%	28%	30%	32%	30%
4	Increase in revenue generation to the state and in nation in general	Contribute to the state IGR	N/A	N/A	15%	20%	25%	30%	32%	30%	35%	40%	42%	45%	45%

Appendix 1.5: Ten Year (2020-2030) Projections for Commerce

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE		ANNUAL PERFORMANCE BENCHMARK (YOY)										2030 TARGET
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	Capacity building and entrepreneurial training for chicken sellers	Increased no of processed chicken	N/A	N/A	2%	3%	4%	5%	6%	7%	7%	8%	9%	51%	51%
2	Block harmful and dubious practices	Improved Security	N/A	N/A	3%	3%	5%	6%	9%	9%	10%	11%	11%	75%	75%
3	Conducive and healthy environment for doing business	Healthy meat for consumption	N/A	N/A	2%	3%	5%	5%	6%	6%	7%	9%	10%	56%	56%
4	Availability of all the infrastructure needed, such as electricity, good road and water supply	Ease of doing business	N/A	N/A	3%	5%	6%	8%	10%	11%	12%	14%	21%	90%	90%
5	Improve revenue Generation	Increased State IGR	NA	NA	1%	2%	4%	6%	6%	8%	8%	9%	10%	65%	65%
6	Employment opportunities	Percentage increase in employment	NA	NA	2%	3%	3%	4%	5%	7%	2%	9%	9%	49%	49%

Appendix 1.6: Ten-Year (2020-2030) Projections for Cooperatives (Commerce, Trade & Industry)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE		ANNUAL PERFORMANCE BENCHMARK (YOY)										2030 TARGET	
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1	Inspection of cooperatives	Inspection of cooperatives Societies activities	2,100 societies													
2	Registration of cooperatives	Registration and Inspection.	Registered 250 Cooperative Societies													
3	Enlightenment and publicity	Sensitization through workshop/training of cooperative society	0													
4	Education and training	Education and training of officials and staff	N/A													

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5	Planning, Research and Statistics	Budgetary implementation and record maintenance for the Directorate of Cooperatives	Not executed
6	Audit	Annual Audit of Cooperatives Societies and Union	400 societies

Appendix 1.7: Ten-Year (2020-2030) Projections for Tourism

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	Gombe State is a destination	Development of historical sites, holiday resorts, amusement park and Zoological Garden	3%	3%	5%	8%	8%	8%	9%	10%	10%	11%	11%	12%	95%
2	Existence of rural/urban integration	Provision of infrastructure in rural areas to foster even development	2%	3%	3%	4%	4%	5%	9%	10%	11%	11%	11%	11%	81%
3	Peaceful co-existence among people within and outside the State through cultural exchange	Through community festivals	7%	8%	8%	8%	8%	8%	10%	10%	10%	10%	10%	10%	100%
4	There is an increase in the inflow of tourist	Display of cultural elements	NA	NA	3%	4%	5%	6%	6%	6%	7%	7%	7%	7%	58%
5	There is increase in revenue generation	Income from tourist inflow as products and services are sold	NA	NA	2%	3%	8%	8%	9%	9%	10%	10%	10%	10%	79%

Appendix 2: Infrastructure

Appendix 2.1: Ten Year (2020-2030) Projections for Water Resources)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)								
				2020	2021	2022	2023	2024	2025	2026	2027	2028
1	Robust environment, supportive and imperative to sustainable supply of water; harnessing, protecting and managing of water resources; supportive of agriculture; and generation of practical revenue by 2021.	New 2021 Policy on Water Resources, Water Supply and Sanitation.	2014 Gombe State Water Supply and Sanitation Policy									
2	Increased supply of Safely Managed Water by 2030, to cover 203,909.12 households or 22% (1,121,500.16) of the 2030 GSBS population estimate (of 5,097,728).	SDGs Indicator 6.1.1 - Proportion of population using safely managed drinking water services.	7.19% of the population (66,666.66 households) of 2019 GSBS estimated 3,585,131 population of Gombe State with access to Safely Managed Water.	Increase supply of Safely Managed Water by 15 million litres per day per capita	Increase supply of Safely Managed Water by 15 million litres per day per capita	Increase supply of Safely Managed Water by 15 million litres per day per capita	Increase supply of Safely Managed Water by 15 million litres per day per capita	Increase supply of Safely Managed Water by 15 million litres per day per capita	Increase supply of Safely Managed Water by 10 million litres per day per capita	Increase supply of Safely Managed Water by 10 million litres per day per capita	Increase supply of Safely Managed Water by 10 million litres per day per capita	Increase supply of Safely Managed Water by 10 million litres per day per capita
3	Access to basic water covers 78% (3,986,617 people of 2030 GSBS population estimate) of the population by 2030.	SDGs Indicator 6.1.1 - Proportion of population using safely managed drinking water services.	38.2% (1,370,000 people) of 2019 GSBS population estimate of 3,585,131 population of Gombe State with access to basic water.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.	Access to basic water for 229,397.76 people.

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4	Equitable provision of basic water facility across the 11 LGAs of the State from 2021.	SDGs Indicator 6.1.1 - Proportion of population using safely managed drinking water services.	Basic water supply coverage range of 10.82% to 93.98% of Local Government Area population.		Boreholes to provide basic water coverage for 50% of the rural populations of Akko, Balanga, Billiri, Dukku, Funakaye and Kwami LGAs.				Boreholes to provide basic water coverage for 80% of the rural populations of Akko, Balanga, Billiri, Dukku, Funakaye, Kwami and Nafada LGAs.		
5	Sustained community participation in sustainable use, management and protection of water, water supply facilities and water bodies by 2030.	SDGs 6b.1 - Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management Number of community engagement programmes to promote sustainable use, management and protection of water, water supply facilities and water bodies.	Community participation in sustainable sanitation.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.
6	Water supply for irrigation and fish farming provided by Balanga and Cham Dams by 2024.	Increase in supply of Safely Managed Water beyond installed capacity of DWTP.	Safely managed water supply from DWTP alone.	Water supply for irrigation and fish farming provided by Balanga Dam.		Water supply for irrigation and fish farming provided by Cham Dam.					
7	Appropriate revenue contribution from Safely Managed Water supply by 2030.	Number of households metered for Safely Managed Water supply.	No households metered for Safely Managed Water supply as at 2019.	Consumption of Safely Managed Water metered for 20,390 households	Consumption of Safely Managed Water metered for 40,780 households	Consumption of Safely Managed Water metered for 61,170 households	Consumption of Safely Managed Water metered for 81,560 households	Consumption of Safely Managed Water metered for 101,950 households	Consumption of Safely Managed Water metered for 122,340 households	Consumption of Safely Managed Water metered for 142,730 households	Consumption of Safely Managed Water metered for 163,120 households

Appendix 2.1: Ten Year (2020-2030) Projections for Water Resources)

S/N	OUTCOMES	OUTCOME INDICATORS	2029		2030	
1	Robust environment, supportive and imperative to sustainable supply of water; harnessing, protecting and managing of water resources; supportive of agriculture; and generation of practical revenue by 2021.	New 2021 Policy on Water Resources, Water Supply and Sanitation.				Robust water resources environment, supportive of sustainably supply of water; harnessing, protecting and managing water resources; supportive of agriculture; and generation of practical revenue promoted by 2021 Gombe State Policy on Water Resources, Water Supply and Sanitation by 2021.
2	Increased supply of Safely Managed Water by 2030, to cover 203,909.12 households or 22% (1,121,500.16) of the 2030 GSBS population estimate (of 5,097,728).	SDGs Indicator 6.1.1 - Proportion of population using safely managed drinking water services.	Increase supply of Safely Managed Water by 10 million litres per day per capita	Increase supply of Safely Managed Water by 10 million litres per day per capita	Increase supply of Safely Managed Water by 10 million litres per day per capita	Provide Safely Managed Water to 203,909.12 households or 22% (1,121,500.16) of the 2030 GSBS population estimate.
3	Access to basic water covers 78% (3,986,617 people of 2030 GSBS population estimate) of the population by 2030.	SDGs Indicator 6.1.1 - Proportion of population using safely managed drinking water services.	Access to basic water for 229, 397.76 people.	Access to basic water for 229, 397.76 people.	Access to basic water for 229, 397.76 people.	Provide access to basic water for 78% (3,986,617 people of 2030 GSBS population estimate) of the population.
4	Equitable provision of basic water facility across the 11 LGAs of the State from 2021.	SDGs Indicator 6.1.1 - Proportion of population using safely managed drinking water services.	Boreholes to provide basic water coverage for 100% of the rural populations of all 11 LGAs of Gombe State.			Achieve 100% basic water coverage for the rural populations of all 11 LGAs of Gombe State.
5	Sustained community participation in sustainable use, management and protection of water, water supply facilities and water bodies by 2030.	SDGs 6b.1 - Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management Number of community engagement programmes to promote sustainable use, management and protection of water, water supply facilities and water bodies.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies and 11 (One in each LGA) community engagement programmes.	Operational policy and procedures for community participation in sustainable use, management and protection of water, water supply facilities and water bodies.	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. 110 community engagement programmes to promote sustainable use, management and protection of water, water supply facilities and water bodies.
6	Water supply for irrigation and fish farming provided by Balanga and Cham Dams by 2024.	Increase in supply of Safely Managed Water beyond installed capacity of DWTP.				Water supply for irrigation and fish farming provided by Balanga and Cham Dams by 2024.

