



KANO STATE DEVELOPMENT PLAN
2016 – 2018

Ministry of Planning and Budget

October 2015

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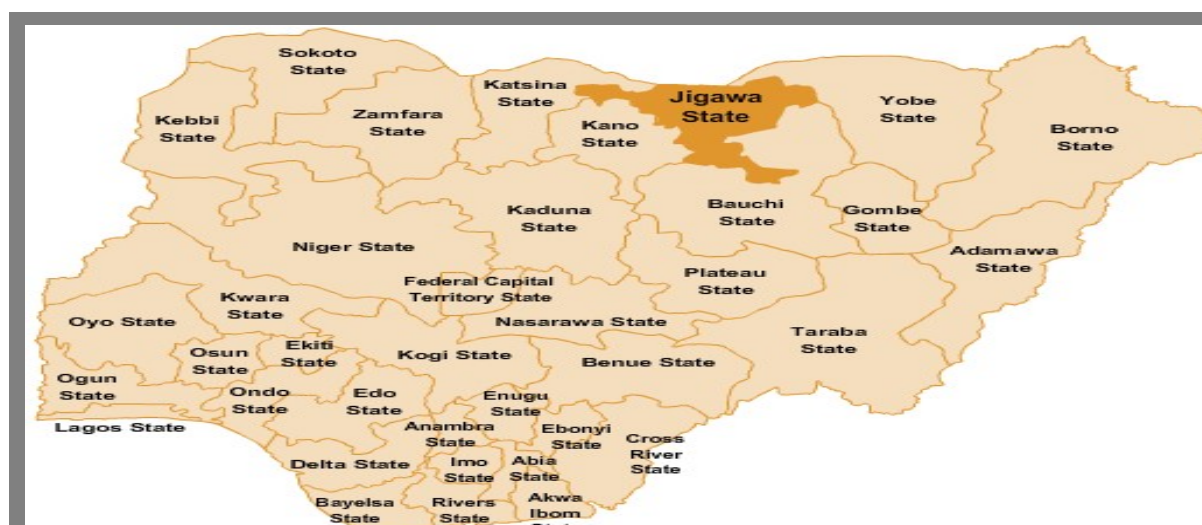
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Figure 1: The Vision Architecture

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KANO STATE QUICK FACTS



1. SIZE

Ha: 2,028,000

Sq. Km: 20,280

Acres: 4,988,880

Sq Miles: 7,921.88

2. POLITICAL

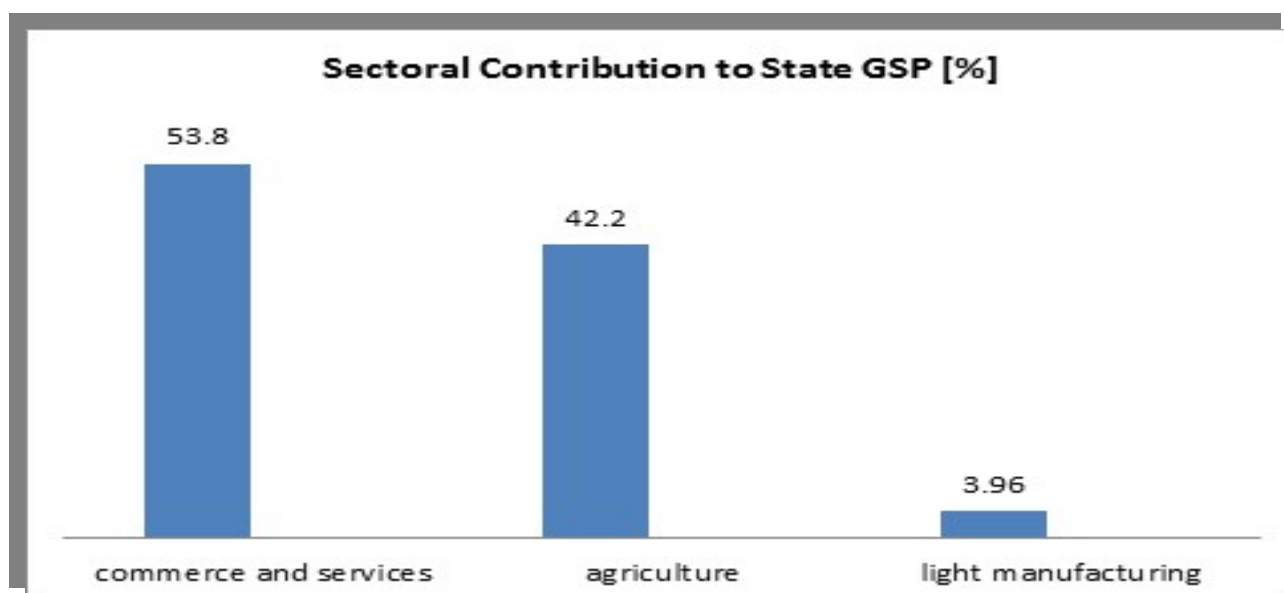
Date Created: May 1967

Local Government Areas:44

State Constituencies (SHoA):

Federal Constituencies:

Climatic Conditions	2010	2011	2012	2013	2014
Annual Rainfall Millimeters (mean)	121.9	134.6	196.1	102.02	155.0
Annual Mean Min Temperature	21.0	19.9	20.0	19.5	20.0
Annual Mean Max Temperature	34.4	33.8	33.9	34.4	34.3
Annual Mean Radiation (Millimeters)	19.0	20.0	21.0	18.0	29.0
Annual Mean Relative Humidity at 1500GMT	48.8	48.3	48.5	32.7	49.0
Annual Mean Relative Humidity at 0900GMT	18.3	17.7	18.1	17.3	19.0



Economy

Gross State Product: US\$12,393 million

Composition of GSP:

- **Commerce and Services:** 53.8%
- **Agriculture:** 42.2%
- **Light Manufacturing:** 3.96%

MICRO SMALL AND MEDIUM ENTERPRISES

Sector	Micro	Small	Medium
Number of Enterprises 2010	872,552	1,740	69
Number of Enterprises 2013	1,794,358	2,750	496
Employment Generation	2,337,278	76,284	-

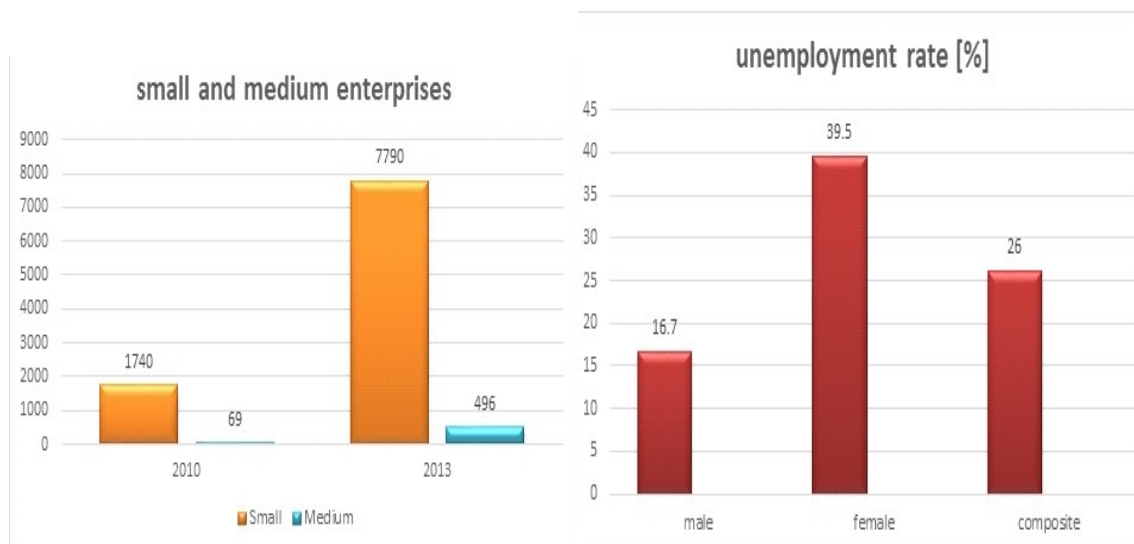
TREND IN UNEMPLOYMENT

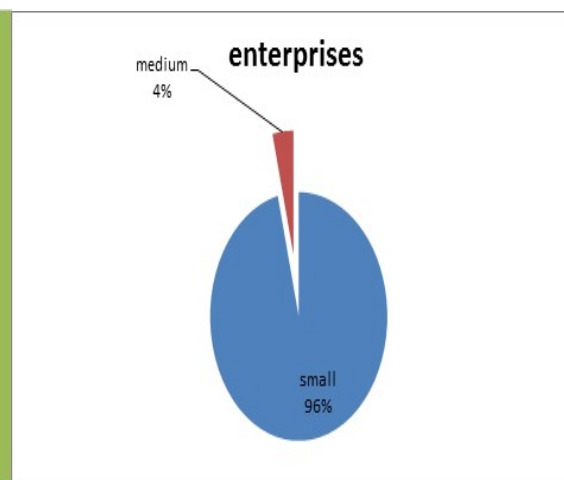
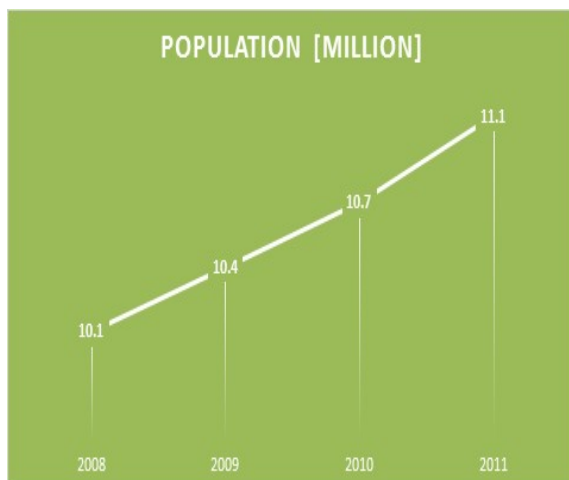
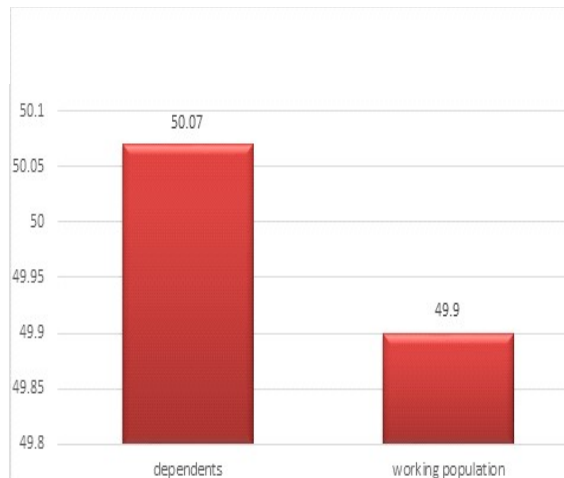
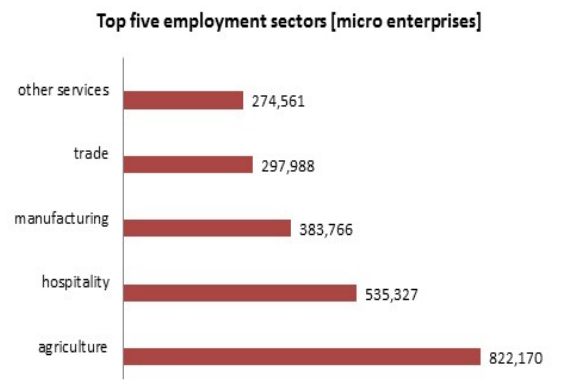
YEAR	2007	2008	2009	2010	2011
Unemployment	10.5	5.8	27.6	14.7	21.3



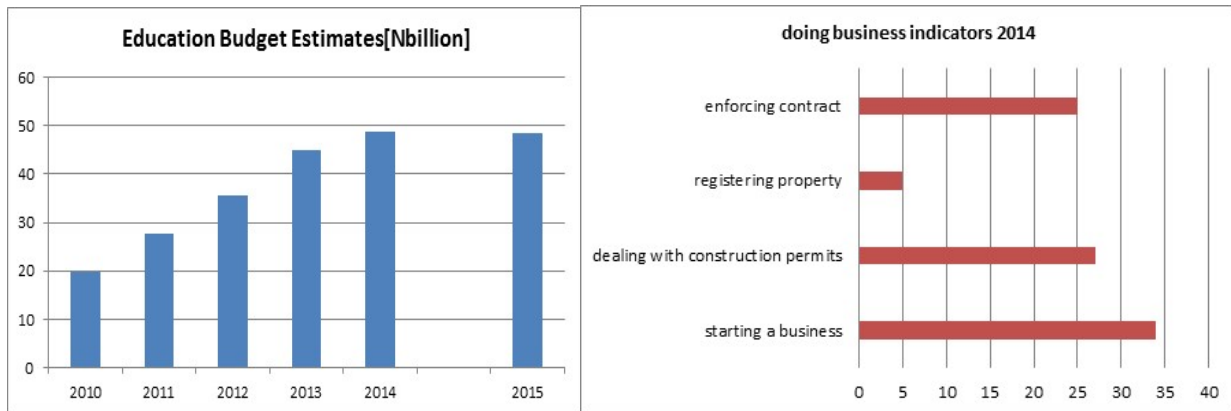
- **Male:** 51%
- **Female:** 49%
- **0<15 years:** 47%
- **Labour Force [15-64 years]:** 50%
- **>64 years:** 3%
- **Population density:** 463/Sq Km
- **Population Growth Rate:** 3.5% p.a.
- **Life expectancy:** 49[M], 51[F]
- **Poverty Index:** 72.5%

Budget	2010	2011	2012	2013	2014
Recurrent	54.9	58.56	68.95	68,6	72.73
Recurrent (1% of total)	49.4	47.2	31.11	27.92	32.30
Capital	56.19	65.69	152.67	171.89	152.42
Capital (1% of total)	52.60	52.80	68.89	72.08	67.70

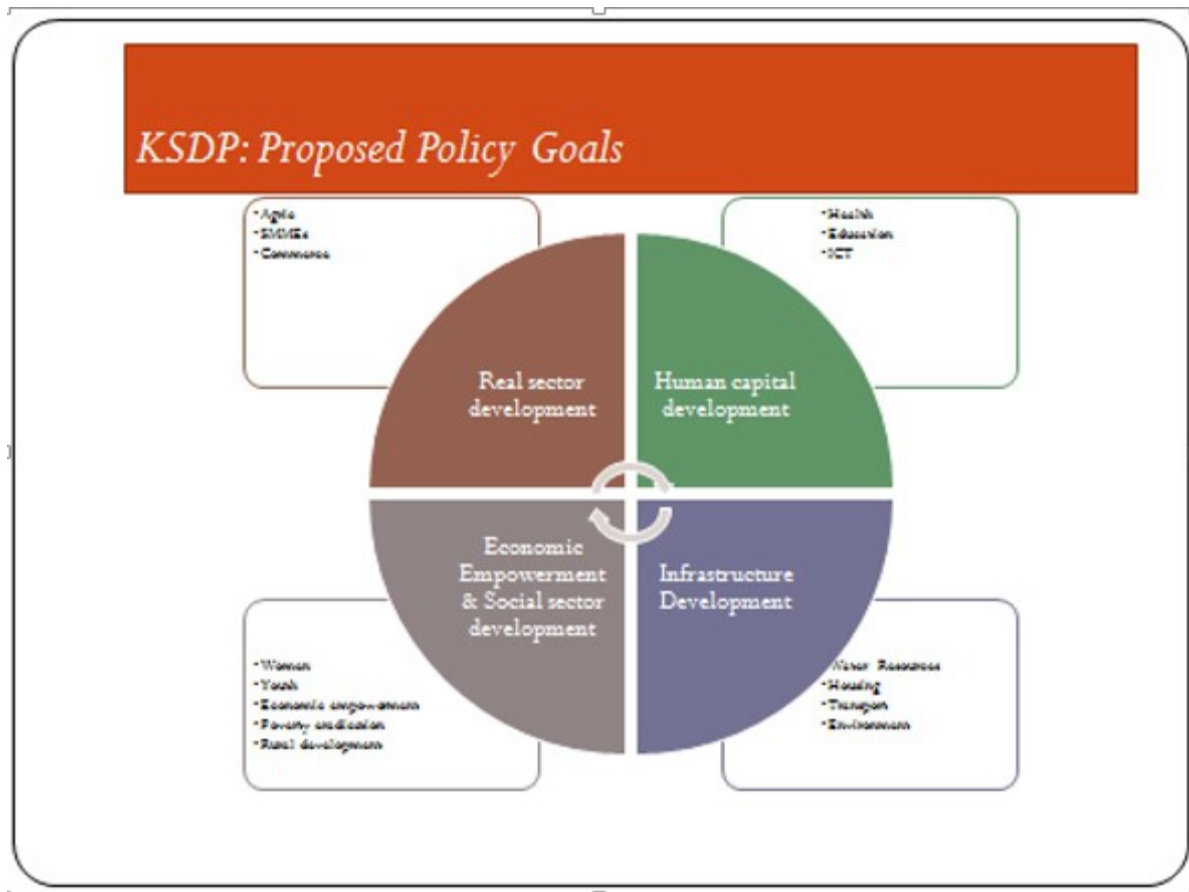




- Agriculture is one of the mainstay of the Kano Economy constituting 42.2% of the State's GDP
- *Experts believe investments in Agriculture will drastically reduce unemployment in the State*



