



# Federal Republic of Nigeria

## CHAPTER 5



## THE MASTER PLAN



**“A better car or driver will  
not get you faster to your  
destination if you have a  
wrong map”**

**-Stephen Covey**

# Chapter 5

## The Master Plan

### 5. Introduction

In Part 5 of the Master Plan, the integrated scenario is taken forward and refined as a set of goals and policies for intervention in the rural and urban areas. Interventions in each of the sectoral spheres of activity are grouped under five 'themes' namely: economic development, community needs, the natural environment, physical infrastructure and human and institutional resources.

For each theme the Master Plan report covers:

- A brief overview of the baseline conditions in the subject areas, which are covered in detail in Part 1 of the Master Plan.
- Goals and Policies for Intervention. The distribution of interventions, between States and within States, is indicated

Detailed information about proposed sectoral interventions is provided in the full sectoral reports, available on CD from NDDC. The information therein will assist in the detailed planning for the implementation of the Master Plan in collaboration between NDDC, the States, and other authorities in whose hands most of the implementation effort will rest (see Chapter 8 of the Master Plan). Most of the policies contained in this part of the Master Plan apply to all the States but some of them indicate different areas of specialisation for each State in relation to agriculture, urban functions, industrialisation, tourism, and the roles of universities (as indicated in Tables 4.1 and 4.2 of Part 4).

The principles of financing the Plan are discussed in Chapter 6.

Planning does not end with the production of this Master Plan document. An ongoing planning and review process is therefore discussed in Chapter 7. This will:

- assist the role of the States in developing their own locally specific policies to guide development;
- set up a sound monitoring and evaluation system, including the stakeholder views;
- guide a five yearly rolling forward of the Plan

An Implementation Plan and Programme has also been prepared as a separate document, setting out the sequence of specific tasks, budgets and responsibilities that are required to ensure the Master Plan leads to the early

delivery of visible benefits to the people of the Niger Delta.

### 5.1 The Essence of the Master Plan Strategy

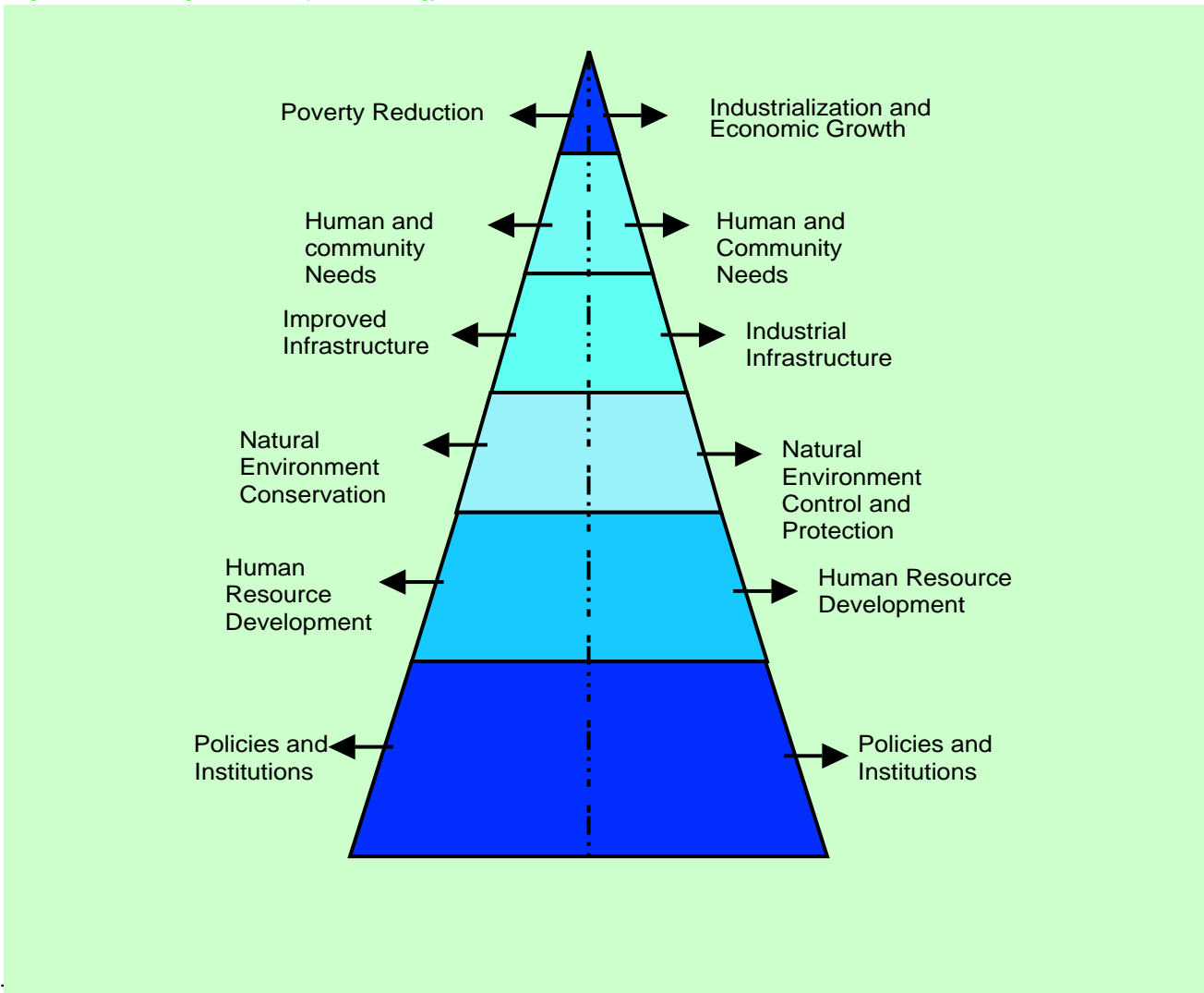
This part of the Niger Delta Regional Development Master Plan is about the development strategy recommended for the Niger Delta Region. Its aims are to raise the standards of living well above the poverty line and set the region on the course of good governance, technological competence, rural productivity, industrialization and sustainable development, ultimately becoming a prosperous region. Having defined the aims, the challenge is to chart a path that will lead to their realization. The Master Plan sets out specific policies and interventions that should be adopted to achieve this. A large number of interventions is proposed, under five themes:

- Economic Development in Rural and in Urban Areas;
  - Community Needs;
  - The Natural Environment;
  - Physical Infrastructure
  - Human and Institutional Resources
- The development strategy seeks to create favourable conditions for greater productivity and economic enterprise by all sections of the population. It also specifically addresses the potential in rural areas, where surplus food and fish can be produced and marketed it addresses the necessary enabling conditions for enterprise, development and industrialization in urban areas and in the region generally, in order to utilize the abundant natural resources and create the economic wealth needed to reach and sustain the higher standards of living.

The diagram below depicts the overall concept of parallel interventions in rural and urban areas, and how the ultimate achievement of poverty alleviation industrialization, and social-economic transformation is based on other fundamental changes, with an underlying emphasis on capacity building for good governance and for enterprise.

This part of the Niger Delta Regional Development Master Plan is about the development strategy recommended for the Niger Delta Region. Its aims are to raise the standards of living

Figure 5.1: The Integrated Development Strategy



This strategy emanates from an integrative perspective of the relationships between all aspects of life in the region, particularly the following aspects:

- What are the problems people experience, and who experiences them?
- What are the chains of causes leading to a problem and who are the 'active stakeholders' causing them?
- What interventions are needed to address the causes and change the future course of events?
- Are these interventions feasible, taking account of the necessary resources (financial, human, and material) and the capacity of 'active stakeholders' to change?
- What would be the 'down-stream' side effects of these interventions and what preparations for them are needed?

Another important consideration, which

helped shape the development strategy, concerns the chain of inter-related causes leading to poverty and poor living standards: Poor Living standards Caused by poor economic growth Caused by lack of enterprise

Caused by:

- Poor physical infrastructure
- Inadequate labour force and skills
- Poor security of life and property
- Poor technological capability
- Dearth of financial resources amongst entrepreneurs and aspiring ones
- Unsuitable institutions and regulations
- Unstable political system and economy
- Poor governance and management of resources and corruption



The face of poverty in the Niger Delta

The two-pronged approach recommended for the development of the Niger Delta Region is aimed at achieving poverty reduction, economic growth and diversification by tackling the root causes of poor economic growth. The strategy comprises the pursuit of poverty reduction largely through improved agricultural productivity and the development of micro- and small enterprises; coupled with the pursuit of improved infrastructure, industrialization and economic diversification as engines of accelerated growth. Human resource development, improved governance, institutional development, capacity building and environmental protection are general foundations and enablers in this strategy.