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7	Appropriate revenue contribution from Safely Managed Water supply by 2030.	Number of households metered for Safely Managed Water supply.	Consumption of Safely Managed Water metered for 183,510households	Consumption of Safely Managed Water metered for 203,909households	Complete Safely Managed Water supply metering for 203,909 households.
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Appendix 2.2: Ten-Year (2020-2030) Projections for the Transport Sector

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	Well-thought-out master plan by 2021 guides provision and management of State rural, regional and urban roads networks.	SDGs 9.1.1 - Pro-portion of the rural population who live within 2 km of an all-season road. SDGs 3.6.1 - Death rate due to road traffic injuries.	No urban and rural road network master plan developed.												Provision and management of State rural, regional and urban roads networks guided and regulated by Gombe State rural, regional and urban road network master plan by 2021.
2	Agricultural areas, agro-processing areas, and markets prioritized for rural and regional road networks from 2021.	Number of agricultural areas, agro-processing areas and markets connected by rural and regional roads.	23 mapped primary and secondary markets as at 2020 for the RAAMP project.												Agricultural areas, agro-processing areas, and markets mapped and integrated in the Gombe State rural, regional and urban road network master plan by 2021.
3	State urban and regional road network growth meet 15% to 20% annual increases in State urban and regional road from 2021 – 2030.	Number of Kilometres of road constructed annually. SDGs 3.6.1 - Death rate due to road traffic injuries.	1,024.106 km of State urban and regional roads.	Increase State urban and re-gional road network by 204.8 Km.	Increase State urban and regional road network by 245.7 Km.	Increase State urban and regional road network by 294.9 Km.	Increase State urban and regional road network by 353.9 Km.	Increase State urban and regional road network by 424.7 Km.	Increase State urban and regional road network by 254.8 Km.	Increase State urban and regional road network by 280.3 Km.	Increase State urban and regional road network by 308.3 Km.	Increase State urban and regional road network by 339.1 Km.	Increase State urban and regional road network by 373.0 Km.	Accomplish 4,104.07 Km. of urban and regional roads to meet 15% – 20% annual increases in State urban and regional road use.	

4	State rural road network growth by 2030 reaches 2,320 Km by 2030, to increase proportion of the rural population living within 2 km of an all-season road.	SDGs 9.1.1 - Proportion of the rural population who live within 2 km of an all-season road.	558.3 Km of rural road.	Increase existing rural road network by 276 Km.	Increase existing rural road network by 276 Km.	Increase existing rural road network by 276 Km.	Increase existing rural road network by 276 Km.	Increase existing rural road network by 276 Km.	Increase existing rural road network by 188 Km.	Increase existing rural road network by 188 Km.	Increase existing rural road network by 188 Km.	Increase existing rural road network by 188 Km.	Increase existing rural road network by 188 Km.	Achieve 2,320 Km of State rural roads to increase proportion of the rural population living within 2 km of an all-season road
5	Flight and passenger handling capacity of Gombe State Airport increases to 16 flights and passengers per day by 2030.	Number of in and outbound flights and passengers handled.	4 in and out-bound flights and passengers per day handled by Gombe State Airport.					Gombe State Airport attains capacity for 8 flights and passengers.		Gombe State Airport attains capacity for 12 flights and passengers.			Gombe State Airport attains capacity for 16 flights and passengers.	Gombe State Airport attains flights and passenger handling capacity of 16 flights and passengers per day.

Appendix 2.3: Ten-Year (2020-2030) Projections for Electricity and Power

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)										2030 TARGET	
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		2030
1	By 2030, projected annual demand of about 1,046, 516, 509.5 Kwh for domestic and industrial consumption achieved.	Annual electricity supply to Gombe State in Kwh.	264,000, 000 Kwh in 2019.		Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Increase current electricity supply by 78, 251, 650.95 Kwh.	Achieve 1,046, 516, 509.5 Kwh of electricity supply for Gombe State.
2	Rate of connection to electricity increased annually to meet projected 463, 429. 815 urban households in Gombe State by 2030.	SDGs 7.1.1 - Proportion of population with access to electricity.	78,000 premises.		Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Increase number of connected urban premises (and households) by 38, 542. 9815.	Connect 463,429.815 urban households to electricity in Gombe State.

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3	Rural community access to electricity increased to cover about 1,500 villages in Gombe State by 2030.	SDGs 7.1.1 - Proportion of population with access to electricity.	293 villages as at 2011.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Increase number of villages connected to electricity annually by 121.	Connect 1,500 villages to electricity by 2030.
4	Urban and rural production centres, agro-processing areas and services business locations prioritised for electricity supply, by 2023.	Number of urban and rural production centres, agro-processing areas and services business locations connected to electricity.	N/A											Supply electricity to all mapped urban and rural production centres, agro-processing areas and services business locations by 2023.

Appendix 2.3.1 Ten-Year (2020-2030) (Projections for Renewable Energy)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET	
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
1	Stable, consistent and predictable environment in Gombe State for the renewable energy sector and energy efficiency market to stimulate Public Private Partnership and National and International cooperation.	Gombe State Renewable Energy and Energy Efficiency Policy.	No policy or guideline on renewable energy has been developed for Gombe State.													Stable, consistent and predictable renewable energy sector environment in Gombe State promoted by Gombe State Renewable Energy and Energy Efficiency Policy by 2021.
2	Regulated Renewable Energy Sector Environment	Gombe State Ministry of Energy and Mineral Resources regulatory guideline for Renewable Energy generation and supply.	No guideline developed to regulate Renewable Energy generation and supply.													Renewable Energy sector environment guided by Gombe State Ministry of Energy and Mineral Resources regulatory guideline for Renewable Energy generation and supply by 2021.

3	Awareness and knowledge about Potentials for Renewable Energy development and prospects for application in agriculture; industrial and micro-enterprise use; domestic consumption, etc. in Gombe State deepened and responsiveness generated from investors and Development Partners by 2022.	<p>Assessment on potentials of wind and solar energy development in Gombe State and prospects for: application in agriculture; industrial and micro-enterprise use; domestic consumption etc.</p> <p>Number of potential national and international investors and development partners shared copies of the report on potentials of wind and solar energy development in Gombe State and prospects for: application in agriculture; industrial and micro-enterprise use; domestic consumption etc.</p> <p>Number of meetings organized with potential investors and development partners on Gombe State renewable energy sector.</p> <p>Number of Public Private Partnership agreements and Development Partner agreements signed for investment and support for Gombe State renewable energy sector.</p>	2018 agreement between Gombe State and Rencore Energy Limited of the UK and Esam Energy Solution of Nigeria on establishment of wind energy farm.	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.
4	By 2021, Gombe State Renewable Energy development and integration guided by comprehensive and collaboratively developed plan.	Gombe State Renewable Energy development and integration plan.	No plan on Gombe State Renewable Energy development and integration.	Renewable Energy development and integration guided by comprehensive and collaboratively developed plan by 2021.