KSDP PHASE I AND PHASE II COMPARISON



Kano State Multi-Year Forecasting and Allocation Model & Macro-ic Assumptions

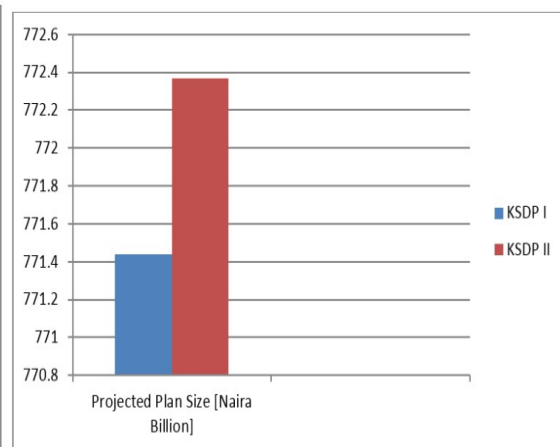
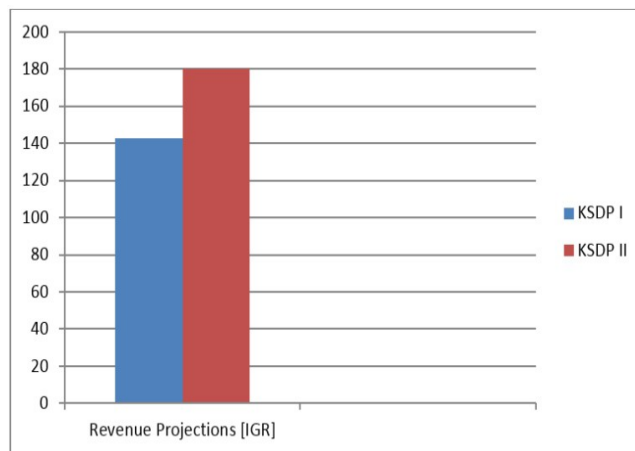
Kano State Multi-Year Forecasting and Allocation Model & Macro-Economic Assumptions

KSDP I

Fiscal Parameters	2013	2014	2015
Real Annual GDP Growth	5.00%	5.00%	5.00%
Inflation Rate	12.9%	12.75%	12.5%
Naira: USD Exchange Rate	157.26	155	150
Oil Price Benchmark	\$75.00	\$75.00	\$75.00
Oil Production (Million BPD)	2.50	2.50	2.50

KSDP II

Fiscal Parameters	2016	2017	2018
Real Annual GDP Growth	3%	3%	3%
Inflation Rate	8%	8%	8%
Naira: USD Exchange Rate	198.50	198.50	198.50
Oil Price Benchmark	\$45.00	\$40.00	\$40.00
Oil Production (MBPD)	2.2	2.2	2.2



Kano Crop production ['000MT] 2011-2014				
Crop	2011	2012	2013	2014
Sorghum	923.35	1,549.28	353.54	367.82
Wheat	4.91	0.18	0.19	0.2
Soya beans	65.82	12.59	14.67	15.26
Cowpea	82.5	167.33	32.27	33.6
Rice	923.35	1549.28	353.54	367.82
Maize	496.57	598.87	222.31	231.44
Millet	301.59	477.57	114.31	118.92
Groundnut	36.38	34.88	21.1	21.63
Cotton	7.03	18.89	2.66	2.76

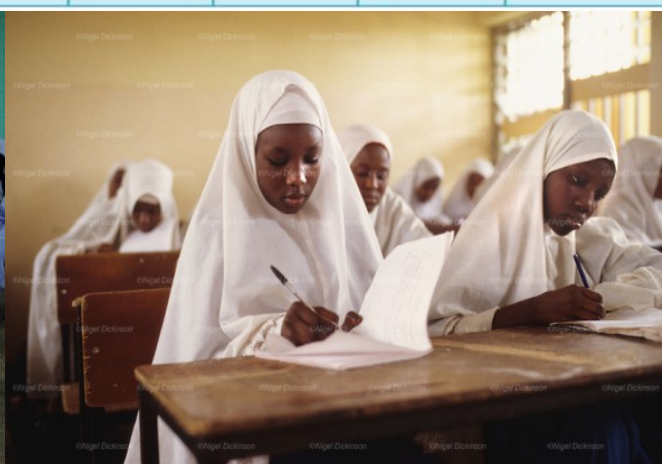
Non Staple Food Crop Production ['000MT] 2011-2014				
Table 2:	2011	2012	2013	2014
Sweet potato	124.23	322.84	68.5834	73.3541
Cassava	35.45	9.99	10.352	10.7702
Tomatoes	72.39	87.31	94.28	98.91
Onion	NA	NA	NA	NA
Pepper	48.66	31.59	42.08	44.12
Okra	7.93	15.25	1.48	1.54

Livestock and Poultry ('Million) 2011-2014				
Table 3:	2011	2012	2013	2014
Species				
Poultry	11.84	12.57	13.31	13.32
Cattle	1.07	2.28	2.33	2.35
Sheep	2.71	3.16	3.26	3.26
Goats	3.04	3.09	3.23	3.24

Market	
Muhammad Abubakar Rimi	Consumer provisions. General goods
Dawanau	The largest cereal and food commodity market in Africa which serves not only Nigeria but neighboring countries as well. It has more than 15,000 open shops, 5,000 stores and warehouses of various sizes.
Kwari	Nigeria's celebrated textile retail/wholesale centre. Reputed to have annual turnover of N20 billion. More than 90% of the goods sold in the market come from China
Mariri	Kola nuts
Kwanar Singer	General consumer provisions
Kofar Ruwa	Building materials and spare parts
'Yankaba	Fruits and vegetables
Wudil	Cattle
Yankura	Flour, cassava, palm oil and fish
Kurmi	General and 'traditional' items including leather goods, textiles, household equipment



		2013	2014	2015	2016	2017	2018
System description							
Primary Schools	Number	6,328	6,478	6,648	6,888	6,992	7,079
	Pupils	2,441,332	3,000,725	3,054,446	3,184,362	3,275,660	3,324,208
	% female	49	48	49	50	50	50
Primary School Teachers	Number	68,839	66,874	54,929	64,113	65,970	66,851
	% [female]	35%	26%	28%	29%	29%	30%
	% [qualified]	76	49	51	62	70	75
	% Female, qualified	17	20	22	24	27	30
GER	In Primary	117	139	141	145	147	148
	Girls' in Primary	112	144	148	152	154	157
Completion Rate	Public Primary	69	72	76	78	80	85
	Girls' Public Primary	65	70	72	77	79	81
Transition Rate	Primary-JSS [Public]	48	45	52	65	70	72
	Girls' Primary-JSS [Public]	43	40	47	55	65	70
Pupil-teacher ratio		35	45	56	50	50	50
Pupil-classroom ratio		82	91	94	91	90	89
Number of classrooms		27,408	30,126	30,761	32,938	33,914	34,991





IRRIGATION POTENTIAL IN KANO STATE

SN	Dam/Irrigation	Designed Capacity for Irrigation (Ha)	Present Capacity	Difference
1	Bagauda	400	0	400
2	Challawa Gorge	2,400	0	2,400
3	Gari	4,500	700	3,800
4	<u>Guzu Guzu</u>	500	230	270
5	Jakara	2,500	400	2,100
6	<u>Kafin Chiri</u>	2,100	150	1,950
7	<u>Kusalla</u>	100	40	60
8	<u>Magaga</u>	400	50	350
9	<u>Marashi</u>	300	0	300
10	<u>Watari</u>	2,300	962	1,338
11	Panda	300	0	300
12	Tiga	48,000	22,040	25,960
13	Tomas	2,500	620	1,880
14	Tudun Wada	360	0	360
	TOTAL	66,660(Ha)	25,202(Ha)	41,458(Ha)

DISTRIBUTION OF SMEs

Activity	Number of SMEs	% of total
Agriculture, Forestry and Fishing	45	2.5%
Mining and quarrying	9	0.49%
Manufacturing	978	53.5%
Building and Construction	11	0.60%
Wholesale and Retail Trade/Repair of Vehicles/Household Goods	427	23.3%
Hotels and Restaurants	121	6.6%
Transport/Storage and Communications	60	3.3%
Financial Intermediation	0	-
Real Estate	45	2.5%
Education	17	0.9%
Health and Social Work	50	2.7%
Other Community, Social and Personnel Services activity	66	3.6%
Total	1,829	100%

Source: NBS/SMEDAN 2012

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List of Abbreviations

BIR	Board of Internal Revenue
CCT	Conditional Cash Transfer
CEDAW	Committee on the Elimination of Discrimination against Women
CRC	Community Reorientation Committee
DFID	Department for International Development
DYD	Development of Youth Development
EDF	Economic Development Fund
ESSPIN	Education Sector Support Programme in Nigeria
GDP	Gross Domestic Product
GEMS	Growth and Employment in States
GEMS3	Growth and Employment in States – The Business Environment Improvement Scheme
ICT	Information and Communication Technology
IGR	Internally Generated Revenue
JICA	Japan International Cooperation Agency
KNARDA	Kano Agricultural And Rural Development Authority
KNSG	Kano State Government
KSDP	Kano State Development Plan
KSIP	Kano State Investment and Properties Limited
LGA	Local Government Area
LLITN	Long Lasting Insecticide Treated Nets
LSS	Life Saving Skills
M&E	Monitoring and Evaluation
MLSS	Maternal Life Saving Skills
MoC	Ministry of Commerce
MoE	Ministry of Education
MoHE	Ministry of Higher Education
MoPB	Ministry of Planning and Budget
MSME	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTSS	Medium Term Sector Strategy
NCDS	Non-communicable Diseases
NHP	National Housing Policy
NIAF	Nigeria Infrastructure Advisory Facility
PATHS2	Partnership for Transforming Health Systems 2
PDM	Product data management
PHC	Primary Health Care
PM&ED project	Monitoring and Evaluation Directorate
PPD	Public-Private Dialogue
PPEM	Public Private Engagement Mechanism
PPP	Public Private Partnership
RUWASSA	RURAL WATER AND SANITATION SUPPORT AGENCY
SAVI	State Accountability and Voice Initiative
SEEDS	State Economic Empowerment and Development Strategy
SEMT	State Economic Management Team

SGP	State Gross Product
SME	Small and Medium Enterprises
SPARC	State Partnership for Accountability, Responsiveness and Capability
TBAs	Trained Birth Attendants
UNICEF	United Nations International Children's Emergency Fund
VAT	Value Added Tax
VVF	Vesicovaginal fistula
WS&R	Wholesale and Retail



HIS EXCELLENCY DR ABDULLAHI UMAR GANDUJE, OFR KHADIMUL ISLAM
EXECUTIVE GOVERNOR KANO STATE



HIS EXCELLENCY PROFESSOR HAFIZ ABUBAKAR
DEPUTY GOVERNOR KANO STATE



ENGR RABIU SULEMAN BICHI

SECRETARY TO THE KANO STATE GOVERNMENT

Acknowledgement

On behalf of the Ministry of Planning and Budget, I wish to acknowledge and appreciate the valuable contributions, towards the successful completion of the review of the Kano State Development Plan, of all stakeholders from Government Ministries, Departments and Agencies, the Civil Society, Community-Based and other Non-Governmental Organizations as well as Business Member Organizations.

The technical support and assistance provided by the Development Partners throughout the review process is most cherished. Indeed the support from DFID-funded SPARC programme has enriched the review process and vastly improved the final version of the KSDP.

The review of the KSDP was professionally coordinated by the management and staff Ministry of Planning and Budget. Both the Permanent Secretary of the Ministry and the Statistician General played key roles in mobilizing the staff of the Ministry for the exercise and in organizing workshops, focus group discussions and other forum. I sincerely appreciate their efforts and solemnly solicit for

their future cooperation in the implementation of the KSDP.

All these efforts towards the review of the KSDP would have come to naught without the support and commitment of His Excellency the Governor, Dr. Abdullahi Umar Ganduje, for which I cannot thank him enough. Indeed the exercise was inspired and guided by his leadership philosophy as articulated in his inspirational public speeches,

and from his practical approach to the reformation of governance and service.



Haj Aisha M. Bello
Hon. Commissioner, Ministry of Planning and
Budget, Kano State

I am confident that His Excellency will demonstrate the same zeal and commitment in ensuring that the KSDP is implemented for the good of the citizens of Kano State.

Thank you all and God Bless

Aisha Muhammad Bello
Honourable Commissioner
Ministry of Planning and Budget

Foreword

The KSDP identifies the key social and economic challenges facing our dear state and describes broad and specific strategies for addressing these. It outlines our development objectives and priorities based on the current national and global fiscal and macro-economic realities. The design of our strategies and selection of priorities follow broad consultations and extensive dialogue with all stakeholders including representatives from government, the private sector and civil society.

The Kano State Government recognizes that development planning is not a panacea to the myriad of problems facing the State but it offers an opportunity to conduct development in a coherent and disciplined manner, to prioritize and to apply resources more efficiently.

Our vision for the state is to build a dynamic, diversified and competitive economy such that by **the year 2025, Kano will be a prosperous society in which all citizens are able to realize their full potentials in a secure and decent environment. This will require action in many fronts which the State Plan succinctly describes.**

The major planks of our development strategy as encapsulated in the KSDP and which are consistent with national development policy framework are to stimulate inclusive economic growth, promote human capital development and strengthen our public institutions to promote efficiency, deepen transparency, accountability and rule of law. We shall prioritize the completion of all the projects initiated during the first implementation phase of the KSDP.

We are not oblivious of the formidable challenges ahead. Indeed the success of our development strategy is hinged on a healthy national economy which in turn determines the stability of domestic fiscal and macroeconomic environment. Nigeria is currently facing a challenging global economic environment on account of the uncertainties in the oil market and this will impact on the resources that are available to the states for economic development.

It is in view of this, that the state government will be forced to take tough economic decisions in the years ahead. The state annual budgets will be based on realistic forecasts of revenues, whether internally generated or sourced from the federation accounts.

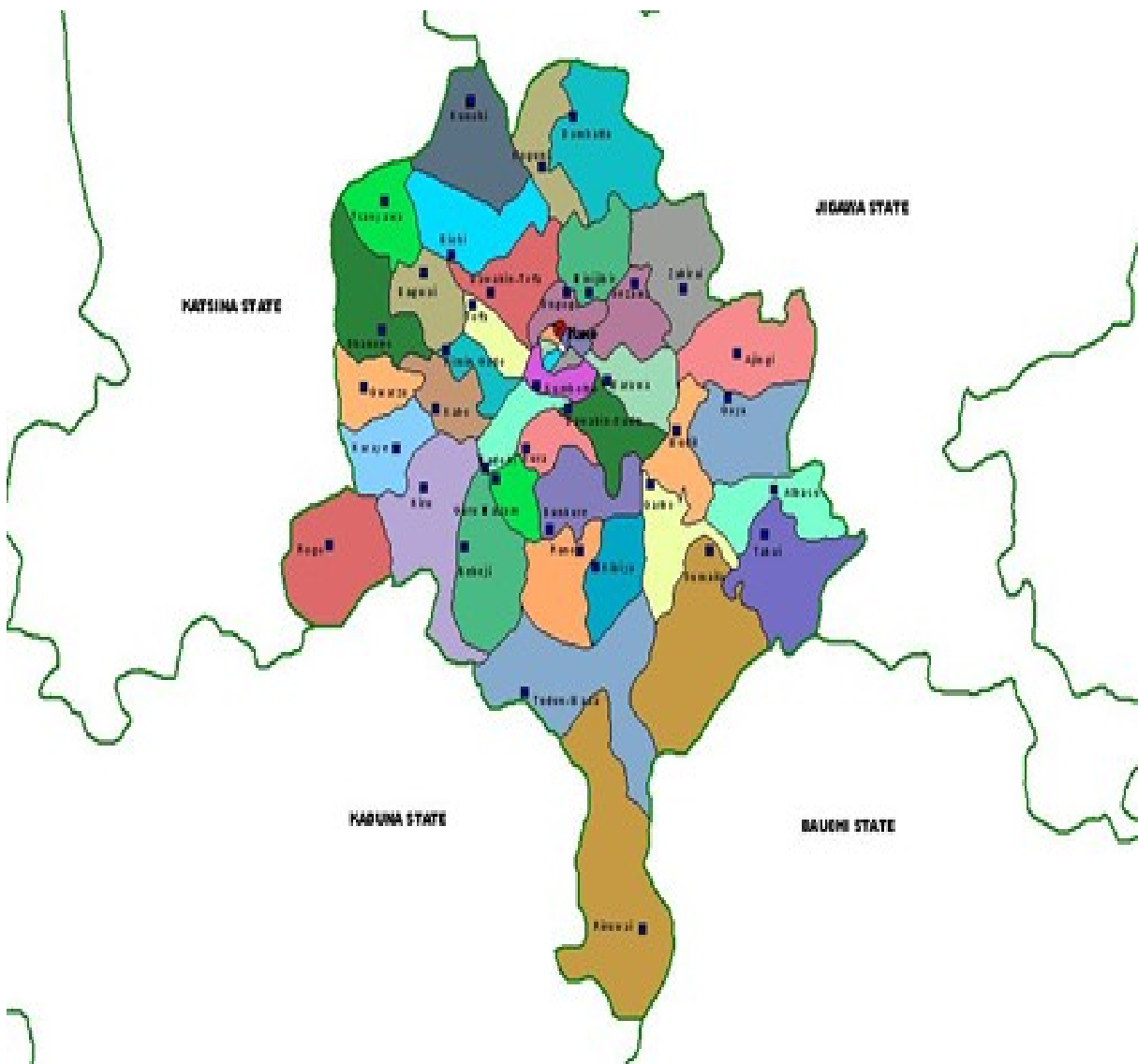
I wish to thank the entire people of Kano State for their contributions and support in developing the KSDP. I also wish to enjoin all and sundry to continue supporting government efforts as we set on this journey toward new prosperity for our people and future generations.