The strategy addresses the rural / urban relationship and inter-dependency, including:

- Growth in productivity, which can be achieved relatively quickly in rural areas, while a more complex human and institutional capacity building is needed in urban areas before economic growth can take place;

Agricultural products from rural

- areas have to find their markets in the urban areas, and specialised services provided by urban areas would have to be purchased by residents of the rural areas, whose income must rise to be able to afford the cost;

Urban areas have to provide adequate housing and employment for migrants from rural areas, as fewer hands will be needed there when agricultural technology is more advanced.

- The strategy is designed to manage a very large scale of operation. It would not be feasible to initiate effective interventions all at once in every settlement across the region due to insufficient resources. The Strategy therefore proposes:

- Understanding the constraints on the rate of development (not so much financial as human resources, institutions, infrastructure, the construction industry, etc);

- Starting with demonstration projects in rural areas and with pilot projects in urban areas, selecting projects that are catalytic and likely to succeed



and concentrating the professional efforts in an integrated set of interventions on each project. The successful projects will be publicised and replicated so the good practice will gradually spread over the region; Building up in parallel a widely spread human capacity for good integrated planning and for management of change. This entails the discipline of integrative thinking, the relationships with active and passive stakeholders, transparency and accountability; legislative changes and law enforcement, and the role of universities in research and development (R&D), adult literacy training and primary education.

The strategy recognises that most action on the ground is planned and controlled by States, Local Government and other authorities and agencies, as well as Civil Society Organisations. It is essential that the various interventions should be well planned and coordinated, to be mutually reinforcing. This can only materialise if those involved in implementation fully understand and support the Master Plan strategy and policies. The Master Plan therefore goes into considerable detail in explaining the reasons and concepts behind the strategy and, in this part of the document, provides clear policy guidelines for the preparation and implementation of State Plans. The strategy demands that the specific roles of 'active stakeholders' in bringing about future changes should be recognised, and that such stakeholders should be consulted during planning and implementation. Equally important is consultation with 'recipient stakeholders' who experience the impacts and whose involvement in monitoring implementation can serve as 'checks and balances' on the administration of the Master Plan.

## 5.2 Master Plan Goals and Policies in Context

### 5.2.1 Poverty and the Impetus for Change

As stated above, the goals and the general strategy of the Master Plan are driven by the imperative of alleviating the severe poverty of people in the Region, and by the recognition that the region is endowed with considerable natural resources that are under-utilized and could, if well used, make it one of the wealthiest regions in Africa.

Besides the definition of the "Core Poor" in Figure 5 below- households living on one third or less of mean per capita disposable

income - there are various ways of assessing the welfare of a population, taking into account not simply the bare figures of income level relative to other countries, but also what that income can buy in the local market, how it compares with the income of the majority of people in the community and the country, and whether the income is on a downward or upward trend. Equally if not more important factors include access to safe water, shelter, education, health services and social conditions of the population and its security - which are closely related to the effective income.

With respect to all the indicators on disposable income or ability to fulfil basic needs, much of the Niger Delta population falls into the 'very poor' category. Monthly income levels of the people recorded as 'employed' in 2003 were:

- Less than N. 5,000 (US\$ 38) - 46% of all employees
- N. 5,001 to 10,000 (US\$ 75) - 20% of all employees
- N. 10,001 to 15,000 (US\$ 113) - 10.6% of all employees
- N. 15,001 to 20,000 (US\$ 151) 9.1% of all employees
- N. 20,000 and more (over US\$ 151) - 14.3% of all employees

Income levels were found to be higher in LGAs and senatorial districts of the individual NDDC States where there are larger settlements and lower still in the rural areas.

At present, some 70% of the population of Niger Delta Region lives below the poverty line as measured by the following indicators: disposable income, access to health care, access to safe water, educational attainment, access to shelter and access to gainful employment.

The majority of the poor of the Niger Delta Region live in rural areas: in terrains that are often difficult and within ecosystems that are at the same time fragile. Many of the rest are crammed into deplorable urban slums in the state capitals and the other few large cities.

Most of the rural poor scratch out a living from the earth in the very literal sense of the phrase. They till the land and grow mostly the staple food crops at subsistence level; they fish the waters and hunt the forests for protein; and harvest other non-timber forest products to either consume or sell in the local markets right in their villages or close to them. The urban poor on the other hand either work in very menial or blue-collar jobs with meager incomes, or are engaged in the informal sectors of the economies of the big cities, living typically in highly unsafe slum environments.