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5	Pool of local skill, enterprise and expertise built for development and application of wind and solar energy in Gombe State from 2022 - 2030.	Number of skills trainings for Gombe State indigenes on small-to-medium domestic and industrial energy-efficient applications.	No pool of local skill, enterprise and expertise built for development and application of wind and solar energy in Gombe State.	114 trained on small to medium domestic and industrial energy efficient applications.	228 trained on small to medium domestic and industrial energy efficient applications. 7 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 3 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	342 trained on small to medium domestic and industrial energy efficient applications. 14 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 6 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	456 trained on small to medium domestic and industrial energy efficient applications. 21 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 9 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	570 trained on small to medium domestic and industrial energy efficient applications. 28 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 12 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	684 trained on small to medium domestic and industrial energy efficient applications. 35 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 15 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	798 trained on small to medium domestic and industrial energy efficient applications. 42 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 18 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	912 trained on small to medium domestic and industrial energy efficient applications. 49 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 21 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	1,026 trained on small to medium domestic and industrial energy efficient applications. 56 indigenous Engineers sponsored for Wind and Solar Energy development and application training. 24 MSMEs incubated and grown for fabrication of energy efficient appliances for agric-processing, domestic lighting, street lighting etc.	Create pool of 1,026 indigenous skills, 24 incubated and grown MSMEs and 56 engineering experts in wind and solar energy development and application for Gombe State renewable energy sector.
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6	Gombe State electricity demand-supply deficit reduced by alternative renewable energy sources from 2023 - 2030.	SDGs 7.2.1 - Renewable energy share in the total final energy consumption	Alternative renewable energy sources not developed for Gombe State.	Reduce Gombe State electricity demand supply deficit by 360 MW from wind and solar energy sources.	Reduce Gombe State electricity demand supply deficit by 720 MW from wind and solar energy sources.	Reduce Gombe State electricity demand supply deficit by 1,080 MW from wind and solar energy sources.	Reduce electricity demand – supply gap in Gombe State by 1,080 Megawatts of electricity generated from Renewable Energy sources of Wind and Solar.
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Appendix 2.3.2 Ten-Year (2020-2030) (Projections for ICT)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK (YOY)											2030 TARGET
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
				1	Gombe State ICT sector environment that promotes: investments to facilitate sustainable ICT infrastructure, development and production of ICT products and services, increase in production efficiency within the economy, creation of jobs, efficiency of governance and effectiveness social services.	Gombe State Policy on ICT.	Report on Gombe State ICT Policy and Strategy Development Project (2019).								

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2	Strategies and programmes for accelerated development of Information Technology sector in Gombe State driven by appropriate legal institutional structure.	Gombe State Information Technology Development Agency (GITDA).	Gombe State Ministry of Science, Technology and Innovation											Establish Gombe State Information Technology Development Agency (GITDA) by 2021.
3	Information Technology Enabled Service (ITES) businesses in Gombe State expanding scope of services and growing in number at the rate of 10% from 2022.	Number of ITES businesses in Gombe State. Number of people employed by the ICT industry in Gombe State. Number of Gombe State based ITES businesses incubated.	N/A 9,927 people employed by the ICT industry as at 2019.	10 new ITES businesses incubated and 10,920 people employed by the ICT industry	10 new ITES businesses incubated and 12,012 people employed by the ICT industry	10 new ITES businesses incubated and 13,213 people employed by the ICT industry	10 new ITES businesses incubated and 14,534 people employed by the ICT industry	10 new ITES businesses incubated and 15,988 people employed by the ICT industry	10 new ITES businesses incubated and 17,586 people employed by the ICT industry	10 new ITES businesses incubated and 19,345 people employed by the ICT industry	10 new ITES businesses incubated and 21,279 people employed by the ICT industry	10 new ITES businesses incubated and 23,407 people employed by the ICT industry	Achieve 90 ITES businesses operating 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 23,407 people employed by the ICT industry.	
4	Functional ICT infrastructure present in all Gombe State Government MDAs, Gombe State House of Assembly and Judiciary by 2022.	Number of Gombe State Government MDAs, Gombe State House of Assembly and Judiciary with functional ICT infrastructure.	N/A											Implement functional ICT infrastructure in all Gombe State Government MDAs, Gombe State House of Assembly and Judiciary by 2022.

5	ICT integrated into Gombe State Government (Executive, Legislature and Judiciary) business processes.	Number of MDAs with ICT integrated into their business processes.	Gombe State Government MDAs, Legislature and Judiciary business processes not fully ICT integrated.	Accomplish ICT integration into Gombe State Government MDAs, Legislature and Judiciary business processes by 2023.
		ICT integrated into Legislative business processes.	Development of Gombe State 10-Year Development Plan monitoring system ongoing.	
		ICT integrated into Judiciary business processes		
		Number of e-Governance trainings conducted for MDAs, Legislature and Judiciary.		
		E-monitoring system for Gombe State 10-Year Development Plan monitoring system.		

Appendix 3.0: Social Development and Welfare Strategy Information

Appendix 3.1: Ten Year (2020-2030) (Social Dev. & Welfare Strategy)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	ANNUAL PERFORMANCE BENCHMARK											2030 TARGET
				2020	2030 TARGET	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1	SDG Goal 1 – End poverty in all its forms everywhere	Number of deaths, missing persons and persons affected by disaster per 100,000 people.	5.07 Deaths	4.5	4.0	3.5	3.0	2.5	2.0	1.0	0.5	0.2	0.1	0.05	0.05 Deaths
			0.02 Missing	0.019	0.018	0.017	0.016	0.015	0.014	0.012	0.010	0.009	0.007	0.005	0.005 Miss
			607 Affected	500	400	300	200	100	80	70	50	30	20	10	10 Affected
2	SDG Goal 2 – End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Prevalence of undernourishment.	25.5%	20%	18%	16%	14%	12%	10%	10%	10%	7%	6%	5%	5%
3	Goal 3 – Ensure healthy lives and promote well-being for all at all ages	Improved access to quality basic health care services.	48%	52%	60%	65%	70%	75%	80%	85%	90%	90%	90%	90%	90%
4	Goal 3 – Ensure healthy lives and promote well-being for all at all ages	Population covered by health insurance per '000 inhabitants by year	294/1,000	350	400	450	500	550	600	650	700	750	800	850	850/1,000
5	Promote an enabling environment for attainment of sector goals.	Establishment of one functional private health centre per ward	N/A	10	25	45	65	75	85	90	95	100	105	110	114
6	Promote an enabling environment for attainment of sector goals.	Establishment of one functional private hospital per LGA	N/A	4	6	8	10	11	11	11	11	11	111	11	11
7	Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being.	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%

8	Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Participation in organized learning (one year before the official primary entry age). ECCD	27,954	50,000	70,000	90,000	110,000	120,000	130,000	140,000	150,000	160,000	160,000	160,000	160,000
9	Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Participation rate of youths and adults in formal and non-formal education and training in the previous 12 months.	37.5% Women 47.5% Men	45% 50%	50% 55%	55% 60%	60% 65%	65% 70%	70% 75%	75% 80%	75% 85%	75% 85%	75% 85%	75% 85%	75% Women 85% Men
10	Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Number of teachers with at least minimum teacher qualification.	15,923 (primary and JSS)	16,000	18,000	20,000	22,000	23,000	23,500	24,000	24,500	25,000	25,000	25,000	25,000
11	SDG Goal 8 – Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	Unemployment rate.	36%	30%	28%	25%	23%	20%	18%	17%	16%	15%	15%	15%	15%
12	SDG Goal 8 – Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	Proportion of youths (aged 15-24 years) not in education, employment or training.	20.5%	18%	17%	16%	15%	14%	13%	12%	11%	10%	10%	10%	10%
13	SDG Goal 8 – Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	Proportion and number of children aged 5-17 years engaged in child labour.	47.1%	44%	40%	37%	33%	30%	26%	22%	18%	15%	12%	10%	10%
14	SDG Goal 10 – Reduce inequality within and among countries	Growth rates of household expenditure or income per capita among the bottom 40 % of the population	14.75%	17%	19%	21%	23%	25%	27%	29%	30%	30%	30%	30%	30%
15	Support the establishment of the single social registers that will provide information on those living below the poverty line (poorest of the poor).	Proportion of communities with established social registers.	3%	60%	80%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%