May Allah continue to bless our efforts, and may Allah continue to bless Kano State.

Dr. Abdullahi Umar Ganduje OFR
Governor, Kano State

Kano State Quick Facts

Map of Kano State



Chapter One

Profile of Kano State

Location:

Kano State lies between latitude 130N in the North and 110N in the South and longitude 80W in the West and 100E in the East and covers approximately 20,760 sq km or 2.2% of Nigeria's land mass. It is bordered by four States: Jigawa, Kaduna, Bauchi and Katsina, within the NW geo-political zone.

Climate and Topography

The state lies at a mean height of about 472.45m above sea level. The temperature of Kano usually ranges between a maximum of 33.0 degrees centigrade and a minimum of 15.80 degrees centigrade although sometimes during the Harmatan, it falls to as low as 10 degrees centigrade. The state has two seasonal periods, which consist of four to five months of wet season and a long dry season lasting from October to April. The movement of the South West maritime air masses originating from the Atlantic Ocean influences the wet season which starts from May and ends in September. The commencement and length of wet season varies between northern and southern parts of the State. The length of the rainy season in the southern part of the State, is six months from early May to late September, while in the northern parts, it is from June to early September. The average rainfall is between 63.3mm + 48.2mm in May and 133.4mm + 59mm in August the wettest month.

The vegetation of Kano State is the semi-arid Sudan Savannah. The Sudan Savannah is sandwiched by the Sahel Savannah in the north and the Guinea Savannah in the south. The savannah is rich in faunal and floral resources suitable for both cereal agriculture and livestock rearing, and relatively easy for the movement of the resources and manufactured goods.

Administration

Kano State is one of Nigeria's 36 states and was created on May 27 1967 by virtue of Decree No. 14 of 1967. It formally came into being on April 1, 1968. Prior to that Kano was administered as a province by the Northern Nigeria Regional Government. Today, the State comprises of 44 local councils which are divided into 40 State constituencies, grouped into 24 federal constituencies and three senatorial districts.

In accordance with the 1999 constitution of the Federal Republic of Nigeria, the State government consists of three arms: the executive, the legislature and the judiciary. The executive powers are vested on and exercised by an elected governor, who is assisted by deputy governor-similarly elected- through an appointed executive council chaired by the Governor. Other members of the Council are the Deputy Governor, the Secretary to the State Government, the Head of the State Civil Service, and Commissioners. Currently the State Civil Service is made up of 13 ministries and a range of extra-ministerial departments, agencies and parastatals.

The State House of Assembly consists of 40 elected members constituting the legislative arm. The Assembly is headed by a Speaker elected from among the 40 members. Other principal officers of the Assembly include the Deputy Speaker, Majority Leader, Minority Leader, the Chief Whip and the Committee Leaders.

The judiciary is responsible for interpreting laws and administration of justice. It is headed by the Chief Judge who is also the Chairman of the Judicial Service Commission (JSC), which is responsible for the appointment, promotion and discipline of judicial officers in the state.

Population dynamics:

Kano State is the most populous of Nigeria's 36 States. Current population is estimated at approximately 12million, up from 9.4million in 2006. Growth in population has been rather rapid: 3.6million (62%) more people in 2006 than in 1991 and 5.2million (90%) more in 2010 compared to 1991. Annual rate of growth averaged 3% (1991-2006) and 4% (2006-2010). Projections are that Kano will be a mega city with more than 15 million inhabitants by 2020-

The State population is almost equally divided between males (51%) and females (49%) and is predominantly youthful. 50% of the population is economically active within the 15-64 year-age bracket, while 47% are below the age of 15 and only 3% are above the retirement age of 65 years. Thus 50% of the population [made up of the young and the old] is made to depend on the other 50% of the population which constitutes the labour force. This implies a dependency ratio of 1:1. In other words, there is only one adult of working age available to take care of each dependent in the population.

The active youth within the 15-39 years age bracket constitute 38% of the State population, while 47% is within the 5-24 year-age bracket. There are nearly 2million women in the critical child bearing age [20-44 year] bracket.

Such a structure has obvious implications for State resources and future growth: the State needs to devote a disproportionate share of its resources to education at all levels, to maternal and child care and to programmes that create jobs and ensure the active youths are kept off the streets and are in productive ventures.

Urban population has been growing rapidly since the creation of the state in 1967. The 8 metropolitan local governments, Kano Municipal, Gwale, Tarauni, Fagge, Ungogo, Kumbotso, Dala and Nassarawa, accommodate approximately 3.6million people or 30% of the Kano population. Approximately 5.3million people or 44% of the population is accommodated within the Kano Central Senatorial district which consists of 15 local government areas.

The Economy:

Kano is the commercial and investment hub of Northern Nigeria and third largest non- oil & gas economy in Nigeria, with a GDP of approximately US\$12 billion. The Kano economy is driven largely by commerce, manufacturing and subsistence agriculture-the dominant activity, with up to 70% of the population engaged directly or indirectly. Informal sector is strong and diverse, with numerous MSMEs across all economic activities, and contributing approximately 60-70% of output and employment.

Kano has historically been a major commercial and manufacturing centre in the West African sub-region- even before the incorporation of Nigeria into the European system of global commerce. In the pre-colonial period, it served as a major entry port and the southern hub of the trans-Saharan trade route for centuries. In the 1950's and 1960's, Kano provided the bulk of Northern Nigeria's export products of groundnuts, cotton, hides and skins. The famous groundnut pyramids were a national emblem portraying wealth and self-reliance. Throughout the 1970's and 1980's, Kano grew to become Nigeria's 2nd largest industrial and commercial centre with over 450 medium-large scale industries. Almost all branches of manufacturing

activities were registered: textiles and apparels, plastic and rubber, paper and paper products, leather, food and beverages, chemicals, metals and basic industrial products etc.

Since the mid 1990's however, the economy has suffered steady decline with loss of competitiveness within the national economy. Industrial production and sustained private sector growth have been severely constrained by an unfavorable investment climate, characterized by high production costs, cumbersome regulatory environment, general insecurity and occasional communal strife. The manufacturing sector has been badly hit also by external forces. Nigeria's pursuit of IMF-inspired structural adjustment policies in the late 1980's and other poorly designed macro-economic reforms in subsequent years, have adversely affected many enterprises as they faced intense competition from imported goods.

Today, approximately 70% of the State's medium and large-scale manufacturing establishments are non-operational, while the rest have shrunk considerably, operating at less than 40% capacity. Hardest hit are the textiles, leather, chemicals, plastics, food & beverages and pharmaceutical sub-sectors. Nearly 40% of closed textile firms in Nigeria are in Kano. Kano once dubbed: Nigeria's most celebrated textile exporter is now more appropriately Nigeria's-and perhaps Africa's-most celebrated textile importer. This has resulted in high rates of unemployment, depressed incomes and low rates of economic growth.

Investment Climate

Nigeria is one of the least competitive economies in the world and performs poorly in terms of the key indicators of 'Ease of Doing Business'. Kano not only shares common business constraints across the country but is also acutely affected by them.

Pressing business environment constraints which make business difficult and deter investment decisions include inadequate infrastructure especially power, high cost of and limited access to finance, as well as smuggling and dumping of sub-standard goods. Power supply is perhaps the most critical constraint and the deficit in the power sector has led to the high cost of doing business, loss of competitiveness & business failures. The current demand for power in Kano State stands at approximately 500MW. The average daily dispatch is much lower at between 80-100MW, leaving a huge power supply gap of over 400MW.

Chapter Two

Developing the Plan

The Kano State Development Plan [KSDP] is a ten year framework designed to envision for the state a path for its sustainable development. The framework seeks to understand the challenges impeding growth and development performance and the paths to addressing these. It highlights the state government's priorities for socio-economic development over the next ten years, sets appropriate goals and targets and proposes strategies that will 'transform Kano State back to its leading role amongst States of the Federation in most spheres of human endeavor'

The KSDP which was first launched in 2012 has undergone extensive reviews in order to accommodate the new realities of the state and, indeed, of the national economy. In particular, the new Plan considers among other things, the general direction of the new administration as well as the key recommendations of the Reports of the 2015 Political Transition Committees.

The review of the KSDP was undertaken over a period and involved extensive consultations on a wide range of issues with key stakeholders including the management and staff of State Ministries, Departments and Agencies, Civil Society, Community-Based and Business Member Organizations and development partners.

Following these stakeholder consultations, there was consensus on State Vision, Development Objectives, Priorities and overall Strategy.

State Vision -

By the year 2025, Kano will be a prosperous society in which all citizens are able to realize their full potentials in a secure and decent environment.

State Mission

To transform the State into a knowledge-based, agriculturally-industrialized and commerce-friendly society with sustainable growth and appreciable living standards for all citizens

Development Objectives

The basic features of the economy and society of our dreams are as follows:-

1. A fast growing and diversified economy whose development is firmly rooted in local resources. Its agricultural sector shall be modernized with capacity to ensure food sufficiency and the steady supply of raw materials to its industries. Its manufacturing sector shall be competitive nationally and internationally and shall hold the key to wealth creation, employment generation and poverty eradication.
2. A people-centered development. Kano's new prosperity shall be for all men, women, young and old. The state shall consciously make the basic needs of life, including water, electricity, health, education and housing, readily available and affordable for everyone. The gains from growth shall be justly and equitably shared to achieve and maintain a balance between the rural and urban sectors of the economy.

3. A literate society and knowledge driven economy-to enable its citizens read, write and to innovate. Kano shall attain high literacy rate and qualitative education levels, with proper integration of science and technology into the education curricular. It shall have a highly developed ICT sector with wide applications in commerce, education, health and other areas of human endeavor.
4. A healthy people to live long and happy life: Kano shall attain an efficient and comprehensive health care delivery system that can deliver effective and qualitative services to all citizens.
5. A private sector-driven economy with strong and enduring public institutions. The private sector shall be the engine of growth, while the role of the government will be limited to that of a facilitator. Public institutions will operate more transparently.
6. A disciplined, peaceful environment infused with strong moral and ethical values.

The pillars of development

To achieve its development objectives and realize its vision, Kano will seek to:

1. Optimize its huge economic potentials and grow its real sectors, including agriculture, commerce and manufacturing for wealth and employment creation
2. Develop the capacities of its human resources by providing qualitative and comprehensive educational and healthcare services
3. Empower its people, improve their access to basic services, ensure a fair and equitable distribution of resources and minimize the incidence of poverty
4. Upgrade its infrastructure to world class status
5. Reform its institutions to make them more efficient, accountable and transparent and
6. Broaden its resource base and improve fiscal management by being more judicious and responsible.

From these, four development pillars are identified:

- i. Development of the Real Sector consisting of:
 - Agriculture
 - Commerce, manufacturing/MSMEs and Tourism
- ii. Development of Human Capital consisting of:
 - Health
 - Education, Science and Technology
- iii. Development of Infrastructure:
 - Water Resources
 - Power [electricity] supply
 - Housing and Urban Development
 - Roads and Transport Development
 - Environmental and Sanitation
- iv. Economic empowerment and social inclusion
 - Women, Youth and People's with Special Needs
 - Rural Development

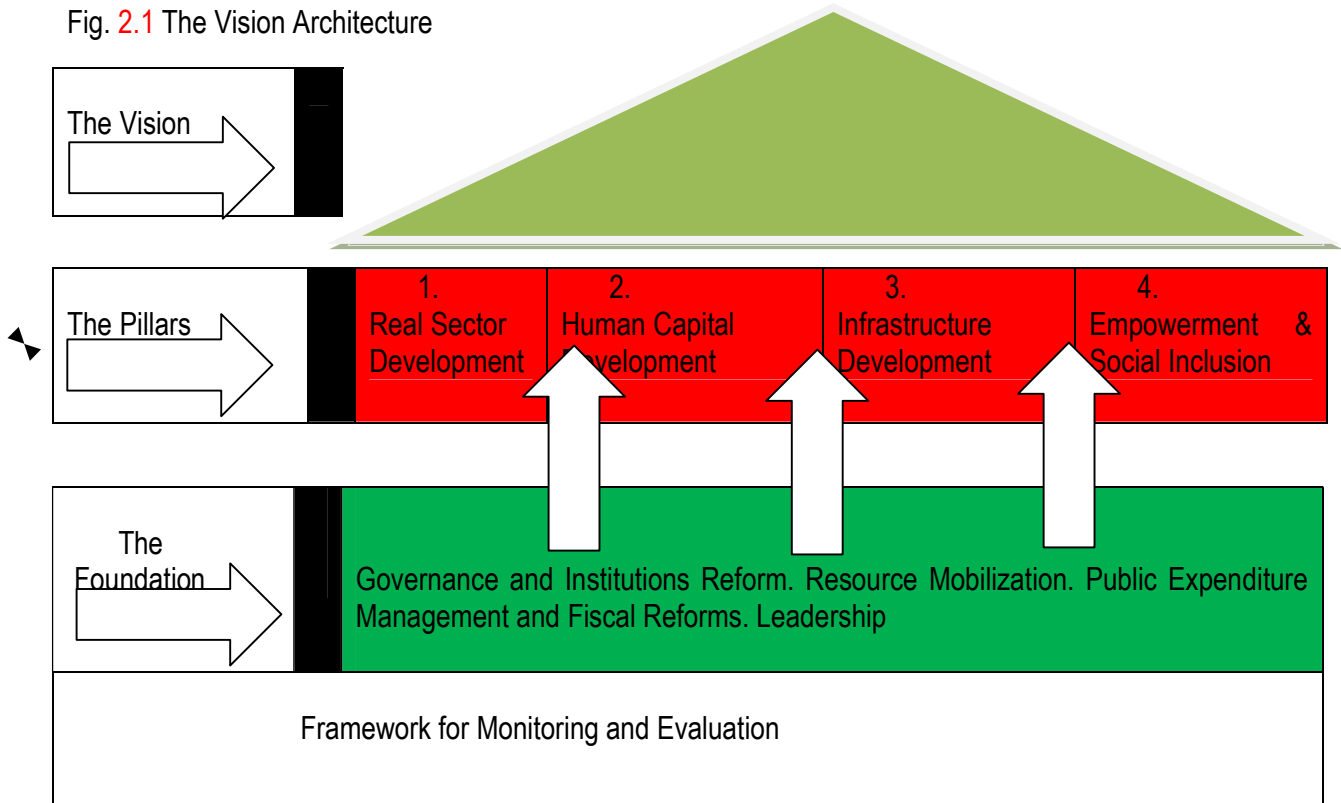
The foundation or 'sub-structure' upon which these pillars are built consists of:

- Efficient public institutions to support the private sector as 'engine of growth'.

- Efficient and transparent management of public expenditure and fiscal resources
- Broadened resource horizon, including an enhanced internal revenue generating capacity and other feasible funding options in order to reduce pressure on public expenditure

The architecture of the vision with the development pillars supporting its realization is as represented below

Fig. 2.1 The Vision Architecture



The Development Strategy

This development plan is predicated on the desire to achieve rapid sustainable growth and prosperity for the state, whereby the aforementioned pillars of development are ignited to life through four main strategy considerations:

Firstly, the heart and soul of Kano State economy is the city of Kano itself. The city is the commercial and business hub of not just the State but that of the entire Northern Nigeria and indeed, northern West Africa. This plan envisions that one of the main ways by which rapid economic growth and development can be achieved is by integrating the city economy with the wider state economy. In this regard, adequate provision of physical infrastructure is critical. Inadequate infrastructure could and does impede movement of goods and people leading to loss of cost competitiveness in agriculture, commerce and industrial activities.

Accordingly under the KSDP expanding the necessary physical infrastructure including rural roads, inter and intra-town roads as well as general urban improvement including modern platforms of transport will continue to receive priority attention.

Secondly, education will continue to play a key role under this new development plan. The plan recognizes the fact that education, in terms of both quantity and quality, is one of the critical success factors for sustainable development. Given the present condition of education in the state, both quantity by way of access and quality by way of higher skills especially in science and technology, will be pursued.

Higher skills and education are needed to innovate and create new ideas and products inside enterprises from where future jobs, future output and future prosperity will be delivered. Whereas upgrading physical infrastructure to improve business and investment climate will lead to growth and expansion in the short to medium term, education is about long term development and competitiveness.

Thirdly, over 70% of the state population is still engaged in subsistent rural agriculture constrained by inadequate inputs including finance and low technology application. Removal of these constraints even if incrementally, will commensurately increase the sector's productivity which will result in tremendous output and growth for the state. Likewise MSMEs including the 1.6million informal entrepreneurs facing similar challenges of low technical skills and other information asymmetries thereby forced to remain small and informal. Accordingly, based on proven models of intervention in viable value chains, relevant extension and skills support services will be delivered to these entrepreneurs in addition to complete upgrade of inputs supply system including access to finance.

The sector(s) will be mobilized into viable clusters and groups to be networked and linked to their value chain governors under market tenets and contract. Value chain development interventions will be key to reducing informality among MSMEs and to linking the rural primary economy to that of the city. These strategy measures will contribute to growth in the short to medium terms and also eventually to long term development.

Fourthly, is the issue of institutional reforms through which operational efficiency and effectiveness are achieved in governance and the creation/improvement of social and political capital stock for the reforms and for governance. This translates to the amount of faith, belief and confidence that citizens have for public authority based on their perception of its performance. Public authority performance is largely dependent on how well social services are provided key among which are health care, water supply, security and justice. These are basic to society and must be sufficiently made available. Within the span of this plan, 100% coverage is targeted in the areas of water supply, health care, power and security.