The strategy is designed to manage a very large scale of operation. It would not be feasible to initiate effective interventions all at once in every settlement across the region due to insufficient resources

**Table 5.1: Poverty and its causes: The Impetus to Change**

State	Composite unemployment Levels,2000(%)	Urban unemployment 2000 (%)	Rural unemployment levels, 2000 (%)	“Core Poor”, 1996
Abia	2.9	8.7	2.4	24.3
Akwa Ibom	18.2	12.6	18.3	33.4
Bayelsa	6.5	13.0	5.5	No data
Cross River	16.6	7.3	18.3	25.2
Delta	10.3	16.2	8.8	26.3
Edo	1.5	7.3	N.A.	15.7
Imo	6.8	2.7	7.2	20.6
Ondo	4.1	4.7	3.6	34.1  (Inclusive of Ekiti State)
Rivers	19.1	18.2	19.3	19.1
National Average	4.7	7.2	3.7	34.4

Source Social Welfare SC Report C: 2

The majority of the poor of the Niger Delta Region live in rural areas: in terrains that are often difficult and within ecosystems that are at the same time fragile. Many of the rest are crammed into deplorable urban slums in the state capitals and the other few large cities.

In the rural and urban communities alike, there is a dearth of basic social services ranging from those needed to support life such as primary healthcare, and those required to ensure that society at large moves forward, such as education and a clean environment.

Raising the living standards of the poor in both urban and rural areas will require parallel actions which are interlinked and therefore able to reinforce one another. The acute lack of social services and infrastructure in rural areas is compounded by the inability of the rural poor to pay for and sustain these services, even at subsidized rates. Most rural settlements lack basic utilities such as clean water, sanitation and power supply, and adequate health and educational services. Even in some settlements with health and educational buildings, many are standing idle due to a lack of qualified staff or poor maintenance. This contributes to poor health, which again reduces the ability to work and earn. To break out of this vicious circle the first step recommended for tackling poverty in rural areas is to raise the capacity of the rural poor to earn more and to improve their access to markets and services.

As described in detail in the opening parts of this report, child mortality rates are amongst

the highest in the world: almost 200 of every 1000 newborn are dead by the age of 5. The rate of sickness from Malaria and from various infections due to polluted water and poor sanitation is very high and HIV/AIDS is spreading. Many of the local people particularly in rural areas are both ignorant of preventive measures for these diseases and unable to pay for preventive measures. Sickness thus further reduces the earning capability of people and perpetuates the vicious cycle of poverty.

The gap between income levels in the Niger Delta and the average for Nigeria, have been increasing in the past two decades and the gap between the rich and the poor within the Niger Delta have also been increasing. The inevitable consequence is growing tension and violence amongst people who see themselves on a downward trend in contrast to a region that is rich in resources; and in contrast to the few who benefit from the riches.

The impetus to change stems from recognition of these needs, as well as of the rich resources that could be utilised to satisfy them. The Master Plan sets out to combat the human suffering through implementation of realistic interventions, as described in the sections below.

## 5.2.2 Urban and Rural Settlements



An unfriendly urban environment will hamper development

Raising the living standards of the poor in both urban and rural areas will require parallel actions which are interlinked and therefore able to reinforce one another.

### Deficiencies in Services

In preparing the Master Plan, extensive research has also been undertaken into the classification of settlements in the Region, including their deficiencies in respect of the services provided, according to pre-defined service standards, and the potential of individual settlements to develop into either an upper centre (main centre), intermediate centre (secondary centre), or to function as a rural service centre.

There is general agreement that the working and living conditions and service provision for the vast majority of people living in the region are inadequate. Problems due to the poor condition or absence of infrastructure continue to be exacerbated by the rapid largely unstructured growth of urban areas due to soaring levels of natural population growth and the increasing numbers of migrants from rural areas. It is also recognised that these basic weaknesses in the form and distribution of settlements in the Niger Delta are due to their poor economic activity and cannot be tackled simultaneously for each and every settlement falling into one of the three categories.

As discussed in Chapter 4, section 4.4.3, rather than pursue an ideal solution to the upgrading of settlements to agreed service

thresholds which cannot be sustained by a low income constituency, the Master Plan recognises that the path to the amelioration of the problems and deficiencies in both urban and rural settlements has to be progressive (see also section 5.5.1). It must be based on a clear understanding of aspirations for the longer term and of what is actually achievable within the Plan period up to 2020. The table below sets out the 'threshold' facilities of good standard that are desirable in the long-term to help develop and sustain a robust settlement pattern within the context of the Master Plan vision for economic growth, social improvement and sustainable development.