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16	Strengthening neighbourhood watch and overhauling the security network with linkage of formal and informal security operatives to enforcement and justice.	Proportion of communities with established neighbourhood watch.	N/A	10%	40%	60%	80%	100%	100%	100%	100%	100%	100%	100%	100%
17	To improve investors' confidence from the security perspectives where lives and property of every business owner and other investors, customers or consumers can be guaranteed.	Rate of increase in investors from outside of Gombe State.	N/A	3%	5%	15%	20%	25%	30%	30%	30%	30%	30%	30%	30%
18	To create awareness among the public for orderliness and respect of the laid down rules, regulations, and laws of the land to enable peaceful co-existence and ease of doing business among individuals, groups, communities, and organizations.	Proportion of communities guided by the Gombe New Social Order	0%	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%
19	SDG Goal 11 – Make cities and human settlements inclusive, safe, resilient, and sustainable	Number of deaths, missing persons and persons affected by disaster per 100,000 people.	5.07 Deaths	4.5	4.0	3.5	3.0	2.5	2.0	1.0	0.5	0.2	0.1	0.05	0.05 Deaths
			0.02 Missing	0.019	0.018	0.017	0.016	0.015	0.014	0.012	0.010	0.009	0.007	0.005	0.005 Miss
			607 Affected	500	400	300	200	100	80	70	50	30	20	10	10 Affected
	Improved capacity of the judiciary and the justice system to deal with the backlog of cases and provide quality judgements within the shortest possible time.	All LGAs have at least one high courts, supported lower courts established	1	3	5	7	9	11	11	11	11	11	11	11	11

Appendix 4: Sustainable Development

- **Pillar Objective** – To Create an Environment that is in harmony with nature.
- **Pillar Strategic Direction** - To ensure success in pollution control,

waste management, ameliorating the effects of climate change, doing more in the area of afforestation program, as well as providing alternative sources of energy to stop indiscriminate cutting down of trees, ensuring compliance to all environmental laws, policies and programs for the attainment of the goal of sustainable science.

Annual Performance Benchmark (YOY)

S/N	OUTCOMES	OUTCOME INDICATORS	BASELINE 2019	2020	2021	2022	2023	2024	2025
				4.1.	Sanitation: - Increased access to sanitation services.	- % of households and public places with access to improved toilet facilities (Water, Cistern and VIP). - % of regulated and non-regulated households inspected. - Proportion of households practicing open defecation. - Level of citizens awareness on the dangers of poor sanitation. - No. of Environmental Health Officers trained and employed. - Stock of environmental sanitation equipment facilities.	5% 10% 67% 7% 28 NIL	10% 15% 65% 15% 35 75	14% 25% 60% 30% 100 350
		- No. of Waste Collection Centres constructed per LGA.	Akko-NIL, BAL-NIL, BIL-NIL, DUKKU-NIL, GOM 148, FKY,NIL,KLT NIL,KWA NIL NAF NIL,SHO NIL, Y/DB NIL	Akko 5 BAL-3, BIL-4, DUK 3, GOM 200, FKY,SKLT 4,KW 3 NAF 2 SHO 1, Y/DB 2	Akko 24 BAL- 30 BIL-35, DUK 20, GOM 250, FKY 25 KLT 20 KW 10 NAF 5 SHO 4, Y/DB 10	Akko 50 BAL- 40 BIL-45, DUK 30, GOM 300, FKY 35 KLT 30 KW 20 NAF 15 SHO 14, Y/DB 20	Akko 100 BAL- 50 BIL-65, DUK 40, GOM 350, FKY 45 KLT 40 KW 30 NAF 25 SHO 24, Y/DB 40	Akko 200 BAL- 100 BIL-85, DUK 50, GOM 450, FKY 55 KLT 50 KW 40 NAF 35 SHO 34, Y/DB 50	Akko 210 BAL- 110 BIL-95, DUK 70, GOM 500, FKY 60 KLT 55 KW 60 NAF 50 SHO 45 Y/DB 68
		- No. of sanitation laws enacted and implemented.	1	2	4	5	7	10	20
		- No. of sewage treatment plants constructed in the State.	NIL	1	2	4	10	15	25

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4.2	Waste Management: - A safe and clean environment that secures the well-being of the people through efficient waste management system.	- No of policies put in place to regulate waste (solid and liquid) disposal management.	1	2	5	6	8	8	9
		- % of reduction in waste generation through prevention, reduction, recycling and reuse.	10%	25%	30%	40%	45%	55%	60%
		- No. of companies/businesses encouraged to adopt sustainable practices and integrate sustainable information on waste management.	1	10	50	100	500	1500	3000
		- Level of awareness of the people of the State with relevant information and awareness for sustainable environment and lifestyles in harmony with nature.	1%	10%	15%	18%	25%	40%	55%
		- No. of waste management specialists trained and employed by the State.	26	100	250	305	400	589	768
		No. of employment opportunities generated from waste management plan.	20	200	500	1000	10,000	30,000	50,000
		- The pool of scavengers in the 11 LGAs mainstreamed into the waste management stream.	100	300	500	1000	5000	6000	8000
		- No. of Waste Collection Centres constructed in the 11 LGAs of the State.	100	200	250	500	650	1000	1500
4.2		- No. of waste recycling plants established in the State.	NIL	NIL	1	3	5	10	20
		- No. of waste to energy generation plant established in Gombe State.	NIL	NIL	1	1	3	4	6
		- No. of women and youths per LGA trained on waste to wealth initiatives.	NIL	50	200	500	1000	2000	2500
		- No. of waste management vehicles/equipment put in place.	10	17	50	100	250	500	1000

4.3	Pollution Control: - Reduced environmental pollution, increased access to affordable, reliable and modern energy services, sound management of chemicals and waste throughout their life cycle and significantly reduce their release to air, water and soil in order to minimize their adverse impact on human health and the environment.	Measure of air and water pollution.	NIL	10%	15%	24%	36%	45%	57%
		- Proportion of households where open defecation is practised.	60%	50%	45%	30%	25%	10%	5%
		- Proportion of reduction to public health and the environment associated with the release of substances, pollutants and contaminants.	2%	5%	15%	28%	30%	50%	67%
		- % of reduction in incidence disease as a result of environmental pollution.	3%	10%	26%	40%	57%	60%	65%
		- Proportion of technical capacity of public and private sector agencies in waste management and pollution control.	2%	10%	15%	40%	55%	58%	60%
		-- Proportion of efforts made to meet international agreements on pollution control in the State (i.e equipping the ministry's laboratory with State of art equipments/facilities for the purpose of assessing environmental parameters, as well as establishing meteorological stations across the 11-LGAs of the State).	NIL	20%	45%	50%	57%	68%	75%
		- Level of public awareness on the dangers of environmental pollution and management systems.	2%	10%	34%	50%	67%	70%	76%
		- No. of assorted plantations and forest reserves in the State to reduce pollution.	5	20	100	127	200	250	300

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4.4	Flooding and Drainage: - To have an effective and sustainable pre- and post – flood and disaster management system.	- % of compliance to town planning codes, and development of Ecological Master Plan to have an understanding on how to address environmental/land degradation facing the entire State.	NIL	5%	10%	20%	35%	50%	55%
		- Proportion of the public with awareness on flooding and drainage challenges/management.	5%	10%	25%	38%	50%	57%	69%
		- Stock of professionals and technical staff trained and employed for management of flood – related challenges.	NIL	10%	20%	36%	50%	55%	67%
		- Availability of a functional early warning and early response centre on flood management.	2	5	10	30	34	45	50
		- No. of greening and beautification of open spaces and verges in the State to contain flooding.	NIL	10	20	50	100	350	500
		- No. of drainages mapped and constructed in the State.	10	22	30	50	100	125	130
		- Stock of flood and drainage management equipment, equipment and vehicles.	NIL	NIL	10	50	75	100	250
4.5	Erosion Control: - To halt the degradation of land, reverse and reclaim the degraded ones from soil erosion.	- Proportion of reduction in erosion challenge in the State, from the over 200 active qully erosion sites across the State.	2%	6%	10%	20%	35%	40%	50%
		- Proportion of erosion damaged land reclaimed from soil erosion.	1%	10%	30%	35%	40%	55%	60%
		- Level of awareness of the people on the menace of erosion on the environment.	5%	20%	25%	38%	50%	55%	62%
		- No. of forest/plantations established to protect the soil cover from erosion.	2%	10%	34%	50%	58%	62%	70%
4.6	Climate Change: - Improved technical/professional capacity and awareness on climate change challenges and management.	- Level of sensitization/awareness of the people in the climate change challenges/management.	1%	5%	15%	30%	50%	68%	70%
		- No. of trees planted to absorb air pollutants released by vehicles.	1million	1.5m	2m	3m	4m	5m	6m
		- No. of metrological stations established for monitoring of trend of temperature changes in the State for early warning and actions.	2	5	10	20	30	55	59
		- Proportion of integration of climate change into State policies, programmes and budgets.	NIL	10%	12%	15%	30%	50%	62%
		- No./stock of professionals trained and employed in the State on climate change.							
			2%	10%	15%	22%	30%	33%	40%