Equally important, is how public institutions respond to citizens' needs. Under this development plan, government will vigorously pursue reforms based on best practices to create a new institutional arrangement imbued with transparency, accountability, human rights, and fiscal responsibility, that promote business and private investment and innovation free of corruption, wastages, leakages, laxity and ineptitude. To this end, government will continue with and expand areas of cooperation with development partners in all areas of reform especially with regards to business development and private investment promotion, planning, data generation and management, policy formulation and analysis, job creation and human development.

These strategy elements of the plan will be in sync with one another. As agriculture, commerce and industry get bolstered by improving infrastructure and other metropolitan developments, the city pulls the rest of the economy especially agriculture. Agricultural sector will directly lock in with the city's expanded demand for raw materials and will benefit from improved output and productivity arising from the support interventions proposed under this plan. Higher farm output and higher productivity feeding into expanding commercial and industrial activity means higher incomes for farmers and now they can afford many more

things including education. As their children eventually begin to graduate, loss of farm labour is further accentuated in favour of non-farm jobs in Kano and outside; and in the face of ever growing demand for materials by the now rapidly expanding commerce and industry, commercial agriculture begins its logical development. Meanwhile, government's aggressive investment in education continues to produce both the basic and highly educated graduates needed in enterprises and these young minds bring in their talent and skills to fit into the positive virtuous cycle so created in the economy that continuously lifts the growth and competitiveness of Kano to higher levels.

Kano's priority is to ensure that these challenges are expeditiously addressed and the private sector mobilized to take initiatives and to exploit market opportunities as they present themselves. Government intends to set up the necessary structures that will facilitate the sustainable growth of agricultural, industrial, commercial businesses and investments. Those economic enterprises which utilize available, or potential, material and human resources available in, or attractable to Kano, will be actively encouraged. The objective will be to foster a synergistic interaction between industrial and agricultural sectors to the overall benefit of the economy.

The key challenges for the state are to **attract** new investments in agriculture and manufacturing, **reverse** de-industrialization **and improve** competitiveness of firms in key sectors of the economy. By 2018 Kano should have laid a solid foundation for the development of a productive, synergized and diversified economy. **In** particular, government will invest to upgrade rural roads and infrastructure; ensure the completion of all regional water supply schemes; attract private investment into the power sector under a PPP arrangement; and **invest** in the opening of new markets and new industrial estates for SMSEs.

Chapter Three

Pillar 1: Growing the real sector

The Kano economy rests on a tripod- subsistence agriculture, light manufacturing and commerce. These three sectors have always made significant contributions to the national economy. In spite of current challenges, the agricultural and light manufacturing sectors still hold the key to wealth creation, employment generation and sustainable growth of the economy.

Sustained real sector growth has over the years been weakened by an inhospitable investment climate. Federal Government economic policies have been inconsistent and poorly conceived. Lack of basic infrastructure, high cost of and limited access to finance, cumbersome banking procedures and excessive collateral requirement all conspire to discourage long term investment in modern production methods and to constrain the capacity of the sectors to support a modern, fast growing economy.



AGRICULTURAL PRODUCE

3.1. Agriculture

'agriculture offers greater opportunities for accelerating poverty reduction and achieving pro-poor growth through increased employment and income generation than other sectors, as well as higher forward linkages with manufacturing than the oil & gas sector'

Introduction

Agriculture occupies a prominent position in the State's economy as employer of labor, provider of food and incomes for households and supplier of raw materials to industries. Approximately 75% of the populace is directly or indirectly engaged in some form of agricultural activity. Crop production with an estimated value of ₦721.20 billion constitutes more than 50% of Gross State Product.

The State's enormous potentials for the production of food- including crops, fish, poultry and livestock- and of industrial raw materials include:

- A total area of cultivable land estimated at approximately 1,754,200 hectares of which 86,500 ha is lowland (Fadama) and about 75,000 ha comprise forest and grazing land.
- A large number of inland water bodies: 58 man-made water reservoirs and natural lakes and rivers with a total surface area of 56,583 ha as well as many burrow pits with perennial water across the State

Its earth dams and reservoirs have capacities ranging from as low as 260,000 CU M (RMG) to 1.9 billion CU M (TIGA) and irrigable space ranging from 20 ha to 48,600 ha (TIGA). The water impounded at these dams is sufficient to irrigate up to 400, 000 ha and provides high potentials for fish production.

Arable crops that can be successfully grown in the state include Cereals (rice, wheat and barley), Legumes (ground nut), Oil Seeds (Soya Beans, sesame and castor), Fibers (cotton and sisal), Spices (ginger, chili pepper)-all with export potentials. There are similarly non-staple food crops such as sweet potato, tomato, cassava and cowpea and horticultural crops that can be successfully grown: banana, sugar cane, onion, Mango etc.

Over the last couple of years, there has been a consistent increase in animal production in the State. Popular livestock include poultry, cattle, goats and sheep. It is significant that most families in Kano State produce one or more types of livestock (cattle, goat, sheep, donkey, camel, and poultry, including chicken, turkey, ducks, pigeon and guinea fowl).

Table 1: Kano Crop production ['000MT] 2011-2014

Crop	2011	2012	2013	2014
Sorghum	923.35	1,549.28	353.54	367.82
Wheat	4.91	0.18	0.19	0.2
Soya beans	65.82	12.59	14.67	15.26
Cowpea	82.5	167.33	32.27	33.6
Rice	923.35	1549.28	353.54	367.82
Maize	496.57	598.87	222.31	231.44
Millet	301.59	477.57	114.31	118.92
Groundnut	36.38	34.88	21.1	21.63

Cotton	7.03	18.89	2.66	2.76
Table 2: Non Staple Food Crop Production ['000MT] 2011-2014				
Table 2:	2011	2012	2013	2014
Sweet potato	124.23	322.84	68.5834	73.3541
Cassava	35.45	9.99	10.352	10.7702
Tomatoes	72.39	87.31	94.28	98.91
Onion	NA	NA	NA	NA
Pepper	48.66	31.59	42.08	44.12
Okra	7.93	15.25	1.48	1.54
Table 3: Livestock and Poultry ('Million) 2011-2014				
Table 3:	2011	2012	2013	2014
Species				
Poultry	11.84	12.57	13.31	13.32
Cattle	1.07	2.28	2.33	2.35
Sheep	2.71	3.16	3.26	3.26
Goats	3.04	3.09	3.23	3.24

Issues and Challenges:

The agriculture sector's potentials are under-utilized and its capacity to support a modern economy severely constrained. For example, less than 30% of the available irrigable space is being utilized. Similarly, of the State's potential Fadama land of about 86,000 ha only about 47,000 ha or 55% has been developed. Yield is low; quality of agricultural units [including farmland, ponds, trees and livestock] is poor and private sector investments in the agricultural sector not appreciable.

The constraints impeding investments in and growth of agricultural production include:

1. Production remains labour intensive and largely at subsistence level. Farm holdings are small and fragmented. According to data available, 44% of rural male-led households and 72% of rural women-led households across the country cultivate less than 1 hectare of land which is barely sufficient for their subsistence.
2. Poor infrastructural facilities including feeder roads, modern communication, electricity, storage, packaging and processing facilities. Poor infrastructure results in increased costs of farming and transportation of produce.
3. Poor access to essential inputs and extension services. Inputs are often expensive, of low quality and adulterated. The quantities of both organic and inorganic fertilizers used by smallholder farmers are grossly less than the recommended rates.

4. Poor access to credit particularly at the rural level. Procedures for accessing credit are cumbersome and collateral requirements high. Most smallholder farmers are living below poverty line with no access to assets other than their small, fragmented and un-titled farm land.
5. Limited Marketing and Processing Opportunities, resulting largely from weak linkages between the state's agricultural sector and other sectors. Whenever agricultural productivity grows faster than is required for existing local uses, the surplus is not absorbed by other productive non-agricultural activities. This results in wastages and price fluctuations against the farmers.

In spite of these challenges the agricultural sector is envisioned to play even greater roles in the growth and development of the State.

Vision

Kano State shall have, by 2020, an efficient, nationally and internationally competitive agricultural sector that will ensure food security for a growing population and contribute significantly to Nigeria's export of non-oil commodities.

Mission

Supporting agricultural producers, processors and marketers by promoting modern [improved] agricultural technologies to increase productivity and incomes thereby reduce poverty and enhance food security and natural resource conservation

The Policy Objectives

1. Creating an enabling environment to attract productive investment and facilitate the growth of the sector.
2. Creating a synergy between **the** sector and all other sectors of the economy, primarily to engender the rapid expansion of the agricultural, agro-allied and associated industries;
3. Encouraging private sector participation in all sub- sectors of agriculture, either directly or through joint ventures, where the joint venture partner is the private sector by providing incentives, credit, infrastructure, extension service etc.
4. Providing special focus on the provision of rural infrastructure including roads, electricity, irrigation facilities etc. through the rural development agency.
5. Building the capacity of smallholder farmers in areas of group formation and awareness creation through participations in State and National Agricultural Shows/Exhibitions.

Key Programmes

1	Sustainable Dairy Production Support	9	Agricultural Mechanization support Services
2	Veterinary Support Services	10	Agro-forestry Development Programme
3	Livestock/Poultry Development Support	11	Irrigation Development
4	Crop Production Support	12	Support and capacity building of smallholder farmers groups
5	Fisheries Development Support	13	Commercial Agriculture Development Programme

6	Agricultural Information, Surveillance & Reconnaissance	14	National <i>Fadama</i> Development Project
7	National Programme for Food Security	15	Agricultural Transformation Agenda Support Programme- Phase I
8	Natural Resource Conservation (Zoo & Wildlife)	16	Horticulture Development Support



KANTIN KWARI TEXTILE MARKET

3.2. Commerce, Industry and Tourism

Introduction

In spite of the challenges of de-industrialization and economic decline, commerce and industry remains an important plank of the State development policy and strategy. A nurtured and well-structured industrial sector can contribute significantly to employment generation, wealth creation, poverty reduction and sustainable growth and development.

Kano is favored to play a leading role in commerce and industry by its location, history and resource endowments. Medieval Kano played a significant role in the Trans-Sahara trade and its businessmen had long established contacts with strategic markets in West, Central and North Africa, the Middle East and parts of Asia. With a population of 12million people Kano still has a very large domestic market with potential to sustain any momentum of industrial growth. Kano is also fortunate to be well blessed with a large agricultural base which, if efficiently harnessed would ensure an uninterrupted supply of raw materials for agro – based industries.

The key challenges are to attract new investments, reverse de-industrialization, improve competitiveness of agriculture and manufacturing firms, streamline and reposition the informal sector.

3.2.1. Commerce

The commerce and services sector accounts for approximately 53% of Gross State Product (GSP) or an estimated US\$7 billion. Kano accounts for 40% of all trading activities in the North West geo-political zone and for approximately 10% in the North of Nigeria.

The commerce sector is predominantly informal-comprising of the ‘subsistence’ enterprises: single street traders, neighborhood kiosks & shops, and market stall etc. The formal sector remains hugely untapped. The major wholesale/retail supply-chains are dominated by large manufacturing outfits [southern Nigeria-based multi-national companies], a few Lebanese [pharmaceutical products], Chinese [textiles and apparels] and indigenous businesses [household consumer provisions, building materials, agricultural produce etc.]. A handful of fairly big urban-based ‘super markets’ have sprung up over the last couple of years but there is clearly a need for more.

There exist 16 specialized markets mostly within the Kano metropolis-but famous in West Africa and even beyond. These are in addition to the hundreds of ‘regular’ markets spread across towns and villages in the state. The **Dawanau market** is reputed to be largest cereal and food commodity market in Africa which serves not only Nigeria but neighboring countries as well. The **Kwari market** is Nigeria’s celebrated textile retail/wholesale centre with an annual turnover in excess of N20 billion. More than 90% of the goods sold in the market come from China.

Issues and challenges

The challenges facing the commerce sub-sector include the following:

1. Import liberalization policies, smuggling, dumping and counterfeiting etc. have led to the proliferation of sub-standard goods and the crowding out of indigenous business men in merchandizing.
2. Congestion of metropolitan markets which lead to shortage of stalls and result in high rent. This is most noticeable in Sabon Gari Market, Kantin-Kwari, Kofar Wambai, the Singer Market and other designated commercial centers.
3. Lack of adequate enlightenment and availability of information to members of the business community on new business opportunities, modern business techniques and investment opportunities.
4. Access to affordable finance is particularly difficult to operators: Commercial loans from formal sources are expensive and inaccessible due mainly to 'excessive' collateral and other requirements. This limits the ability of entrepreneurs to start or expand their businesses
5. Haulage infrastructure: The movement of products-raw, processed and finished-from point to point is heavily dependent on the country's bad roads and archaic rail system. In some instances transport linkages are virtually non-existent. Bad roads, non-functional rail system and the high cost of hiring and maintaining trucks conspire to hinder commerce and to raise significantly transaction costs.

3.2.2. Industry

'Industrialization is integral to economic development...scarcely any countries have developed without industrializing...and rapidly growing economies tend to have rapidly growing manufacturing sectors....'

The State has over the years played key roles in the promotion of investments in the Nigerian industrial sector. Industrial development was characterized by extensive state involvement in the economy especially in production and marketing. Several companies were established with the equity participation of the investment arm of the State government. Most of these are now moribund.

De-industrialization has resulted in the emergence of a huge and diverse MSME sector with between 875,000 and 1.6million businesses spread across the State and economic sectors. Of these, 872,552 are micro, 1,760 small and 69 medium enterprises. The number of micro-enterprises in Kano represents approximately 5% of all micro enterprises in the country. MSMEs reportedly contribute approximately 60-70 of Kano's domestic output and employ more than 3.5million people-most of who are working proprietors/active partners.

The dominant MSME activities are: manufacturing (54%), wholesale and retail trade, vehicle repair and household goods 23%, hotels and restaurants 6.6%.

The informal MSME sector in Kano as in other parts of Nigeria remains a safety net for millions of the country's poor men and women who lack the skills and education to venture into modern formal job market or the resources to set up and grow their enterprises. This is significant in an economy with a rapidly growing population, an army of unemployed youth and low employment absorptive capacity.

Issues and challenges

Key constraints that limit the ability of the enterprises to grow [and hence to increase employment and incomes] include the following:

1. Trade liberalization which leads to indiscriminate importation of sub-standard goods. This has been particularly harmful to the textile & garment, vegetable oil and furniture sectors.
2. Policy inconsistency and policy reversals which make government policies less certain/predictable and businesses less confident in taking risks and investing capital
3. Smuggling and dumping of sub-standard goods [vegetable oil and textile/garment industry hardest hit]
4. Irregular Electricity supply: depending on location, industries get 3-5 hours of electricity daily and are therefore forced to spend enormous resources on alternative power sources. Business start-up costs are consequently high. Costs of production are said to increase by between 20-30%.
5. Inadequate physical infrastructure-especially access roads within markets and industrial sites are still inadequate and in poor state.

Policy objectives

1. To establish a structured, vibrant and efficient MSME sector that will generate self-employment, create wealth and make significant contribution to capital formation, domestic savings, skill acquisition and to sustainable economic development of Nigeria
2. Achieve a sustained increase in industrial growth and development, using principally, SMES as vehicle.
3. Promote programmes in collaboration with the organized private sector that will improve SMEs access to:
 - I. Requisite information and business development services to enhance the capacity of the sector.
 - II. Funding and financial services by resuscitating the Credit Schemes and the setting up of additional micro-enterprises

4. Establish industrial clusters specially for tie and dye, leather and traditional weaving with shared and subsidized facilities and assure the tenant – enterprises of certain incentives including assured market, state credit guarantee scheme etc.
5. Actively encourage the synergistic interaction between industrial, agricultural and other sectors, both social and economic to the overall benefit of the people.

Sector priorities and key programmes

1. Establishment, development, modernization and promotion of specialized Markets.
2. Establishment of Economic Development Fund (EDF) for the funding of State Small Scale Industry Credit Scheme
3. Investment Promotion Programme: covering the establishment of Investment Promotion Agency, support for rural industrialization, establishment of and support for specialized cooperative societies
4. Export development and promotion programme including the development of Export Production Villages and support for enterprises with export potentials
5. Economic Development initiative under Public Private Partnership (PPP) which will focus on joint development of markets and other commercial projects.

3.2.3. Tourism

Introduction

Tourism and hospitality are considered the fastest growing human endeavour with high potential for job creation for the skilled, semi-skilled and unskilled labour force. Presently it contributes over 50% of job created in the services sector.

In view of the above and considering Kano State's position in agriculture, commerce and industry, government accords the hospitality and tourism sub-sector greater priority toward achieving job and wealth creation, poverty reduction and minimization of rural – urban drift through sustainable development.

The overall policy frame work is to effectively tap into our histo-cultural, religious, commercial and environmental legacies toward sustainable and result oriented tourism development guided by our rich societal norms and values.

Policy Objectives

The key areas of the state tourism policy are:

1. To develop, promote and market Kano state as a commercial and histo-cultural heritage destination and as a platform for socio-economic and political empowerment of the people.
2. To encourage public – private partnership in the overall development of tourism.

3. To guide and ensure that developments in tourism are in tandem with the societal norms and values and the tenets of the sharia.
4. To promote and market Kano state as an enviable, safe and desirable tourism destination within Nigeria and Africa at large.
5. To accord special preference to Trans – Saharan based tourism and the Durbar as part of the main products.