4.7	Environmental Management: - A safe and secure environment for human habitation and sustainable development	- No. of regulatory framework, policies and laws for environmental management.	1	2	5	7	10	12	12
		- Level of awareness of the people on the environmental management.	3%	10%	25%	30%	50%	55%	60%
		- No. of partnerships with development partners and private sector.	1	10	25	50	68	70	89
		- No. of trees planted to protect the environment.	1MILLION	1.5M	3M	5M	7M	9M	10M
		- No. of forest/plantations/wood lots established.	10	20	35	50	78	80	98
		- No. of nurseries established for the production and distribution of seedlings.	10	25	40	48	50	56	60

Annual Performance Benchmark (YOY)

S/N	OUTCOMES	OUTCOME INDICATORS	TARGET By 2030					
			2026	2027	2028	2029	2030	
4.1.	Sanitation: - Increased access to sanitation services.	- % of households and public places with access to improved toilet facilities (Water, Cistern and VIP).	67%	70%	73%	75%	80%	80%
		- % of regulated and non-regulated households inspected.	62%	73%	80%	82%	85%	85%
		- Proportion of households practicing open defecation.	1%	00%	00%	00%	00%	00%
		- Level of citizens awareness on the dangers of poor sanitation.	77%	83%	90%	93%	95%	95%
		- No. of Environmental Health Officers trained and employed.	2200	2300	2500	2700	3000	
		- Stock of environmental sanitation equipment facilities.	6507	7000	7546	8679	10,000	
		- No. of Waste Collection Centres constructed per LGA.	Akko 250 BAL- 110 BIL-100, DUK 100, GOM 600, FKY 70 KLT 65 KW 80 NAF 60 SHO 55 Y/DB 88	Akko 290 BAL- 130 BIL-200, DUK 150, GOM 720, FKY 80 KLT 75 KW 90 NAF 60 SHO 65 Y/DB 98	Akko 300 BAL- 150 BIL-160, DUK 180, GOM 800, FKY 100 KLT 95 KW 100 NAF 70 SHO 65 Y/DB 120	Akko 500 BAL- 250 BIL-200, DUK 250, GOM 800, FKY 200 KLT 150 KW 200 NAF 100 SHO 150 Y/DB 250	Akko 300 BAL- 250 BIL-200, DUK 350, GOM 1000 FKY 250 KLT 255 KW 300 NAF 200 SHO 155 Y/DB 350	
		- No. of sanitation laws enacted and implemented.	36	40	40	45	50	
		- No. of sewage treatment plants constructed in the State.	56	60	67	70	100	

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4.2	Waste Management:						
	- A safe and clean environment that secures the wellbeing of the people through efficient waste management system.	- No of policies put in place to regulate waste (solid and liquid) disposal management.	13	13	20	35	50
		- % of reduction in waste generation through prevention, reduction, recycling and reuse.	70%	75%	82%	85%	90%
		- No. of companies/businesses encouraged to adopt sustainable practices and integrate sustainable information on waste management.	4500	5000	6700	7000	ALL
		- Level of awareness of the people of the State with relevant information and awareness for sustainable environment and lifestyles in harmony with nature.	60%	68%	78%	89%	98%
		- No. of waste management specialists trained and employed by the State.	800	987	1000	1050	1200
		No. of employment opportunities generated from waste management plan.	1,000,000	2,000,000	2,500,000	3,000,000	5,000,000
		- The pool of scavengers in the 11 LGAs mainstreamed into the waste management stream.	10,000	12,000	15,000	20,000	25,000
		- No. of Waste Collection Centres constructed in the 11 LGAs of the State.	2000	5000	7000	9000	10,000
		- No. of waste recycling plants established in the State.	50	67	70	90	100
		- No. of waste to energy generation plant established in Gombe State.	6	7	8	10	13
		- No. of women and youths per LGA trained on waste to wealth initiatives.	5500	7000	8000	9000	20,000
		- No. of waste management vehicles/equipment put in place.	1100	1500	2000	3500	5000

4.3	Pollution Control: - Reduced environmental pollution, increased access to affordable, reliable and modern energy services, sound management of chemicals and waste throughout their life cycle and significantly reduce their release to air, water and soil in order to minimize their adverse impact on human health and the environment.	- Measure of air and water pollution.	60%	68%	72%	80%	97%
		- Proportion of households where open defecation is practised.	2%	1%	0%	0%	0%
		- Proportion of reduction to public health and the environment associated with the release of substances, pollutants and contaminants.	70%	85%	80%	87%	90%
		- % of reduction in incidence disease as a result of environmental pollution.	72%	80%	88%	90%	96%
		- Proportion of technical capacity of public and private sector agencies in waste management and pollution control.	68%	70%	79%	87%	93%
		- Proportion of efforts made to meet international agreements on pollution control in the State (i.e equipping the ministry's laboratory with State of art equipments/ facilities for the purpose of assessing environmental parameters, as well as establishing meteorological stations across the 11-LGAs of the State).	80%	82%	88%	90%	98%
		- Level of public awareness on the dangers of environmental pollution and management systems.	85%	90%	93%	95%	99%
		- No. of assorted plantations and forest reserves in the State to reduce pollution.	320	350	400	500	1000
		4.4	Flooding and Drainage: - To have an effective and sustainable pre- and post – flood and disaster management system.	- % of compliance to town planning codes, and development of Ecological Master Plan to have an understanding on how to address environmental/land degradation facing the entire State.	64%	70%	74%
- Proportion of the public with awareness on flooding and drainage challenges/ management.	70%			79%	87%	95%	99%
- Stock of professionals and technical staff trained and employed for management of flood – related challenges.	70%			77%	80%	87%	90%
- Availability of a functional early warning and early response centre on flood management.	56			60	68	80	100
- No. of greening and beautification of open spaces and verges in the State to contain flooding.	769			1000	1457	2000	2500
- No. of drainages mapped and constructed in the State.	150			178	200	300	450
- No. of drainages mapped and constructed in the State.	255			300	310	320	350
- Stock of flood and drainage management equipment, equipment and vehicles.							

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4.5	Erosion Control: - To halt the degradation of land, reverse and reclaim the degraded ones from soil erosion.	- Proportion of reduction in erosion challenge in the State, from the over 200 active qully erosion sites across the State.	68%	70%	77%	90%	99%
		- Proportion of erosion damaged land reclaimed from soil erosion.	68%	70%	85%	90%	98%
		- Level of awareness of the people on the menace of erosion on the environment.	68%	70%	80%	88%	99%
		- No. of forest/plantations established to protect the soil cover from erosion.	79%	80%	88%	90%	97%
4.6	Climate Change: - Improved technical/professional capacity and awareness on climate change challenges and management.	- Level of sensitization/awareness of the people in the climate change challenges/management.	77%	89%	90%	95%	99%
		- No. of trees planted to absorb air pollutants released by vehicles.	7m	8m	9m	10m	11m
		- No. of metrological stations established for monitoring of trend of temperature changes in the State for early warning and actions.	67	78	88	110	120
		- Proportion of integration of climate change into State policies, programmes and budgets.	67%	78%	80%	94%	99%
		- No./stock of professionals trained and employed in the State on climate change.	50%	55%	60%	78%	90%
4.7	Environmental Management: - A safe and secure environment for human habitation and sustainable development	- No. of regulatory framework, policies and laws for environmental management.	14	15	16	17	10
		- Level of awareness of the people on the environmental management.	66%	70%	89%	90%	99%
		- No. of partnerships with development partners and private sector.	98	110	200	500	1000
		- No. of trees planted to protect the environment.	12M	15M	20M	30M	50M
		- No. of forest/plantations/wood lots established.	110	126	150	200	350
		- No. of nurseries established for the production and distribution of seedlings.	68	78	90	100	120