Market	
Muhammad Abubakar Rimi Dawanau	Consumer provisions. General goods The largest cereal and food commodity market in Africa which serves not only Nigeria but neighboring countries as well. It has more than 15,000 open shops, 5,000 stores and warehouses of various sizes.
Kwari	Nigeria's celebrated textile retail/wholesale centre. Reputed to have annual turnover of N20 billion. More than 90% of the goods sold in the market come from China
Mariri	Kola nuts
Kwanar Singer	General consumer provisions
Kofar Ruwa	Building materials and spare parts
'Yankaba	Fruits and vegetables
Wudil	Cattle
Yankura	Flour, cassava, palm oil and fish
Kurmi	General and 'traditional' items including leather goods, textiles, household equipment

Issues and Challenges

Kano state has all the endowments to attract local and foreign tourists. With a well-staffed Tourism Board in place the potentials of inbound tourism are enormous particularly for Educational Tour and Excursion Programs for our teeming pupils and students in the state.

While the potentials are promising, undoubtedly challenges need to be addressed, which include the following;

- a. Inadequate funding for the sector to cater for marketing and promotion.
- b. Undeveloped tourist sites - both existing and potential.
- c. Lack of standard hotels.
- d. Poor Air Transportation Connectively.
- e. Poor private sector involvement in the provision of Tour packages.

Input and Output Targets

INPUT	OUTPUT
○ Development of existing and potential Tourist sites in the state. ○ Development of good hotels ○ Enhanced security increased public awareness and enlightenment on the importance of Tourism	○ Tourist and visitor arrivals will increase by 30% with a rise in the length of stay by 2018. ○ Visitor profile will increase & Airlines will be attracted to the route. ○ Visitor and Tourist safety will be assured leading to more arrivals and increased participation of the local community in tourism and host communities would be more hospitable and accommodating.
○ Provision of decent comfortable Excursion and Tours vehicles ○ Introduction of Educational Tour Program	○ Increased income for the state from proceeds realized from Excursion and Tour Programs ○ Value appreciation of cultural norms and values will be enhanced particularly in the young ones
○ Increased funding of marketing and promotion ○ Standardization of programs for the Kano State Hospitality and Tourism Institute	○ Create more awareness on Kano State as a Tourist destination ○ Increase number of beneficiaries for skill acquisition and enhancement of the sector's manpower requirements

Chapter Four

Pillar 2: Human Capital Development

"People and not macro-economic aggregates- should constitute the target of all development strategies and economic management measures. In this regard, strategies and policy instruments are only a means to an end, and must therefore be distinguished from the end itself: namely, the real and tangible benefits to the people" (Report of the Vision 2010 Committee Vol. II Book 1 'Critical Success Factors' September 1997 p174).



**HIS EXCELLENCY DR ABDULLAHI UMAR GANDUJE OFR KHADIMUL ISLAM
COMMISSIONED BLOCKS OF CLASSROOM AT MATAGE D/KUDU LGA**

4.1. Education, Science and Technology

Introduction

Education is delivered at three levels: basic, post basic and tertiary. Basic education comprises of pre primary, primary, junior secondary and non-formal education and is usually achieved in 9 years with a defined curriculum at each of the three stages. The post basic level is a three year [senior secondary or technical & vocational] education which mainly prepares students for admission into tertiary institution.

There are approximately 3 million primary school pupils enrolled in more than 6,000 schools. There are 724,978 secondary school students, 44% of which are female, and a total enrolment of nearly 100,000 students at the tertiary level. Science and technical education occupies a unique position in the state's education system. The Science and Technical Schools Board manage a total of 48 science and technical colleges.

A number of religious schools such as the Tsangaya/Quranic, Islamiyya and Ilmi schools compliment the conventional government schools. There are approximately 3,000 Islamiyya Integrated with 800,000 pupils. There are 33 Junior and an equal number of senior secondary IQTE schools in the State.

The tertiary level consists of 9 state owned institutions and 6 Federal Government owned institutions as at December 2014 including two state universities, namely Kano State University of Science and Technology (KUT) Wudil and North West University (NWU). Others are: Kano State Polytechnic (KSP), Sa'adatu Rimi

College of Education (SR-COE), Aminu Kano College of Islamic and Legal Studies (AK-CILS), Kano State College of Arts, Science and Remedial Studies (KS-CARS), Rabiu Musa Kwankwaso School of Basic and Remedial Studies Tudun Wada, Amana College of Education Kunchi, Audu Bako College of Agriculture (AB-COA) as well as Kano State Scholarship Board and three Federal Institutions – Bayero University, Kano (BUK), Federal College of Education (FCE) Kano and Federal College of Education (FCE) Bichi, Federal College of Agriculture Hotoro Kano, and Digital Bridge Institute Pilgrims Camp, Kano.

To manage the education sector in the State, the following MDAs are key players; Ministry of Education, Science and Technology (MOEST), State Universal Basic Education Board (SUBEB), Senior Secondary Schools Management Board, Science and Technical School Board, Qur'anic and Islamiyya Schools Management Board, Private and Voluntary Institutions Board, Scholarship Board, Agency for Mass Education and Kano State Library Board.

The state government has since 2011, prioritized the provision of education at all levels. Budgetary allocation to sector averaged N41 billion per annum between 2011 and 2015. The share of the sector in state budget ranges from 16% in 2012 to 22% in 2015 and averages 20% over the five year period.

Table 4:1 Budget Allocation to Education Sector 2011-2015

Budget	2011	2012	2013	2014	2015
Approved estimates N billion	27.6	35.5	44.2	49.6	48.6
% of total budget	22.21%	16%	19%	22%	22%

A good portion of the budget was utilized as follows:

1. The establishment of additional science, vocational and Technical colleges in order to strengthen the state's skills base and a number of schools for Islamic Studies.
2. Rehabilitation of school infrastructure, science laboratories, technical workshops and supply of teaching aid and ICT centres and equipment.
3. Rehabilitation and provision of additional classrooms in primary and secondary schools and lecture theatres in tertiary Institutions in order to achieve an acceptable student/pupil / class ratio.

Primary statistics and indicators		2013	2014	2015	2016	2017	2018
System description							
Number of primary schools		6,328	6,478	6,648	6,888	6,992	7,079
Number of primary pupils		2,441,332	3,000,725	3,054,446	3,184,362	3,275,660	3,324,208

Percentage of female primary pupils		49	48	49	50	50	50
Number of primary teachers		68,839	66,874	54,929	64,113	65,970	66,851
	<i>Percentage of female primary teachers</i>	35%	26%	28%	29%	29%	30%
Percentage of qualified public primary teachers		76	49	51	62	70	75
	<i>Percentage of qualified female public primary teachers</i>	17	20	22	24	27	30
Primary education student flows							
GER in Primary		117	139	141	145	147	148
	<i>Girls' GER in Primary</i>	112	144	148	152	154	157
Public Primary Completion rate		69	72	76	78	80	85
	<i>Girls' Public Primary Completion rate</i>	65	70	72	77	79	81
Public Primary-Junior secondary transition rate		48	45	52	65	70	72
	<i>Girls' public transition rate</i>	43	40	47	55	65	70
Service delivery							

indicators for public schools							
Pupil-teacher ratio		35	45	56	50	50	50
	<i>Lowest LGA ratio</i>						
	<i>Highest LGA ratio</i>						
Pupil-classroom ratio		82	91	94	91	90	89
Number of classrooms		27,408	30,126	30,761	32,938	33,914	34,991
	<i>Percentage of classrooms in good condition</i>	26,766	29,531	26,299	31,405	31,905	31,605

Issues and challenges

The main challenges relate to poor teaching and learning conditions, infrastructure, teacher qualifications, access and equity-especially with regards to girls' attendance, completion and retention rates.

Specific challenges are:

1. Although there has been an appreciable increase in the number of children enrolled into public schools especially at the primary level, the transition rates to Junior Secondary level remain unimpressive. Similarly, Secondary School Gross Enrolment Ratios and transition rates to tertiary level are abysmally low.
2. Inadequate numbers of qualified teachers especially at the basic education level. The percentage of qualified teachers at the primary school level dropped from 76% in 2013 to 49% in 2014.
3. State of infrastructural facilities remains generally poor. In spite of the huge investments made by the state in recent years to upgrade infrastructural facilities, many schools still face the challenges of inadequate infrastructure such as desks, chairs, science laboratories, workshops and libraries.
4. Frequent changes of National Education Policies
5. Low community participation in funding and management of education.

Vision

Provision of high qualitative and functional education for lifelong learning and self-reliance

Mission

To work in partnership with all stakeholders in ensuring effective coordination, efficient mobilization and judicious utilization of resources for the provision of high quality and functional education in Kano State

Policy Objectives

The State Government shall continue to prioritize education and in particular:

1. Reposition the education sector to make it more efficient and functional, with quality teaching staff, standard classrooms, workshops and laboratories, well equipped libraries and enhanced ICT capacity.
2. Give priority attention to the provision of free, qualitative basic education, science, vocational and technical education, Adult and non-formal education and other apprenticeship programmes. ,
3. Emphasize acquisition of knowledge, skills and competence that aim at preparing the individual for higher education or for earning a living to fend for himself/herself.
4. Provide special incentives for communities in both urban and rural areas to:
 - 4.1. Establish and manage community primary and secondary schools
 - 4.2. Provide basic literacy and skill acquisition classes in their respective communities.
 - 4.3. Actively participate in the management/protection of educational facilities and structures.
 - 4.4. Sensitization of parents/students and general public to accept going out of Kano State for further studies
5. Eliminate gender disparity in access to education, especially in the rural areas by providing special incentives for the girl – child education in enrolment and retention

Sector Priorities and Key Programmes

- a. Promote equitable access and quality services in pre-primary and basic education
- b. Provide purposeful and improved post basic education services
- c. Policy and planning: Enhance policy, Planning and Management of schools
- d. Expand access, improve quality, promote research and staff development in Tertiary Education.

Secondary and vocational Education subsector indicators

Secondary statistics and indicators	2013	2014	2015	2016	2017	2018
System description						
Number of Secondary schools	1596	1643	1988	1994	2062	2115
Number of Secondary pupils	575,488	691,693	724,978	766,329	809,457	868,476

Percentage of female Secondary pupils	28	40	44	47	52	58
Number of Secondary teachers	36076	31874	32196	33760	36443	37901
Percentage of female Secondary teachers	48	33	34	34	35	36
Percentage of qualified public Secondary teachers	81	79	87	89	91	95
Secondary education student flows						
GER in Secondary	33	32	37	40	41	42
Girls' GER in Secondary	27	27	35	37	39	40
Public Secondary Completion rate	60	60	62	63	65	70
Girls' Public Secondary Completion rate	58	60	62	63	64	65
Public Secondary-Junior secondary transition rate	63	81	72	85	90	95
Girls' public transition rate	47	75	96	80	85	88
Measured achievement in secondary school [BECE, SSCE and NABTEB]						
Junior Secondary	n.a	n.a	n.a	n.a	n.a	n.a
Percentage with five BCCE credits and above	83	85	86	88	90	92
Junior Technical and Vocational	670	n.a	1227	n.a	n.a	n.a
Percentage with credit	70	72	83	85	90	95
Senior Secondary [WAEC]	52,041	50,296	n.a	n.a	n.a	n.a
Percentage with five WAEC credits and above	37	33	35	37	39	40
Senior Technical and Vocational	670	917	0	0	0	0
Percentage with credit	66	70	0	0	0	0
Service delivery indicators for public secondary schools						
Pupil-teacher ratio	38	30	42	43	40	40
Lowest LGA ratio	22	25	11	27	29	30
Highest LGA ratio	65	64	24	62	61	60
Pupil-classroom ratio	66	61	68	62	61	60
Number of classrooms	7,476	8,073	9,076	10,421	11,252	12,205
Percentage of classrooms in good condition	91	92	93	94	94	95



MINI AMBULANCE TO IMPROVE RURAL HEALTH SERVICES DELIVERY

4.2. Health

Introduction

Kano State health policies are consistent with those of the Federal Government. The State health care delivery system is organized into primary, secondary and tertiary health care system. Based on the National Health Policy, the local governments have responsibility for primary health care, the State for secondary and the Federal government for tertiary health care services. In Kano State, the goal of our health policy is to establish a comprehensive health care system that can deliver effective and qualitative services to the citizens within the resources at the disposal of the government.

The specific agencies and departments that are important to development of the Health Strategy are the State Ministry of Health (MoH) and the Health Services Management Board. The State runs a total of 37 secondary health care facilities, including 3 specialist and 8 specialized hospitals, 19 general hospitals, 1 dental and 3 cottage clinics. There are, in addition, more than 1,000 Primary Health Care Centres under the purview of the local government authorities.

Manpower statistics reveals the presence of 304 doctors, 89 pharmacists, 872 nurses, 604 midwives, 93 physiotherapists and 263 dental technician, 337 Radiographer/X-Rays, 142 Laboratory Scientist, 653 SCHEWs, 426 JCHEWs 2 Biomedical officers. There are 10 health institutions in the state: School of Nursing Kano, School Nursing Madobi, School of Basic Midwifery, School of Midwifery Dambatta, School of Post Basic Midwifery Gezawa, School of Health Technology Kano, School of Health Technology Bebeji, College of Family Medicine (MMSH), School of Post Basic Anesthesia (MMSH and School of Hygiene.

Although government has a dominant position in the sector, there is a strong presence of the private sector which provides both the traditional and orthodox health care service. There are more than 150 private clinics in the state, most of which are found in the urban areas.

The table below shows the position on major health indicators. Many of the health indicators as depicted in the table are undoubtedly disturbing. For example infant and maternal mortality rates of respectively 91/1000 and 1,025/100,000 remain unacceptably high: more than 1000 women die out of every 100,000 that give birth. Many more are left with serious disabilities such as VVF, Rectum Vaginal Fistulae [RVF] and infertility at the end of their pregnancies.

Table 4:2 Health Indicators

Indicator	Kano	2016	2017	2018
Life expectancy (NDHS) 2013	49 [M] 51 [F]	59 [M] 51 [F]	69 [M] 51 [F]	79 [M] 51 [F]
Infant mortality (per 1000 live births) (KSEED) 2005	91	86	81	76
Under 5 mortality rate (per 1000 live births) (KSEED) 2005	217	202	187	172
Proportion of 1 year old children immunized against measles (PHCMB)	83%	88%	93%	100%
Maternal mortality (per 100,000) (MICS)	1,025	725	425	125
Proportion of births attended to by trained health personnel (NDHS) 2013	48.9%	58.9%	58.9%	63.9%
HIV/AIDS incidence rate (SACA)	1.3%	0.5%	0.8%	0.3%
HIV prevalence among pregnant women in the State (NDHS) 2013	3.7%	2.0%	1.0%	0.7%
HIV prevalence among 15 – 24 years old women (				
Percentage of population aged 15 – 24 years with comprehensive knowledge of HIV and AIDS prevention	6.6%	4.6%	3.6%	2.6%

and methods (MARPS)				
Incidence, prevalence and reported death associated with Malaria	44.9%	34.9%	29.9%	24.9%
Percentage of children under 5 sleeping under insecticide treated bed nets (NDHS) 2013	53.2%	63.2%	68.2%	78.2%
Proportion of children under 5 with fever who are treated with appropriate anti-malarial drugs (NDHS) 2013	67.0%	52.0%	37.0%	27.0%
No of malaria cases reported (HMIS)	1,051,630	551,630	401,630	251,630
No of malaria deaths (HMIS)	473	373	273	173
No of tuberculosis cases reported (TB)	1,983	1,483	983	483
Proportion of tuberculosis case detected and cured under directly observed treatment short courses (TB)	67.5%	57.5%	47.5%	37.7%

Source: State Ministry of Health

Issues and Challenges

Government acknowledges the myriad of challenges facing the State health sector in spite of increasing budgetary allocations over the years. Two most worrisome of such challenges are inadequate system coverage and shortages of health care administrators.

1. Access to health care services is estimated at less than 50% for communities in the urban and rural areas and perhaps less than 40% for rural communities and urban poor. The immediate consequences are the proliferation of private hospitals and clinics, often providing inefficient and expensive services and of traditional medicine practitioners whose services are cheap but unregulated.
2. There is a huge short fall in the supply of doctors and nurses and other personnel in the health sector. There are for example only 8.4 doctors/100,000 population and 18 nurses/100,000 population. The recent security challenge in the State has the potential to further deplete the State workforce, thereby aggravating the situation.
3. Health care service orientation is **curative** rather than **preventive** and is partly the reason why the system is expensive to run and also the reason for the high incidence of preventable and non-communicable diseases.

4. Decayed infrastructural facilities or complete absence of same in health care centres and hospitals- including water and electricity supply to many facilities. Similarly, there is lack of adequate and reliable equipment and materials including but not limited to vehicles, ambulances, operating theatre equipment, x-ray machines and lab equipment
5. Low literacy level and high poverty especially among women, which is partly responsible for their poor health seeking behavior.

Vision

A healthcare delivery system that is efficient, affordable and accessible by a greater majority of people

Mission

To develop and implement appropriate policies and programmes as well as undertake all necessary actions that will strengthen the Health System in Kano State to be able to deliver effective, quality and affordable health

Policy Objectives

The key objective of the government is to improve, significantly, the Health status of all residents of Kano State through the development of strengthened and sustainable healthcare delivery system.

Other objectives include:

1. Improve regulation of private health care providers and patent medicine vendors and ensure that Kano citizens reduce reliance on unregulated and unregistered health care practitioners.
2. Improve health care infrastructure and qualifications of health personnel
3. Strengthen the monitoring and evaluation system
4. Build more and stronger collaboration with other MDAs, particularly those in the infrastructure and environmental sectors.
5. Enhance quality healthcare delivery provision, HRH Development, and achieve total rejuvenation of facilities, infrastructures and equipment.