Appendix 5.0 Governance , Administration and Institutional Capacity Building

Table 8.1 Governance, Administration and Institutional Capacity Pillar

TARGETS	KEY INDICATORS	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020
1. Reform the Public Service for efficiency and cost reductions	Reduce the number of Ministries/MDA to at most 14 by 2030		Establish and empower reform agency	Engage a reputable consultant to evaluate the job processes	Report of the consultants to be presented to the Executive	Implement the Report	19	18	17	16	15	14	14
1. Significantly reduce all forms of violence and related death rates everywhere	Conflict-related deaths per 1,000 population, by sex, age and cause	11	11.2	9	7.5	6	5.2	4	3.5	3	2.5	2	1.5
2. End abuse, exploitation, trafficking and all forms of violence against and torture of children	Domesticate the Child Rights Act by 2023			Send Bill to parliament for the domestication of the Child Rights Act	Domesticate the child right Act by 2023	Enforce the Act	Enforce the Act	Enforce the Act	Enforce the Act	Enforce the Act	Enforce the Act	Enforce the Act	Enforce the Act
3. Substantially reduce corruption and bribery in all their forms	Proportion of persons who had at least one contact with a public official and who paid a bribe to a public officer or were asked for a bribe in the preceding 12 months	35	35	30	28	25	23	21	17	15	13	12	8
	Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months	42	39	37	35	32	29	25	23	21	19	15	10

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4.	Develop effective, accountable and transparent institutions at all levels in the state	Primary government expenditures as a proportion of original approved budget, by sectors.		Publish yearly budget performance report	Publish yearly budget performance report	Publish yearly budget performance report	Publish yearly budget performance report	Publish quarterly budget performance report	Publish quarterly budget performance	Publish quarterly budget performance	Publish quarterly budget performance	Publish quarterly budget performance	Publish quarterly budget performance	Publish quarterly budget performance
5.	Ensure responsive, inclusive, participatory and representative decision-making at all levels	Geographical spread of key appointments to political offices		At least one person per local government in the cabinet	At least one person per local government in the cabinet	Include at least 20% youth and women in all appointments	Reserve at least 10% of legislative sits for women	Reserve at least 10% of legislative sits for women & youths	Reserve at least 1.0 % appointive position for the physically challenged	At least 40.0 % of the Local Government Chairmanship position for youths & women	At least 40.0 % of the Local Government Chairmanship position for youths & women	At least 40.0 % of the Local Government Chairmanship position for youths & women	At least 40.0 % of the Local Government Chairmanship position for youths & women	At least 40.0 % of the Local Government Chairmanship position for youths & women
6.	By 2030, provide legal identity for all, including birth registration	Proportion of children under age five whose births have been registered with a civil authority			Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory	Make birth registration compulsory
7.	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Domesticate freedom of information law			Send Executive Bill to parliament for the domestication of the Freedom of Information Act	Follow up on Executive Bill to parliament for the domestication of the Freedom of Information Act				Set up a very lean agency for the enforcement of the domestication of the Freedom of Information Act	Appoint Executive Secretary enforcement of the domestication of the Freedom of Information Act			Domesticate freedom of information law
	TARGETS	KEY INDICATORS	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
8.	Promote and enforce non-discriminatory laws and policies for sustainable development	Number of women in government to be increased to 35.0 % by 2030	11	11.5	20	21	23	27	27.5	28	29	32	33	35.0 % women participation in government

9.	Strengthen domestic resource mobilization	Total government revenue as a proportion of GDP of 20 % by 2030.			Grant full autonomy to the internal revenue agency	Set targets for the agency	12.0	15.0	16.0	17.0	18.0	18.5	19	20
10.	Adopt and implement investment promotion regimes for least developed countries	Percentage of capital expenditure as a ratio of total budget of 50.0 % by 2030	28	30	33	35	38	39	41	44	46	48	48	50.0
11.	Promote the development, transfer, dissemination and diffusion of environmentally sound technologies	Proportion of individuals using the Internet to total population 45 per cent by 2030	17.0	21.0	23	23	26	28	32	36	39	42	44	45.0 %
12.	Encourage and promote effective public, public private and civil society partnerships.	Proportion of domestic budget funded by domestic taxes to be 40 % by 2030	9.0	17	20	22	23	24	27	33	36	37	39	40.0 %

Appendix 6: Stages in the Preparation of the Plan

Preamble

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 Gombe citizens.

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 will not describe in detail every project or programme that the government intends to implement. These details would be developed in individual sector plans or strategies including Medium-Term Sector Strategies (MTSSs), annual budgets and operational plans of Ministries, Departments and Agencies (MDAs).

Although the preparation of the Gombe State Development Plan was facilitated and anchored by seasoned technocrats, consultants, development partners, its outcome draws heavily from Gombe state-wide stakeholder consultations.

The development of the Plan is based on “A Pillar and Arrow Approach” with the overall progress of the state compressed into five key pillars.

However, in line with global trends, the Plan draws heavily on the Sustainable Development Goals (SDGs) of the United Nations Development Agenda, 2015-2030.

The Key Players

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
Traditional and Religious Leaders
The Gombe People
The GSDP, 2021-2030 document

Apart from the introduction, the Plan document is organized in three parts:

Part 1: The Situation Analysis (Gombe Now)

Part 2: The Strategic Direction (Gombe Tomorrow)

Part 3: The Implementation Strategy.

The Plan document consists of 17 chapters.

An Update on GSDP Preparation

Stage 1: Constitution of a team of Consultants, Steering Committee and Technical Committee.

Stage 2: Issuance of Terms of Reference and Guidelines to the Key Players in the Plan preparation process.

Stage 3: Review/Assessment of existing plan documents and general planning information.

Stage 4: Definition of Vision and Mission of GSDP based on the philosophy and policy of the new state administration as well as the collective aspirations of Gombe citizens.

Stage 5: Submission of relevant baseline information and data by MDAs to the Consultants.

Stage 6: Situation Analysis (A Review/Assessment of Gombe Now) by the Consultants.

Stage 7: Submission of the draft of Part 1 of GSDP document (The Situation Analysis: Gombe Now) by the Consultants to the Technical

Committee for validation.

Stage 8: Submission of the draft of Part 1 of GSDP document (The Situation Analysis: Gombe Now) by the Consultants to the Steering Committee for validation.

Stage 9: State-wide Consultative Meetings facilitated by UNDP and conducted by Non-Governmental Organizations (NGOs) and Civil Liberties Organizations (CLOs).

Stage 10: Submission of relevant strategic information and data by MDAs to the Consultants for the preparation of Part 2 of GSDP document (The Strategic Direction: Gombe Tomorrow).

Stage 11: The Strategic Direction Analysis (A Strategic Projection of Gombe Tomorrow) by the Consultants.

Note: At each stage of the Plan preparation process, several meetings have been held by the Consultants, Technical Committee and Steering Committee members despite the Covid-19 pandemic.

The Vision, Mission and Development Pillars of GSDP, 2021-2030

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.

The Development Pillars of GSDP, 2021-2030

The GSDP Pillars versus the United Nations Sustainable Development Goals

In line with global trends, the Plan draws heavily on the Sustainable Development Goals of the United Nations 2030 Development Agenda. Thus, the Sustainable Development Goals form the lynchpin and 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)

The Social Development and Welfare Pillar (SDGs 1, 2,3,4,5,8,10 & 11)

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

Governance, Administration and Institutional Capacity Pillar (SDGs 16 & 17)

Aims/Objectives of the Development Pillars

The Economic Development Pillar – An inclusive economy that creates income and employment opportunities.

The Infrastructure Development Pillar – A sustainable infrastructure that improves living standards and catalyses economic growth and development.

The Social Development and Welfare Pillar – An educated, productive, skilled, enterprising, healthy, and secured citizens.

The Sustainable Environment Pillar – A clean, green, healthy, and sustainable environment.

Governance, Administration and Institutional Capacity Pillar – An administrative process that creates an enduring governance framework that will foster effective plan implementation for optimal level of benefits to Gombe State residents.

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.

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 – promotion of best practice informed by lessons of research, experience and clear analysis.

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.

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

The Social Development and Welfare Pillar (SDGs 1, 2, 3, 4, 5, 8, 10 & 11):

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 7, 11, 12, 13 & 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.