Sector priorities and key programmes

1. Malaria Control and Elimination
2. Maternal and Child Health
3. Tuberculosis and Leprosy
4. HIV/AIDS Monitoring and Control
5. Sustainable Drugs supply system (former DRF)
6. Human Resource for Health
7. Health Management Information system
8. Community Based contributory Health system

Chapter Five

Pillar 3: Development of infrastructure

Introduction

Infrastructure plays a strategic role in enabling and promoting economic activity across the economy and in the delivery of key social services including health and education. Conversely where supply of infrastructure is inadequate or deficient, competitiveness is lost and investment opportunities become narrow.

The transformation of the State will require, among other things, the provision of additional infrastructure, improvement in services and the opening up of more international gateways for business by road, rail and air. In particular, Kano ought to have efficient, qualitative and reliable infrastructure for it to maintain and enhance its status as a leading commercial and industrial centre in Nigeria.

The priority services for the growth and development of the State's economy are:

- Power [electricity] supply
- Roads and transportation
- Housing development
- Water supply & sanitation.
- Environment

In spite of the significant rise in the level of investment, infrastructural facilities remain deficient and cannot meet the immediate and future needs of the economy.

In particular:

- a. Many of the existing facilities are overstretched, unreliable and in a state of general despair, with extremely high cost of services.

- b. Facilities are unevenly distributed as there has been an over – concentration of these facilities and by extension of commercial and industrial establishment in metropolitan areas and immediate outskirts, while the rural and semi-rural areas have remained largely undeveloped.
- c. Facilities are inadequate relative to the size and status of Kano, sub – standard and where available, inaccessible to majority of the people.
- d. Facilities are public driven and in particular, there is lacking in Kano a culture of utilizing and maintaining public infrastructure.

Kano has not operates on a master plan since 1983, therefore, there is need for both urban and rural areas. A regional master plan for infrastructure is also necessary



FIRST INDEPENDENT POWER PROJECT SITE AT TIGA.

5.1. Power [Electricity] Supply

Power supply remains the most critical and the deficit in the sector has led to the high cost of doing business, loss of competitiveness & business failures. The current demand for power in Kano State stands at approximately 500MW. The average daily dispatch is much lower at between 80-100MW, leaving a huge power supply gap of over 400MW. The projected demand by 2020 is approximately 2,000 MW-and a substantial part of this is expected to come from Independent Power Projects under Public-Private Partnership (PPP) initiated by the State.

The completion of the Challawa 10 MW and Tiga 25 MW Independent Hydro Power Projects will remain a priority over the plan period. Renewable electricity power supply through solar power project for about 400 megawatts and up to a future capacity of 2,000 megawatts.

Vision

Reliable, sustainable, affordable, efficient and environmentally friendly electricity power supply

Mission

The State Government will partner with the private sector through a suitable Public-Private Partnership arrangement to generate additional electricity that will augment the state power supply from the National Grid by the year 2020. Plus solar power for small hydro power projects at other dams.

Policy Objectives

1. Implement a power infrastructure rehabilitation and development programme in line with expected pattern of future metropolitan, commercial and industrial growth.
2. Built facilities that are reliable, qualitative and sufficient in quantity to support socio – economic programmes and attract private sector investment in key sectors.
3. Encourage private sector to pursue the development of some power facilities, either on its own or partnership with the Kano government. Indeed, given the numerous financial commitments of the government, the private sector will be properly enabled to spear-head the development and promotion of these facilities.
4. Spread the development of all future power infrastructural facilities in order to develop the productive capacity of the rural populace.
5. Encourage the involvement of the community in public power infrastructure maintenance.



GOVERNOR GANDUJE LISTENING TO AN EXPLANATION DURING INSPECTION VISIT TO THE TAMBURAWA TREATMENT PLANT

5.2. Water Supply and Rural Development:

Introduction

Kano State is endowed with abundant water resources. The State' 20 dams and reservoirs as well as rivers and streams are the major source of raw water for the water treatment plants and pumping stations located at various places in the State.

The State has three categories of water supply systems: Urban [Greater Kano], Semi – Urban [small towns] and Rural Water Supply with water supply capacities of respectively 434.6 MLD, 175.44 MLD and 49.32 MLD.

However, as most of the water plants are currently operating at about 60% capacity – due to ageing infrastructures especially at the Semi – Urban areas, water supply falls below capacity and is considerably less than water demand – estimated at 900MLD. It is estimated that the supply – demand shortfall may be in the region of 150 – 250 Million Liters per day (MLD). For example, water demand for domestic, industrial and institutional use is estimated at 600MLD in Greater Kano, but only approximately 300MLD is supplied – which is just 50% of the present demand. Unorganized private water vendors and private water supply accounts for the deficit demand. The combined demand for Semi – Urban and Rural communities of 320 MLD exceeds the estimated supply of 224.76 MLD – giving a deficit of 95.24 MLD.

The water supply system in the State is managed by a number of different organizations and agencies at the Federal, State and Local Authority levels. The Federal and State Ministries of Water Resources are responsible for policy formulation, coordination and planning. The Kano State Water Board [KSWB] is responsible for water supply service delivery in urban and semi-urban areas while the Rural Water Supply and Sanitation Agency [RUWASSA] defines policies and supervises the rural water and sanitation sector. Other agencies are the Hadejia Jama'are River Basin Development Authority [HJRBDA], the Kano Agricultural and Rural Development Authority [KNARDA] and the external donor community including the World Bank, EU, UNICEF, DFID and JICA.

Issues and challenges

Militating issues in water resources development include the following:

1. The level of investment in the water supply sector has not been adequate to match the rapid population growth.
2. High operational costs due to poor power supply, high treatment requirements for surface water sources and long pumping distances.
3. Lack of emphasis on cost recovery as water is treated as social service by government. Thus water rates are not sufficient to support the operation and maintenance of the water supply facilities.
4. Government control of the sector over several years has crowded out the private sector resulting in non participation of private sector as service providers.
5. Lack of continuous staff training and mass exodus of qualified and experienced staff from the service.

Vision

By the year 2020 all citizens in the State will have access to safe drinking water in a sustainable manner and at appropriate and affordable rate

Mission

To practice good water resources management for safe, adequate, sustainable water supply services and irrigation facilities for the people of Kano State through best practices and good governance which will reduce waterborne diseases, reduce poverty and increased productivity of the citizens.

Strategic Objectives

1. Improve water supply coverage state wide to at least 80% by the year 2020, through a coordinated effort involving the communities, other tiers of Government, development partners and the private sector.
2. Ensure public access to safe drinking water in a sustainable manner, at appropriate and affordable rate, in accordance with the new Water Supply Policy.

Sector Priorities and Key Programmes

1. Improved and sustainable Water supply for urban Kano: This targets an increase in water production to 450 million litres per day. The new target will require new investment in plants and other infrastructure to:
 - Improve water production from Challawa complex, New Tamburawa and New Watari Treatment Plants.
 - Improve transmission and distribution network.
 - Improve power supply.
 - Reduce level of loss of unaccounted for water.
2. Improved and sustainable Water supply for semi – urban Kano: this targets an enhanced production level of 220 MLD from current available capacity of approximately 170 MLD. Again the strategy is to improve water production from the existing water supply scheme by rehabilitating plant and building new infrastructure and through new partnership between the Water Board, LGAs and local communities
3. Improved and sustainable Rural Water supply & Sanitation: main strategies are
 - Provision of additional motorized boreholes.
 - Provide hand pump boreholes.
 - Provide solar powered boreholes.



KEEP KANO CLEAN' PROMOTING ENVIRONMENTAL SANITATION

5.3. ENVIRONMENT AND SANITATION

Introduction

The Environment Sector in Kano has traditionally been centered on Forestry Development. Previously, this covered conservation of the forests' biological diversity to meet internal needs in terms of fuel wood supply, food supplementation and environmental protection. Recently, it has come to focus on environmental protection and management, due to worsening climactic conditions. Forests are the chief defense against desertification, which is a primary environmental threat to the State. There has been considerable deforestation, both in rural and urban areas, due to buildings, roads and the felling of trees for firewood. In addition, there are serious threats from flood and erosion, pollution of water courses and rivers from industry and from human and animal waste, air pollution from emissions of vehicles and generators and seemingly unmanageable urban solid waste in the metropolitan areas, primarily Kano City.

Issues and challenges

1. Inadequate Institutional, Human and Financial Resources continue to be a major contributing factor to the slow rate of implementation of the state program
2. Non completion of the current draft of state policy on Environment
3. Poor organizational structure and function resulting in poor coordination and duplication of activities
4. Inadequate capacity for monitoring, Research and Development

Vision

A secure and quality environment that is adequate for good health and wellbeing of the people

Mission

The Kano State Policy on Environment aims to achieve sustainable development and in particular a sustainable management and control of air, land and water pollution, conservation of habitat and biodiversity (flora and fauna), alternative sources of energy, environmental education, reduction of drought and desertification, flood and erosion control, improved water sources sanitation and protection of grave yards.

Strategic Objectives

The objectives are to:

1. Secure a quality environment that is adequate for good health and wellbeing of the people;
2. Conserve and use the environment and natural resources for the benefit of present and future generations;
3. Restore, maintain and enhance the ecosystems and ecological processes essential for the functioning of the biosphere to preserve biological diversity and the principle of optimum sustainable yield in the use of natural resources and ecosystems;
4. Encourage individual and community participation in environmental improvement efforts;
5. Raise awareness and promote understanding of the essential linkages between the environment, resources and development

Priority Projects and Key Programmes

1. Management and control of environmental pollution: the goal is to achieve a healthy environment for people, animals and plants.
2. Effective and Sustainable Management of Waste: The programme aims to attain effective and sustainable management of industrial, agricultural and domestic waste, involving sound environmental management procedures Establishing standards for the discharge of effluents and receiving waters;
3. Control of Pests and Vectors: Pests and vectors have to be controlled within the environment in order to eliminate / minimize their threats to public health. The Ministry of Science and Technology is supporting this through the use of ICT for pest control.

4. **Self-sufficiency in Forest Products and Services:** Kano State strives to achieve self-sufficiency in forest products and services through the employment of sound forest management principles and techniques, as well as the mobilization of human and material resources
5. **Reduce Drought and Desertification:** Through this plan, government will work to reduce (or where possible prevent) the adverse effects of drought and desertification, and halt or even reverse the processes of desertification, and stimulate sustainable development.

5.4. Works and Housing Development

Introduction

With an estimated population of 12 million, 50% of which is young and growing at 3.5% p.a. the potentials for housing development in the State remain very high. In addition, there is a huge influx of people from within and outside the country due Kano's strategic status as the commercial and investment hub of Northern Nigeria.

The State will take advantage of these potentials to ensure that the supply of affordable housing will increase each year. The Housing Corporation is aiming to deliver 3,000 housing units per annum through PPPs.

The following housing projects were delivered, during the first phase of the KSDP, by Kano State Housing Corporation, Kano State Investment & Property in collaboration with the Ministry of Lands and Physical Planning

1. **Kwankwasiyya City** low density residential/ commercial housing projects at Umarawa in Kumbotso LGA.- consisting of 675 housing units
2. **Amana City** medium density residential/ commercial housing project at Gurjiya in Kumbotso LGA area- consisting of 1933 housing units.
3. **Bandirawo City** medium density residential/ commercial housing projects at Tumfafi in Dawakin Tofa LGA area-consisting of 2,613 housing units.

However, even with these, there will be a massive housing deficit-in the region of 3 million units- in Kano due to increases in income levels-especially among the middle class-a growing urban population and the rapid transformation of rural towns into urban and semi-urban towns. This deficit will require the utilization of many different approaches and many different players in the housing market. The state Housing Master Plan envisages a private sector housing delivery mechanism where private developers will be given incentives by the government to undertake residential and commercial development projects.

Vision

An efficient, private-sector driven housing delivery mechanism that ensures the supply of qualitative and affordable housing to the citizens

Mission

To partner with the private sector to enhance, qualitatively and quantitatively, the delivery of residential and commercial development projects in the state.

Issues and challenges

1. Access to finance has been a major issue for both developers and beneficiaries in the drive for affordable housing
2. Strict Mortgage requirements for developers to access Mortgage funds and meet requirements for housing finance.
3. Lack of baseline data on non-formal sector housing

Policy objectives

1. To ensure adequate provision of public infrastructure services that efficiently and effectively address the needs of the people and achieve value for money
2. To contribute optimally to the growth and development of the state through infrastructure development in line with best practices
3. To encourage and set a favorable ground for private sector participation in the provision of infrastructure facilities in the State.

To achieve these objectives, the following strategies shall be pursued

1. Government will provide appropriate incentives to encourage private sector and community participation in commercial housing development. Government will, in particular, ensure that construction permits are issued within a reasonable time
2. Government will facilitate access to affordable funds from mortgage institutions for individuals and groups wishing to participate in commercial housing programme.
3. Workshops on acquisition of building skills to be conducted in a medium understood by the ordinary people.
4. Government will ensure improved information dissemination on new building techniques and skills to the ordinary people.



ASPHALT OVERLAY AT NEWLY COMPLETED CIVIC CENTER ROAD



**An almost completed 5-kilometre road in D/Kudu town,
one of the 5-km road projects in all the 44 local
government areas by the Kwankwaso Administration**

5.5. Roads, Transport & Urban Development

5.5.1. Roads

Introduction

In order to adequately provide for the transport needs of the people of the state, road works are carried out by Government. The State will continue to ensure the provision of network of roads that will boost the socio-economic and business activities of the people of the State by encouraging the participation of the private sector in the construction, maintenance and management of the roads and road facilities.

During the first phase of the KSDP, the following road programmes were undertaken:

1. Construction of 2no. flyovers (State Road to Kofar Nassarawa and Ibrahim Taiwo Road).
2. Construction of 2no. underpass ways at Kofar Gadon Kaya and Kofar Kabuga respectively
3. Expansion of Roads to dual carriage ways at Hadejia Road, Gwarzo Road and Zaria Road.

Issues and Challenges

1. Government has limited resources with competing demands from the citizens. Thus relative to needs of the sector, there is inadequate funding and resources channeled.
2. There are numerous problems associated with land tenure system and other right of way issues
3. There is low level of investment and participation by the private sector in the road sector

Key Programmes

1. Completion of Triumph – Tafawa Balewa/Murtala Muhammad Way flyovers in Kano Metropolitan,
2. Expansion and upgrade of main ‘artery and vein’ streets of Kano metropolis that also feed commercial, industrial and other traffic areas.
3. Construction of the expanded 5 km intra town dual roads for each of the 44 Local Government Areas of the state

5.5.2. Transport

Kano State seeks to create a safe, affordable, reliable and efficient transportation system for both urban and intrastate movement of people and goods. Transportation is predominantly road-based and presently, the mode consists of taxis, buses,.

In order to tap the potentials of the rail infrastructure within the Kano metropolis the state government has signed a MOU with China Civil Engineering and Construction Company for mass rail transit development for two corridors. Government has set up a committee to actualize the project.

In order to decongest our roads and to enforce traffic laws government has established the Kano Road Transport Authority [KAROTA].

Vision

A safe, efficient and affordable transportation system through improved road, rail and air services

Mission

The State will facilitate and support the development of a modern multi- model transport system that satisfies the needs of the people of the State and also meets the standard of a world class city.

Issues and challenges

1. Uncontrolled urban development which has, over the years, resulted in huge residential areas without parallel development supporting roads and transport services
2. Poor traffic management and control especially within the metropolis
3. Grossly inadequate parking facilities

In order to overcome the challenges of transportation, the following strategies will be adopted:

1. Government in collaboration with the private sector will provide vehicles to cover all major routes with high capacity Luxury Buses to ease commuters' movement within the metropolitan.
2. All the Local Government Areas out of the main metropolitan Kano will be linked up with new cheap buses.
3. All routes (inter-State) hitherto abandoned due to vehicle shortages will be re-opened.
4. Government will upgrade the existing Terminus to contain all other complementary Government Agencies such as Fire Service, Police out post, National Drugs law enforcement Agency (NDLEA) office etc. and also three star motel and warehouse to ease accommodation and shortage need of our passengers.

5. Government will open Kano Line Terminus on all the major roads leading in and out of Kano such as Naibawa on Zaria road, Kurna on Katsina road, Yankaba on Hadejia Road. This will ease commuters' movement from the area to the main terminus for loading and uploading.
6. An ultra-modern maintenance workshop which is in existence at Sharada will be equipped with modern facilities to maintain the vehicles.

Key Programmes

1. Development of transport regulatory framework for the state
2. Development of an efficient Mass Transit System that is state-wide
3. Establishment of a Transport Institute for development of human resources for transport
4. Development and full implementation of State Transport Master plan policy
5. Construction of ultra-modern motor park

Chapter Six

Pillar 4: Empowerment and Social Inclusion



WOMEN EMPOWERMENT FOR SELF EMPLOYMENT

6.1. Women, Youth and People with Special Needs

Introduction

The Ministry of Women Affairs and Youth Development formally came to being in 1997 in response to the ever growing national and international agitations for a comprehensive institutional framework and resources that will meet the yearnings of women all over the world. Prior to that and to the international Beijing conference for women in 1995, women and youth issues were aligned to other concerns and administered in units or departments of other Ministries

The core mandate of the Ministry is the empowerment of women, youth and vulnerable groups and its specific responsibilities are to, among other things:

1. Provide services and programmes for the general empowerment of women and ensuring gender representation in all spheres of human endeavor
2. Promote the survival, development and participation of children from 0-18 year of age in national development.
3. Provide training of youths and women in carpentry, metal works, electrical installations, building, tailoring, hair dressing, and economic and entrepreneurial activities
4. Establish and maintain skills acquisition centers.
5. Participate in all poverty alleviation programmes.

Issues and challenges

The following are the main challenges facing the sector

1. Women empowerment issues are public-sector driven: there is little or no involvement of private sector including individuals as complementary agents for change and development.
2. Insufficient publicity on issues affecting women
3. Lack of awareness by women of untapped opportunities e.g. entrepreneur support packages and institutions
4. Lack of enabling laws that adequately protect girl -child abuse and rape against women.
5. Lack of relevant laws for the domestication of Convention for Elimination of all form of discrimination against Women [CEDAW], the child right act and several other national plans.

Vision

That women, youth, people with special needs, children and other vulnerable persons are appropriately empowered through functional skills provision and training for the attainment of meaningful livelihood

Mission

The State Government will formulate policies, programmes and other initiatives towards promoting and enhancing the development of children, women and other vulnerable groups with a view to eliminating the distress and frustrations that afflict them and constrain their social and economic development.

Policy objectives

1. To empower women, youth and people with special needs through functional, vocational, technical and entrepreneurial training that will contribute to economic and social development of the individuals and the state.
2. Promote and facilitate the employment of more women in the formal sector of the economy
3. Intensify public sensitization on the role of women in the development process in order to raise awareness of this target group
4. Removal of all obstacles/constraints to women development by cultural/traditional practices through advocacy and sensitization drives.
5. Provision of educational support services for girls' education through advocacy and social mobilization.

Key programmes:

The ministry focuses on issues relating to women, family, youth, children, societal harmony, stability and empowerment as follows:

i. Women

There would be a women entrepreneurship empowerment programme that will provide micro grants of capital to women at rural and community levels for income generating activities. The women would be mobilized and sensitized through means such as the radio programme titled 'women and children' geared towards educating the women folk in the area of sustainable economic development, keeping of clean environment and the immunization of children against killer diseases such as polio and measles.

ii. Poor and the needy

There would be a programme that will feature the interest of the poor and the socially excluded citizens. Such programme would zero-in on the development of craft and small-scale industries.

iii. The government is also adequately taking care of the needs of women, the poor and the socially excluded citizens in a wide range of initiatives. For instance, targeted interventions with the support of our development partners as in the example of Fadama III, a well-targeted World Bank intervention at vulnerable groups with contributory grants fighting poverty and raising standard of living. Government also undertakes nutrition campaigns and programmes as well as sports for the disabled people. There is also

sensitization and enlightenment of the general public about the evil of drugs abuse especially among youths.

6.2. Youth Development

Introduction

The youth constitute nearly 40% of the State's population. Many of these lack education and skill to qualify for employment, where available. As a result, the rate of youth unemployment is estimated at 67% almost the double the rate of adult unemployment rate.

The Directorate of Youth Development (DYD) is the only recognized agency that has as its mandate ***policy design and interpretation of national youth policy of Nigeria.***

The DYD is active in the provision of Guidance and Counseling services through interactive sessions with all categories of the youth for guidance and corrective measures. It also conducts periodic research on youth activities to monitor waves of crimes, delinquencies, youth unemployment, prostitution etc and to take appropriate measures for prevention and correction.

The DYD has over 40 well trained youth workers and posted to all the 44 LGA in the state. It also operates 25 youth empowerment training centers with a vision of not only expanding the size of the existing ones, but also creating new ones where they are not available in all the 44 LGAs.

Policy objectives

1. Creating the economic base and social support system that enables young people to sustain life, wealth, and well-being.
2. Provision of adequate resources for implementing youth-related programmes and supportive legal and administrative frameworks (to protect the youth from abuse and exploitation).
3. Provision of a peaceful and secured environment, to enable the youth lead a productive life in the society. The office of the special adviser (Youth Development) would seek to promote such environment through advancement of Islamic political values and high-level cultural activities.
4. Facilitating easy access to knowledge, information and skills.

Key Programmes

DYD's key Entrepreneurship Programmes include:

1. World Bank Youth Empowerment and Social Support Programme.
2. National YOUWIN business scheme which is implemented in collaboration with Federal Ministry of Finance and Federal Ministry of youth Development.

3. Start-Your-Own-Business Scheme for unemployed graduates which is being implemented in collaboration with NEXIM Bank, Abuja.

6.3. Development

Introduction

It is estimated that up to 70% of the State's 12million people live in the rural areas. Rural dwelling means living in poverty and making a living through subsistence farming and informal trade. With limited access to educational, health, infrastructures and other social facilities, the quality of life is very poor amongst the rural populace. The incidence of poverty in rural Nigeria is 73.2% compared to 61.8% in urban Nigeria and to the National average – 69%. Applied to Kano this implies nearly 6 of the 8 million people living in rural Kano are below the poverty line. National data shows rural unemployment rate of 25.6%, compared to urban rate of 17.1% and the national average of 23.9%. This is in spite of an array of State and Federal government programmes aimed at rural development.

The vision of the state therefore is to have a rural populace that is not only transformed but also socially and economically fully integrated with the rest of the economy and society.

Policy objectives

1. Create an enabling environment to support the development and sustenance of productive activities in the rural areas
2. Promote and support actively rural productive activities especially in agro – allied ethnological and industrial activities, including village crafts and industries.
3. To pursue the promotion/establishment of small scale cottage industries in rural areas with special focus on local craft such as tanning, weaving, pottery and blacksmiths
4. Enhance the access of the rural populace to basic services including education, healthcare services, water and electricity supply

Chapter Seven

7.1. Governance and Institutions



GOVERNOR GANDUJE OFFICIAL LAUNCHING OF SERVICOM CONCEPT

Introduction

Strong and efficient service delivery institutions, popular participation in good democratic governance, good and visionary leadership, a strong and functional legal and judicial system etc are key elements for sustainable economic growth and development.

Kano's weakened service delivery institutions and legal environment can, and do, inhibit its development process. Far reaching reforms must therefore be consciously initiated in order to build a strong and dynamic economy. It is, imperative to:

- Ensure the emergence and development of strong and enduring public institutions in order to promote good democratic governance and sustainable growth and development
- Carry out Public Financial Management reforms to ensure **efficiency**, prudence, transparency, accountability in the management and disbursement of public funds.
- Create a framework for a 'structured, regularized and resourced' Public-Private Sector Dialogue to promote and enhance popular participation in governance and economic management.

- Carry out legal reforms in key areas to create the enabling environment attractive for private sector investment.

The primary objective of State public sector reform is to create a more efficient and responsive public sector. Hitherto, the public sector had a domineering and pervasive influence on economic activity and was expected to propel the State's economic growth. A reformed public sector is expected to perform its service delivery and regulatory functions more efficiently and to support the development of a prosperous and globally competitive private sector.

The public sector reform will be a two-pronged process:

- Governance, institutional and administrative reforms
- Public Financial Management reforms

A new and improved Public Service will change the way Government operates and will be characterised by, among others:

1. Greater focus on outputs and outcomes, that is what is achieved rather than how it is achieved;
2. Devolving accountability for delivering public services to the lowest practical level capable of delivering Government's vision through delegation, devolution, de-concentration and the granting of greater management autonomy;
3. Effective control by Government through Performance Management, monitoring, evaluation and review;
4. Strategic visioning and planning;
5. Continuous development and improvement in the performance of public servants with an emphasis on building competencies, knowledge and skills;
6. More effective communication and dialogue;
7. Ethical focus that is, respects for citizen and customer rights, transparency, and rule of law, accountability, responsiveness and probity.

The State envisions a governance sector that is *effective and efficient in service delivery to ensure sustainable socio-economic development*

To attain this vision government will facilitate the timely formulation and implementation of government plans, policies, programmes and projects.

Issues and Challenges

There are several challenges that constrain the performance of the State public sector. These include the following:

1. Inadequate ICT facilities and utilization in the conduct of government business;

2. Inadequate skills for more efficient and effective policy formulation and implementation
3. Inadequate infrastructure and facilities for carrying out research, M&E and other planning work often resulting in un-timely supply or non-availability of reliable data from MDAs and LGAs
4. Inadequate articulation and clarification of MDAs mandate
5. Frequent policy changes and policy inconsistency
6. Untimely releases of fund affects smooth implementation of activities

In order to overcome the major challenges and re-position the service, the state government will adopt the following strategies

1. Articulation and formulation of timely, evidence based and inclusive development plans based on the priorities of the state and preparation of a timely, realistic and credible budget that is consistent with the policy plans.
2. Effective monitoring and evaluation of projects in the state to ensure compliance with due-process in the award of contracts and in execution of projects and ensure the alignment of output and outcomes.
3. Development and operationalization of MTSS for all the sectors of the economy
4. Ensuring compliance with rules, regulations in Government revenue receipts and expenditure through conducting routine inspection of the books of accounts of Ministries and Extra-Ministerial Departments.
5. Collection/collation of financial data, analysis/ synthesis of financial data and the production and distribution of financial reports.
6. Institutional re-building: to strengthen key government institutions such as the KSIP, BIR and make them more efficient and effective in the discharge of their functions

Key Programmes

1. Piloting service charters and establishment of a system of performance measurement and management based on best practices.
2. Development of credible and comprehensive development plan and establishing permanent mechanism of its annual review.
3. Coordinate the preparation and development of Medium Term Sector Strategy and a mechanism of their annual reviews
4. Development and review of technical assistance coordination framework

5. Develop Poverty Eradication Coordination Framework.
6. Various workshops for categories of staff across the service
7. Training and re-training of staff across the service
8. Introduction of corporate planning in Governance for enhancing the efficient utilization of MDAs resource potential

7.2. Dispensation of Justice



DEPUTY GOVERNOR PROFESSOR HAFIZ ABBAKAR SWEARING IN 3 CHIEF JUDGES TO ENHANCE ACCESS TO JUSTICE

Introduction

There is a strong relationship between a legal environment and economic development: a weak legal environment is a key impediment to investments-and hence to sustainable growth and development. Such relationship is often ignored in development blue-prints or is at best, 'peripherally perceived.'

The broad mandate and responsibilities of the Ministry of Justice are executed through the four Departments.

1. Public Prosecution:

- Responsible for prosecution of criminals, offering of legal advice to the police and the general public. Prosecution is undertaken in all categories of Courts at State and Federal levels.

2. Civil Litigation:

- Provision of legal advice to all MDAs, and their representation in Court in respect of Civil claims that could arise from the discharge of their functions.

3. Legal Drafting:

- Drafts all Government bills and subsidiary legislations including legal notices. It vets and drafts all Contracts and Commercial transactions of the Government and MDAs.

4. Citizens' Rights

- Responsible for protection of human rights of citizens by investigation of allegations of breach brought against individuals, officials or public bodies, provision of legal counseling and mediation, and provision of legal aid to accused persons charged with capital offences who could not afford lawyers.

Vision

Justice for all

Mission

To provide professional legal services to the State Government and ensure that it's actions, programs and policies are within the framework of the law.

Specific reform measures required in order to strengthen the justice sub-sector. These would include the following:

1. Developing a settled functional and efficient criminal justice system.

2. Improving court efficiency, especially in settlement of commercial disputes through: computerization and automation, procedural reforms, alternative dispute resolution and establishment of Small Claims Court;
3. Improving Land administration with a view to addressing such issues as: access to land by producers, artisans, pastoralists etc, land speculation, certainty in land holdings etc.
4. Ensuring more accountability and transparency in the Budgetary Process.
5. Urban management and environmental protection with regards to compliance with planning regulations, sanitation laws, road and traffic regulations etc.
6. Improving the conduct of commerce and cooperative activities in the state: establishment of well-organized markets, initiating a consumer protection regime etc.
7. Creating partnerships between the citizens and the government.

Chapter Eight

Finance and Fiscal Responsibility

Introduction

Although the KSDP is based on a ten-year vision and strategy framework, for practical purposes the financial projections are for the years 2016-2018. The general revenue projections are based on broad macro-economic framework for the plan and depend on assumptions around the following:

- Projected level of national economic growth;
- Anticipated national crude oil production;
- International oil market price;
- Projected exchange rate;
- Inflation rate; and
- IGR Growth

In our attempt to project the total resources needed to finance the plan, a Multi-Year Cash Forecasting Model was used and the scenario adopted for the computations is based on the projected performance of the 2015 budget. The model projected revenue over the medium term by linking main sources of government revenue to a set of macro-economic variables.

The assumptions which underlay the Plan projections are displayed in the table below. For the mineral benchmarks – the production level for 2015 as approved by the National Assembly was 2.27 million barrels per day is used. This is consistent with crude-oil production level in the last five years which averaged 2.25 million barrels per day. The National Assembly also approved a benchmark crude oil price of \$52 per barrel for 2015 – this was at the time when the actual market price hovered around \$50 per barrel.

However, taking into account the often wild fluctuations in price, an estimated Benchmark price range of \$45 - \$55 per barrel has been adopted for the 2016-2020 projections. This will be reviewed annually and on receipt of any official communications from FAAC / Federal Budget Office. Finally, the current official NGN:USD exchange rate of 198.50 has been used for the forecast period. As with the price, this rate must be reviewed annually and on receipt of any official communications from FAAC / Federal Budget Office.

Using these variables, a five year projection of income from the Federation Account is obtained, and this and other sources of income are further developed into a Medium Term Budget Framework.

Table 8:1 Kano State Multi-Year Forecasting and Allocation Model & Macro-Economic Assumptions

Item	2016	2017	2018	2019	2020
National Inflation Rate	8%	8%	8%	8%	8%

National Real GDP Growth	3%	3%	3%	3%	3%
Crude Oil Price Benchmark	\$45.00	\$40.00	\$40.00	\$40.00	\$40.00
Crude Oil Production Benchmark (MBPD)	2.2	2.2	2.2	2.2	2.2
NGN:USD Exchange Rate	198.50	198.50	198.50	198.50	198.50

Based on the foregoing assumptions, total expected funds available to finance the KSDP (2016 – 2018) have been projected at N772.37 billion. Recurrent revenue is projected at N396 billion or 51.3% of projected receipts over the plan period. The contributions to recurrent revenues are N162 billion [41%] from Federation Account Statutory Allocations, N54 billion [14%] VAT proceeds and N180.0 billion [45%] from internally generated revenues.

The expenditure plan for the period [2016-2018] will be remarkably similar to that of the immediate past [2012-2015]. Specifically, relative to the period 2012-2015:

1. Total expenditure, projected at N772.4 billion, shows a only a marginal increase of N940 million
2. Projected recurrent revenue is approximately N52 billion or 11.6% lower;
3. Capital expenditure is projected to decline marginally by 5% from N578 billion to N549 billion.
4. Budget spending remains skewed in favour of capital expenditure. For the period 2016-2018, capital expenditure is projected at 71.1% of total expenditure plan. On the other hand, in the period 2012-2015, the capital-recurrent expenditure ration was projected at 75:25.
5. IGR projected at N180 billion is 26% higher.

The total projected amount is allocated to the 14Nos. development sectors based on priority and their relative contributions to the delivery of High Level Goals. Government priorities have remained the same infrastructure and human capital development taking 46% and 30% of planned expenditure.

The revenue and expenditure summary is presented in the tables below.

Table 8:2 Budget Allocation to Development Pillars 2016-2018

Development Pillar	Allocation [N billion]	% of Expenditure Plan
Real Sector	30.1	3.9
Human Capital	228.1	29.5
Infrastructure	335.5	46.0
Economic Empowerment	22.5	2.9
Governance and Institutions	136.1	17.6

TABLE 8:3 KANO STATE DEVELOPMENT PLAN REVENUE AND EXPENDITURE PROJECTION 2016-2018

	2016	2017	2018	2019	2020
Statutory Allocation	54,000,000,000	54,000,000,000	54,000,000,000	54,000,000,000	54,000,000,000
VAT	18,000,000,000	18,000,000,000	18,000,000,000	18,000,000,000	18,000,000,000
IGR	60,000,000,000	60,000,000,000	60,000,000,000	60,000,000,000	60,000,000,000
Excess Crude	-	-	-	-	-
Total Recurrent Revenue	132,000,000,000	132,000,000,000	132,000,000,000	132,000,000,000	132,000,000,000
Recurrent Expenditure					
CRF Charges	3,250,000,000	3,250,000,000	3,250,000,000	3,250,000,000	3,250,000,000
Personnel	60,498,713,860	51,498,713,860	52,996,713,000	54,000,000,000	55,498,713,860
Overheads	19,522,997,000	19,522,997,000	19,522,997,000	19,522,997,000	19,522,997,000
Total	83,271,710,860	74,271,710,860	75,769,710,000	76,772,997,000	78,271,710,860
Transfer to Capital Account	48,728,289,140	57,728,289,140	56,230,290,000	55,227,003,000	53,728,289,140
Capital Receipts					
Grants	52,390,307,543	47,151,276,789	41,912,246,034	36,673,215,280	31,434,184,526
Other Capital Receipts	65,023,760,766	61,772,572,728	58,521,384,690	55,270,196,652	52,019,008,614
Total	117,414,068,309	108,923,849,517	100,433,630,724	91,943,411,932	83,453,193,140
Reserves					
Contingency Reserve	1,200,000,000	1,320,000,000	1,452,000,000	1,597,200,000	1,756,920,000
Planning Reserve	-	-	-	-	-
Total Reserves	1,200,000,000	1,320,000,000	1,452,000,000	1,597,200,000	1,756,920,000
Capital Expenditure	191,552,889,518	178,752,138,657	168,763,920,724	159,270,414,932	149,281,482,280
Net Financing	29,440,151,690	12,100,000,000	12,100,000,000	12,100,000,000	12,100,000,000
Total Budget Size	274,824,600,378	253,023,849,517	244,533,630,724	236,043,411,932	227,553,193,140

Background to the projections

1. The Macro-economic framework

It is clear from the macro-economic projections that the success of the KSDP will be hinged on a healthy Nigerian economy which in turn will be determined by international oil prices and the stability of the global macroeconomic environment.