GSDP Completion, Implementation and Review

GSDP preparation process is in its final stages. Apart from the conclusion of the Strategic Direction framework and Implementation Strategy framework, other pending highlights of the process include: Plan Approval and Legislation; Plan Public Presentation; Plan Implementation; Monitoring and Evaluation; Periodic Review/Assessment.

The plan will be financed by identifiable credible sources including Internally Generated Revenues (IGR), Federal Allocation, Donor Agencies and the Private Sector.

Its implementation will be firmly linked to the budget through Sector Implementation Plans (SIPs). The Plan will be strategically driven by an overriding long-term Vision for the State and established priorities to achieve the vision.

Implementation of the Plan will require a comprehensive process with clear-cut sequences and procedures involving the State Executive Council, the Legislature, the Judiciary, all MDAs and all the Local Government Areas.

The Office of Budget, Planning and Development Partners Coordination will be responsible for Monitoring and Evaluation of MDAs Plan implementation and performance.

However, all LGAs in Gombe State would be expected to develop miniature versions of the State Development Plan to harmonize the focus and direction of development across the State.

It is expected that for optimal achievement of the goals and objectives of the Plan by 2030, it should be subjected to a periodic review of three years on average.

Conclusion

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

It is pertinent to note that the plan preparation process which began in March 2020 has achieved tremendous milestones despite the devastating effects of the Corona Virus (COVID-19) pandemic on lives and livelihoods as well as the global economy. 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 terminus that encapsulates “Growth, Development, Peace and Shared Prosperity for All”.

Appendix 7: Foundation for Youth Awakening And Empowerment

Report on Gombe South Stakeholders Engagement in Gombe State 10-Years Development Plan

Sequel to our engagement to serve as service providers to Gombe State 10-Year Development Plans, we hereby submit our report as follows:

Gombe South is situated in the southern part of Gombe State and comprises four Local Government Areas, namely, Balanga, Billiri, Kaltungo and Shonghom. Each of these LGAs is made up of 10 wards, amounting to 40 wards.

In each of the Local Government, 34 stakeholders were consulted. This results in 136 stakeholders, while 20 participants were consulted in each of the 40 wards, resulting in 800 participants. Average citizens were also consulted randomly in each of the wards.

Stakeholders Consultation in Balanga LGA

The general problem faced in Balanga Local Government is the poor road network in the various communities and the local government headquarters, which hinder economic and social development. Other complaints were poor supply of electricity and water, inadequate teachers in schools and shortage of health facilities.

Another problem is the flooding and erosion which has really destroyed the livelihood, homes and farms of the community members.

Stakeholders Consultation in Billiri LGA

Billiri Local Government is also faced various challenges that hinder the community from achieving their full potentials. These include poor link roads, inadequate health personnel in the health facilities and poor supply of medical equipment. Billiri LGA also suffers from erosion and flooding and perennial power failure which affect small-scale business

owners and domestic consumers. This is in addition to many dilapidated schools that need urgent renovation so as not to endanger the lives of students.

Stakeholders Consultation in Kaltungo LGA

Kaltungo Local Government is faced with similar challenges. The problem of poor roads completely linking the communities are rocky and hilly.

Electricity and water supply is very poor in most areas. Inadequate teachers and health personnel in schools and health facilities respectively.

Stakeholders Consultation in Shongom LGA

The challenges of Gombe South are not peculiar as the people face the same problems. In Shongom LGA, the challenges include poor road network, poor electricity and no water supply. Others are inadequate number of teachers and health personnel, poor supply of health equipment and dilapidated school buildings.

Summary Of Issues Raised at the Ward Level in Balanga LGA

- Poor electricity supply, as some communities only have electricity once in a while.
- Absence of modern farming equipment, which has hindered the communities from taking advantage of the dam and poor supply of fertilizers.
- Poor road access in some areas, such as Dadiya hills and other communities. Also, shortage of water supply, which has hindered economic activities in Dadiya community.

Summary of Issues Raised at the Ward Level in Billiri LGA

- Flooding and erosion, the effects of which have been devastating especially in Tal and Tanglang wards where many farm lands and

homes have been destroyed.

- Poor electricity supply in most of the communities.
- Poor road networks, which have hindered economic activities, especially in Tal, Tanglang and Baganje wards.
- Poor supply of clean, pipe-born water in virtually all the communities.

Summary of Issues Raised at the Ward Level Kaltungo LGA

- Poor road networks, especially in Tula Baule, Lungure, Jalingo communities.
- Poor electricity and water supply.
- Erosion, especially in Ture wards.

Summary of Issues Raised at the Ward Level Shongom LGA

- Poor access roads especially in communities around Burak, Baganje and Kushi.
- Lack of electricity and clean water supply.
- Problem of erosion in virtually all the communities.

Tourist Attractions Areas in Gombe South

- Balanga dam Jamjara in Talasse/Dong Reme ward in Balanga LGA
- Tula caves and spring water in Tula Wange ward in Kaltungo LGA
- Pandin Ka-tekki (Dutsen Mamaki) in Kufai Billiri ward in Billiri LGA
- Pandi Killang in Popandi ward in Kaltungo LGA

Industries Needed in Gombe South

- Corn flour mills and processing in all the four LGAs.
- Rice processing and packaging plants, especially in Balanga LGA.
- Groundnut processing plants, especially in Billiri, Kaltungo, Cham and Shongom areas.
- Dairy factory and meat processing factory in Balanga, Billiri and Kaltungo areas.
- Soya beans processing factory in Bambam, Cham and Billiri areas.

Recommendations/Observations

- The representative of the Mai-Tangale in person of the Kojen Tangale commended the government's 3G project (Tree Planting), which, he said would take care of 80 per cent of the problems in the local government area if properly implemented.
- Stakeholders advised that government supply of fertilizers should be delivered on time to achieve the desired result.
- Others also admonished the government to always consult the people to know their needs before embarking on any project.
- The religious and traditional leaders appreciated the government for the opportunity to make an input into the Plan document.

Conclusion

The participants and stakeholders appreciated the Gombe State Government under the able leadership of His Excellency, Alh. Mohamadu Inuwa Yahaya, The Executive Governor of Gombe State for the level of consultations that went into the making of this Development Plan.

Appendix 8: Members of State Steering Committee of Gombe State Development Plan				
S/N	NAME	ADDRESS	DESIGNATION	STATUS
1	Massanah Daniel Jatau Phd	Office of the Deputy Governor, Gombe State.	Deputy Governor	Chairman
2	Prof. Ibrahim A. Njodi	Government House, Gombe State	Secretary to the State Government	Member
3	HRH Alh. (Dr.) Abubakar Shehu Abubakar III	Emirate Council Gombe, Gombe State	Chairman, Council of Emirs and Chiefs	Member
4	Mr. Nasiru Mohd Aliyu	Ministry of Trade, Industry & Tourism	Hon. Com.	Member
5	Mrs. Naomi Joel Awak	Ministry of Women Affairs & Social Development	Hon. Com.	Member
6	Mr. Mijinyawa Yahaya	Ministry of Water Resources	Hon. Com.	Member
7	Dr. Habu Dahiru	Ministry of Education	Hon. Com.	Member
8	Mal. Mohammed G. Magaji	Ministry of Finance and Economic Development	Hon. Com.	Member
9	Dr. Hussaina Goje	Ministry of Environment & Forestry Resources	Hon. Com.	Member
10	Mohammed Magaji	Ministry of Agriculture & Animal Husbandry	Hon. Com.	Member
11	Ibrahim Dasuki Jalo	Ministry for Local Government and Chieftaincy Affairs	Hon. Com.	Member
12	Shehu Ibrahim Madugu	Ministry of Energy & Mineral Resources	Hon. Com.	Member
13	Mr. Julius Ishaya	Ministry of Youth and Sports Development	Hon. Com.	Member
14	Mr. Abubakar Bappa	Ministry of Work & Transport	Hon. Com.	Member
15	Dr. Ahmed Mohammed Gana	Ministry of Health	Hon. Com.	Member
16	Dr. Ishiyaku M. Mohammed	Budget, Planning & Development Partner Coordination Office	Special Adviser	Member
17	Mr. Bhanu Pathak	UNICEF Bauchi Field Office	Representative of Development Partners	Member
18	Prof. Emmanuel Ating Onwioduakit	Head of Department of Economics, University of Uyo	Lead Consultant, State Development Plan(SDP)	Member
19	Amb. Ibrahim Yusuf	No. 1 Kashere road, GRA Gombe State	Chairman, All Non-Governmental Organizations(ANGOs)	Member
20	Jalo I. Ali	Budget, Planning & Development Partner Coordination Office	Permanent Secretary	Member/Secretary