Nigeria is already facing a very challenging global economic environment occasioned by falling oil prices and will be forced to take tough economic decisions in the years ahead. Nigeria's crude – the bonny light- which traded at US\$114 per barrel in June 2014 now trades at slightly above US\$50 per barrel. This is the sharpest drop in the price of oil since the global economic crises in 2008. Nigeria's export earnings and local revenues are already affected by the instability in the global crude oil market and the consequent precipitous slide in price. A prolonged and deeper oil crisis would prove even more disastrous for the economy.

There are other challenges affecting the Nigerian economy. Growth in the domestic non-oil sector, especially agriculture and trade, is being significantly affected by the insurgency in parts of the North. Although the Federal Government seems to be winning the war against the insurgents, there are still concerns that recovery will be slow given the significant decline in revenues available for the financing of the reconstruction of the war-ravaged areas.

The oil crisis and recent policy measures to deal with it have heightened pressure on the Naira, which has depreciated by 25% in the last one year. Today the Naira trades at a record low of 226/\$ in the open market. With the depletion of foreign reserves, occasioned by the downward trend in export earnings, a further depreciation cannot be ruled out in the months ahead.

Inflation rate rose from 9.3% in August to 9.4% in September. This was the highest annual rate since 2013. It is forecast to increase from its current level to double digit rate by early 2016. The pressure on domestic prices will be exacerbated by the persistent depreciating value of the Naira and high interest rates. Clearly, government's earlier expectation to maintain the trend of single digit inflation figure does not appear feasible.

As a consequence of these, a general decline in the real growth rates of economic activity in both the oil and non-oil sectors has been projected.

2. Fiscal Resources

The State government realizes the possible complications that could arise from reduced revenue from oil exports and oil-related activities which constitute the bulk of revenues that accrue to the government. Given the almost total dependence of the state on statutory allocation, the global oil crises will have a direct and significant on the capacity of the state to execute its development programmes.

The most practical approach therefore, is to continue with the efforts to broaden the resource base, boost internal revenue generation and systematically reduce dependence on the Federation Account.

1. Improving Tax administration to ensure efficiency in collection and reporting and incentivize compliance.

The Government has launched far reaching institutional and administrative reforms with the support and assistance of our development partners that will have lasting impact on revenue and service delivery. The Board of Internal Revenue (BIR) which brings in more than 50% of IGR is being reformed and strengthened to make it more innovative and efficient in service delivery. So far, initial reforms have resulted in appreciable increases in IGR but further reforms are needed in order to sustain the trend.

2. Adopting sound fiscal management to reduce wasteful spending.

To complement the efforts at enhancing IGR, government is determined to implement a carefully articulated and transparent reform in fiscal management. Key issues here relate to improvement of overall planning especially expenditure controls and monitoring with a view to continuously improving the ratio of recurrent and capital expenditure. MDAs will be more judicious and responsible in their spending of recurrent budgets.

3. Broadening the State's resource horizon.

Increased IGR and expenditure controls will conserve revenues and further narrow the budget gaps. However, given the daunting development challenges, government will still be unable to provide socio economic services on the required scale unless other ways and means including other sources of finance are explored. Several opportunities present themselves:

- i) Development funds in the form of grants, though considered old-fashioned, are still available from both local and international sources. This is where government can creatively utilize its huge goodwill and political capital in sourcing development support and grant funds from friendly governments and other development organizations at home and around the world. Over plan period as much as N150 billion is expected from this source to finance government programmes. Government will hence continue to explore these sources especially within our long standing relationships with our development partners and support providers.
- ii) Public-Private-Partnership (PPP) - One of the most popular initiatives is the PPP framework, built to encourage the private sector to pursue the development of some facilities, either on its own or in partnership with the state and its local governments. PPPs require setting up conditions to attract private sector investors, including rule of law, security, investment protection and some minimum guaranteed rate of return. The Federal Government has established the Infrastructure Concession Regulatory Commission to promote the active participation of the private sector in infrastructure development. We intend to follow suit by developing a PPP policy framework so as to enhance our engagement of the private sector in our service delivery. Securing concessionary funds and partnering the private sector within PPP framework reduces the pressure on public expenditure and helps government avoid excessive taxation.

- iii) **Other sources of finance include** loans and borrowings from the domestic capital market and/or the international development finance institutions. Here, a number of options are under consideration:
- a) The first is to utilize the opportunities in the domestic capital market by issuing a bond to finance its hugely capital intensive projects - basic infrastructure like roads, dams, water, electricity, and several other services-oriented, income-yielding projects as industrial and housing estates, markets and commercial office blocks etc - with capacity to pay for themselves.
 - b) The State is also exploring the possibilities of accessing long-term facilities from the AfDB, IDB and WB to finance various infrastructural development projects.
 - c) Finally, all government's limited liability companies would be encouraged to raise equity or loan stock or both to finance their expenditure - rather than wait for handout from the state. Similarly the local councils can borrow to fund and execute developmental projects to meet the various needs of their people.

The potential benefits derivable from the use of these options are obvious: first, funds sourced from the domestic capital market or from institutions such as the AfDB, ECOWAS, IDB etc are fairly cheap and have far longer terms to finance projects, than say, commercial bank loans. Second, long-term, concessionary funds will enable the state finance commercially viable projects and free up funds for use on other less commercial and more socially-oriented expenditure needs-such as schools and hospitals.

Chapter Nine

IMPLEMENTATION STRATEGY

Background

Government is fully committed to the implementation of the policies, programmes and projects contained in the KSDP. However, to achieve this, will require the active participation of all stakeholders including Government agencies, the Local government councils, organized private sector business membership organizations (BMOs), community and civil society organizations (COs and CSOs) and the general public. The Government is also determined to continue with the on-going public financial management reforms in order to enhance discipline and efficiency in resource management. This is with the view to achieving value for money by adopting national and global standards of practice in both quality and cost of implementing projects and programmes.

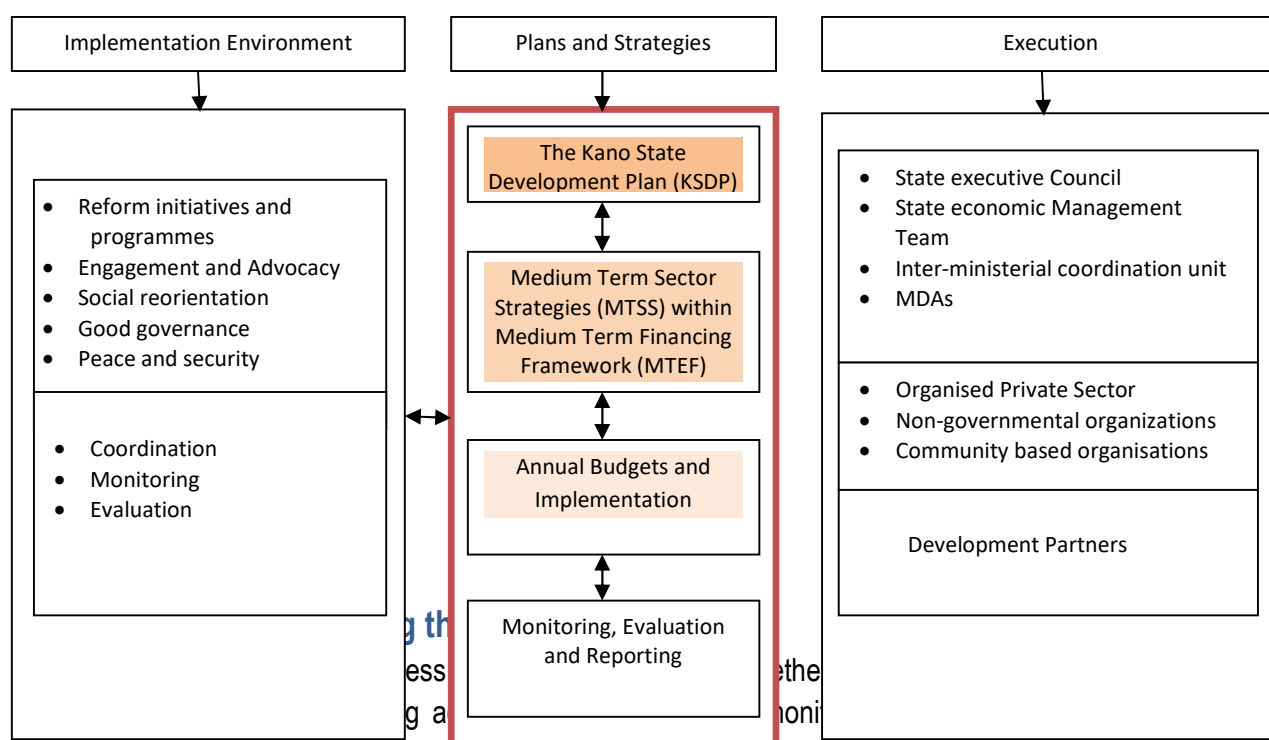
The lessons learnt during first implementation phase of the KSDP (2012-2015) have informed this development plan of the need to marshal enough resources for investment in the key growth sectors of the economy so as to achieve government's vision and the aspirations of Kano people. At the same time however, the plan took cognizance of the limited resources available and also the over reliance on revenue from Federation Account which is affected by the volatility of the oil market and accordingly took measures to significantly improve internal revenue. These measures include land and tax administration reforms, the commercialization of viable enterprises and privatization of others that can best be run by private sector and sourcing of development funds from internal and external sources. Government has also adopted the

policy of Public-Private-Partnership (PPP) so as to expand investment in key sectors including infrastructure and to ensure sustainability.

In order to implement the KSDP successfully, the following key operational guidelines are necessary:

- The KSDP will be the basis of drawing up the Medium Term Sector Strategies (MTSS) within the context of a Medium Term Expenditure (MTEF); and Annual Budgets to drive the implementation of the plan at sector levels and to be executed by MDAs.
- All strategic objectives, goals and targets of the plan will be directly linked with the MTSS and the annual budgets and will be based on outputs and outcomes.
- Key performance indicators (KPIs) have been developed for performance measurement based on preset goals and targets of outputs and outcomes at all planning and implementation levels (See Appendix II).
- Efficient use of resources and value for money with enhanced coordination, transparency and accountability in all operations.
- Private-sector led and other institutional reform initiatives and obtaining the buy-in and support of all stakeholders in the implementation process at all levels.
- Effective participatory monitoring and evaluation at all levels and throughout the project cycle and taking corrective measures at appropriate time.

Figure 2: KSDP Implementation Framework



indicators. While monitoring involves the collection of relevant information to help track the progress made on the indicators, evaluation involves careful examination of the information to assess the impact of the policies, programmes and projects especially with regards to outcomes and need for adjustments. This way, sectoral performances will be tracked, analysed and improved, while policy formulation, resource allocation decisions and project execution will be more effective. Monitoring and evaluation are thus necessary for the achievement of planned goals and objectives and therefore, key to the successful implementation of the KSDP.

The instruments and procedures that would be used for the purposes of monitoring and evaluation of the KSDP will include, though not limited to:

- Results framework template to support any standard monitoring and evaluation procedures with respect to public plans and budgets
- Economic Surveys including core welfare indicator surveys for impact assessment
- Specific impact surveys and assessments as needed to support policy, planning or implementation

Since monitoring and evaluation is about tracking, enforcement and adjustments, its process should require that:

- Each sectoral plan of operations will be linked and made consistent with the implementation framework of the KSDP involving the MTSS and Annual Budgets as appropriate.
- Each sector plan and strategy be regularly reviewed and brought up to date with changes that may be necessary within the overall provisions of the KSDP.
- The monitoring and evaluation process to be participatory with the involvement of the organized private sector, non-governmental and community based organizations and other key stakeholders in decision making, policy formulation and implementation.

Technical Requirements

Based on the foregoing, there is need for vigorous monitoring and evaluation function throughout the operations of government. To this end, the Projects Monitoring and Evaluation directorate's capacity and facilities must be upgraded urgently. There is equally the need to upgrade the capacities of the M&E units of each MDA for effective function. The creation of the planned Bureau of Statistics will also be expedited. Meanwhile, Government will continue to expand areas of cooperation and partnership with donor organizations and development partners. Government is determined to continue with key reforms of developing the business sector, institutional strengthening, service delivery and overall governance system. Detailed catalogue of existing partnership programmes is in Appendix... but key ones include suite of DFID-funded ones like GEMS, SPARC, ESSPIN, PATHS2, NIAF and SAVI; the UN programmes; USAID-MARKETS, World Bank Fadama III, etc.

Appendix

LIST OF SECTORS ACCORDING TO THE RE-STRUCTURED MDAs

S/No.	SECTORS	AGENCIES COVERED
1.0	AGRICULTURE	1.1 Min. of Agriculture & Nat. Res 1.2 KNARDA 1.3 KASCO 1.4 Kano Zoological Garden & W.L M. A
2.0	GOVERNANCE INSTITUTIONS.	2.1 Min. of Planning & Budget 2.2 Kano State Bureau of Statistics 2.3 Min. of Finance 2.4 Board of Internal Revenue 2.5 KSIP 2.6 Kano State Micro Finance Bank 2.7 Min. of Infor. Int/A, Y. S&C 2.8 History and Culture Bureau 2.9 Abubakar Rimi Television 2.10 Kano state Radio Corporation 2.11 Kano Printing Press 2.12 Kano State Censorship Board 2.13 Min. for LG & Comm. Dev. 2.14 Government House 2.15 Protocol Directorate 2.16 Research & Documentation D. 2.17 SERVICOM 2.18 Project Monitoring Directorate 2.19 Abuja, Lagos & Kaduna L. Off. 2.20 Office of the Sec State Govt 2.21 Admin & General Services Directorate 2.22 Research, Evaluation & Political Affairs Directorate. 2.23 Council Affairs Directorate 2.24 Special Duties Directorate 2.25 Office of the Head of Civil Service. 2.26 Staff Development Centre 2.27 Salaries & Wages Admin. Dir. 2.28 Kano State Pension Fund Trustee. 2.29 Civil service Commission 2.30 Office of the Aud. General. (State) 2.31 Office of the Aud. General. (L.G)

S/No.	SECTORS	AGENCIES COVERED
3	MANUFACTURING, INDUSTRIES, COMMERCE & TROURISM	3.1 Min. of Comm, Ind. Coops & Tourism 3.2 Kano State Tourism Board 3.3 Abubakar Rimi Market 3.4 Kano State Consumer Protection Council
4	ENVIRONMENT & SANITATION	4.1 Min. of Environment 4.2 KNAP 4.3 REMASAB 4.4 Sustainable Kano Project 4.5 RUWASA

5	EDUCATION	5.1 Min. of Educ, Science and Technology 5.2 KSSSMB 5.3 SUBEB 5.4 S&TSB 5.5 Kano State Library Board 5.6 Agency for Mass Education 5.7 Islamic and Qur'anic Educ. Board 5.8 Kano State Private Institutions Board 5.9 Kano State Scholarship Board 5. 10 Northwest University 5.11 Kano university of Science & Tech 5.12 Kano State Polytechnic 5.13 Audu Bako College Agriculture 5.14 Aminu Kano College of Leg & Isl. Studies 5.15 Coll. of Art, Science & Remedial Stud 5.16 Rabiu Musa Kwankwaso CARS, T/W 5.17 AMANA CARS, Kunchi 5.18 Sa'adatu Rimi College of Education
6	HEALTH	6.1 Min. of Health 6.2 Hospital Management Board 6.3 Drugs & Medical Consumable Supply Agen. 6.4 Primary Health Care Management Board 6.5 school of Health Technology 6.6 School Hygiene 6.7 School of Health Technology, Bebeji 6.8 state Agency for the Control of Aids (SACA) 6.9 Coll. of Nursing and Mid-wifery, Kano & DBT 6.10 Post Basic Coll. Nurs & Mid-Wifery MBD&GZW

S/No.	SECTORS	AGENCIES COVERED
7	INFRASTRUCTURE	7.1 Min. of Land & Physical Planning 7.2 KNUPDA 7.3 KANGIS 7.4 Min. of Works, Housing & Transport 7.5 Kano State Housing Corporation 7.6 Assistant Works Superintendent Sha 7.7 Kano Energy Development Company
8	WATER	8.1 Min. of Water Res. & Rural Dev. 8.2 Kano State Water Board 8.3 WRECA 8.4 RUWASA 8.5 R. E. B.
9	TRANSPORT DEV.	9.1 Min. of Works, Housing & Transport 9.2 KARMA 9.3 KAROTA

		9.4 KASTA 9.5 Kano State Driving Institute
10	WOMEN, YOUTH & PEOPLES WITH SPECIAL NEEDS	10.1 Min. of Women Aff. & Soc. Dev. 10.2 Reformatory Institute, Kiru 10.3 Kano Sports Council 10.4 Directorate of Youth Dev. 10.5 Kano Pillars Foot Ball Club 10.6 Guidance & Counseling Board 10.7 Community Re-orientation Council
11	SECURITY, JUSTICE & EMERGENCY SERVICES	11.1 Min. of Justice 11.2 Law Reform Commission 11.3 High Court of Justice 11.4 Sharia Court of Appeal 11.5 Kano State Fire Service 11.6 Security Trust Fund 11.7 Judicial Service Commission 11.8 SERERA 11.9 Anti-Corruption & Pub. Comp. Co 11.10 Zakkat & Hubsu Commission 11.11 Hisbah Board 11.12 Shari'a Commission 11.13 Shura Council