Appendix 9: Members of State Technical Committee of Gombe State Development Plan

S/N	NAME	ADDRESS	DESIGNATION	STATUS
1	Dr. Ishiyaku M. Mohammed	Budget, Planning & Development Partner Coordination Office	Special Adviser (Budget, Planning & Development Partner Coordination Office)	Chairman
2	Mr. Anas I. Kubalu	Government House, Gombe State	Special Adviser (Public Communication & Strategy)	Member
3	Mr. Jalo I. Ali	Budget, Planning & Development Partner Coordination Office	Permanent Secretary	Member
4	Mr. Abubakar Inuwa Tata	Gombe State Internal Revenue Service Office	Executive Chairman	Member
5	Mr. Yusuf D. Kaltungo	Bureau of Public Service Reform	Director General	Member
6	Mr. Kabiru Tsoho	Debt Management Office, Gombe State	Director General	Member
7	Mr. Lawan C. Maina	Sustainable Development Goals (SDGs) Gombe Office	Oversseing Permanent Secretary	Member
8	Mr. Danjuma Ahmadu	Gombe State Bureau of Statistics	Overseeing Statistician General	Member
9	Mr. Ismail Uba Misilli	Government House, Gombe State	Senior Special Assistance (Media & Publicity)	Member
10	Mr. Aminu U. Yuguda	Treasury House, Gombe State	Director Treasury	Member
11	Dr. Yusufu Nigel Bachama	Department of Economics, Gombe State University.	Head of Department, Economics.	Member
12	Mrs. Mariama Daboa	UNFPA Kaduna Sub-Office	Representative of Development Partners	Member
13	Alh. Aliyu Mohammed Dawaki	Gombe Local Government Secretariat, Gombe State.	Secretary, Gombe Local Government	Member
14	Alh. Usman Shamaki Mohammed	Emirate Council, Gombe State	Representative of Traditional Rulers	Member
15	Amb. Ibrahim Yusuf	No. 1 Kashere road, GRA Gombe State	Chairman, All Non-Governmental Organizations	Member
16	Hajara Yusuf	Gombe State Correspondent Chapel	Chairperson	Member
17	Hauwa Musa	National Council of Women Society	State President	Member
18	Comr. Al'amin Ibrahim	National Youth Council	Chairman	Member
19	Mr. Ishiyaku Ibrahim Babayo	Strengthening Education in the North-east States (SENSE Project) Gombe Office	State Team Lead	Member
20	Mr. Abdulsalam Bakari	Organization of Persons with Disability	Representative	Member
21	Mr. Ngalgang Danborno	Budget, Planning & Development Partner Coordination Office	Director Planning	Member/Secretary

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Members of Thematic Areas for Gombe State Development Plan			
S/No.	Name	Designation	Organizations
1	Shuaibu Ibrahim	Deputy DPRS	Min. of Water Resources
2	Hassan Mustapha	State coordinator	NDE
3	Ahmad Suleiman Danmallam	HOD Human Resource Development	NDE
4	Sani M. Kalaks	DPRS	MST&I
5	Shuaibu Chiroma	DD-GS	Office of the HoS
6	Iraniyus M. Mamman	DAF	Office of the HoS
7	D.K. Tarki	DD-ICT	MST&I
8	Abubakar Uba Jatau	Ag. DTP	Min. of Lands & Survey
9	Mihammed Sani Musa	DO Special Needs	SUBEB GOMBE
10	Abubakar Bappari	DD-Training	ANFEA
11	Jonathan John Kul	DPRS	SUBEB GOMBE
12	Habil Felix Gambo	DPRS	GSPHCDA
13	Umar Bashir Ahmed	DRWS	MRCD&C
14	Aliyu Mamuda	DPRS	Min. of Higher Education
15	Umar Hassan Atiku	DAF	GSUPDB
16	Dr. Ibrahim Yakubu	DPRS	Min. of Agric.
17	Albert Boaz Audu	Ag. Director cooperatives	MRCD&C
18	Mohammed Abubakar Sadiq	DPRS	MRCD&C
19	Sani Ali Difa	Ag. DPRS	MRCD&C
20	Richard James	Principal Information Officer	MOI&C
21	Dayyibu Muhammad	DPRS	Min. Of Internal Security
22	Joab H. Lapips	DAF	Gombe Housing Corp.
23	Yunusa Mele	Ag. Director Agric. Services	Min. of Agric. and Animal Husbandry
24	Wilil Sabe Jauro	Chief Superintendent of Irrigation	Min. of Water Resources
25	Abdulmumini Umar Kwami	Ag. DPRS	Min. of. Education
26	Sule Sylvanus Africa	Ag. DPRS	GSBS
27	Ja'afar Adamu Damanda	Asst. Director	Min. Housing & Urban Devt.
28	Bldr. Ahmad Sa'eed Guli	DD Planning Housing and Urban	Min. of Housing & Urban Devt.
29	Bala Pela Aliyu	Project Officer MIS	CSDA GOMBE
30	Leslie Maina	Director Youth	Min. of Youth & Sports Dev't.

31	Moh'd A. Ibrahim Kwami	CTO	MRCD&C
32	Ezra Sori	DPRS	Min. for L.G
33	Manu Haruna	Ag. Manager Admin	NTA GOMBE
34	Muzzamil Yahaya	PM	SIP
35	Yakubu Haladu	Ag. DPRS	Min. of Education
36	Saidu Bappa Malala	Principal Info. Manager	MOI&C
37	Eli Isah Posugur	Director Environment	Min. of Environment
38	Abdulkadir Adamu	DAF	GOSEPA
39	Abubakar Othman Kent	DPRS	Min. of Youth & Sports Dev't.
40	Abdu Usman	DPRS	MOH
41	Sani Adamu Jauro	Ag. DPRS	Min. of Environment
42	Reuben Mela Maisamari	P.T.O Civic	MOW&T
43	Engr. Aliyu Isa Shinga	D. Civil Engineering	MOW&T
44	Muh'd Jiji Tafida	D. Lands	Min. of L&S
45	Stephen Manaja Gajere	General Manager	GSUPDB
46	Philomena Jabuwa	Director Higher Education	Min. of Higher Education
47	Sa'adatu Bome Ishaya	DPRS	MOJ
48	Aishatu Abdulkadir Rasheed	Ag. Director	MTI & Tourism
49	Rifkatu G. Bara	Director Tourism	MTI & Tourism
50	Asabe Bala	Ag. Director	MTI & Tourism
51	Muh'd B. Maina	Ag. DPRS	MTI & Tourism
52	Melton Yahaya Sundu	HME/MIS	YESSO
53	Michael Habila	S.C	YESSO
54	Dahiru Yunusa	Director	GEDPA
55	Ibrahim G. Dauda	DPRS	MOWA
52	Fibi Yusuf Dutse	Director Women	MOWA
57	Ngalbang Danborno	DPRS	BP&DPCO
58	Ruth Edward	Ag. DM&E	BP&DPCO
59	Dauda Abubakar Gadam	Director Budget	BP&DPCO
60	Suleiman M. Kwami	DAF	BP&DPCO
61	Saleh Mohammed	ACPO	BP&DPCO
62	Ibrahim Yusuf Abubakar	SPO	BP&DPCO

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63	Lorena Felix Gambo	SPO	BP&DPCO
64	Faruk Ibrahim Daudu	STA	BP&DPCO
65	Khalid Yakubu	EA	BP&DPCO
66	Maryam Hassan	EA	BP&DPCO
67	Suleiman Ja'afar	PA	BP&DPCO
68	Muhammad G. Muhammad	IO	BP&DPCO
69	Abubakar Haruna Garba	PO II	BP&DPCO

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the 1990s, the number of people with a mental health problem has increased in the UK, and this is expected to continue in the future (Mental Health Act 1983, 1990).

There is a growing awareness of the need to improve the lives of people with mental health problems (Mental Health Act 1983, 1990).

The aim of this study was to explore the experiences of people with mental health problems who have been involved in research.

The study was carried out in a mental health service in the north of England.

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