In addition to improving urban service centres, the gradual improvement programme will enhance access to basic health and education services in the villages, using mobile services and other means.

All of these improvements can only be achieved and sustained in the long term on the basis of economic growth and a culture of good management.

### 5.3 The Master Plan Goals in the Context of International and National Development Goals

The Master Plan for development of the Niger Delta Region is guided by two main





A mother: with the Master Plan she can provide her daughter a better future

In preparing the Master Plan, extensive research has also been undertaken into the classifications in the Region,

considerations:

To make a major impact on living standards, particularly in those communities and groups of the population with the greatest human needs, and

To devise the most effective ways of increasing economic enterprise, industrial activity and productivity in general.

The welfare of the Niger Delta population cannot be disentangled from the economic performance of the region. Clearly, increased wealth across the board would allow the population to obtain higher levels of services and living standards.

To increase wealth, the causes of economic underperformance would have to be alleviated such as poor infrastructure, insecurity, corruption and poor governance. Moreover, these impediments to economic performance are also detrimental to the daily life of the population.

### 5.3.1 Millennium Development Goals (MDGs)

The Master Plan thus shares the UN Millennium Development Goals of:

A 'human development agenda' (Health, Education, Housing,

Gender issues) and

Environmental sustainability

1. Eradicate extreme poverty and hunger. Target for 2015: Halve the proportion of people living on less than a dollar a day and those who suffer from hunger.
2. Achieve universal primary education In its vision for change the Master Plan aims to alleviate poverty and generally improve the quality of life in the Niger Delta Region. The Master Plan sets out to be consistent with the UN's global Millennium Development Goals to which Nigeria is a signatory. The primary Millennium Development Goals and some of the targets applying to them are to:
  - Target for 2015: Ensure that all boys and girls complete primary school.
3. Promote gender equality and empower women Targets for 2005 and 2015: Eliminate



A Major Commercial Street in one of the NDR's cities (Major Centre)

- gender disparities in primary and secondary education preferably by 2005, and at all levels by 2015.
4. Reduce child mortality. Target for 2015: Reduce by two thirds the mortality rate among children under five
  5. Improve maternal health. Target for 2015: Reduce by three-quarters the ratio of women dying in childbirth.
  6. Combat HIV/AIDS, malaria and other diseases. Target for 2015: Halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases.
  7. Ensure environmental sustainability. Targets: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources. By 2015, reduce by half the proportion of people without access to safe drinking water. By 2020 achieve significant improvement in the lives of at least 100 million slum dwellers.
  8. Develop a global partnership

for development.

Targets:

Develop further an open trading and financial system that includes a commitment to good governance, development and poverty reduction nationally and internationally

Address the least developed countries' special needs, and the special needs of landlocked and small-island developing States

Deal comprehensively with developing countries' debt problems .Develop decent and productive work for youth

In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

In cooperation with the private sector, make available the benefits of new technologies especially information and Communications Technologies

To achieve these goals the Master Plan employs a strategy designed to advance economic development and wealth creation with through better utilisation of the Region's resources, with further goals defined below.

### 5.3.2 National Economic Empowerment and

It must be based on a clear understanding of aspirations for the longer term and of what is actually achievable within the Plan period up to 2020

Table 5.2: Different Grades of Settlements in the Niger Delta and their features: The Distant Horizon

<b>FUNCTIONS</b>	<b>RURAL SERVICE CENTRE</b>	<b>INTERMEDIATE CENTRE</b>	<b>UPPER CENTRE</b>
<b>Target Population Catchment Area</b>	> 20,000	> 200,000	> 1,000,000
<b>1. Government</b>			
<b>Administration Law and Security</b>	Traditional Rulers Customary Court Neighbourhood Watch	<ul style="list-style-type: none"> <li>● Local Govt Council</li> <li>● Civic Centre</li> <li>● Magistrate Court</li> <li>● Police Station</li> <li>Prison</li> </ul>	<ul style="list-style-type: none"> <li>● State Administration</li> <li>● or Ministerial Office</li> <li>Federal High Court</li> <li>● Police Headquarters</li> </ul>
<b>2. Public Services</b>			
<b>Health</b>	Health Centre Patent Medical Store Maternity Ward	<ul style="list-style-type: none"> <li>● General Hospital,</li> <li>● Dentist</li> <li>Maternity Clinic</li> <li>● Pharmacy</li> </ul>	<ul style="list-style-type: none"> <li>● Specialist Hospitals</li> <li>● Federal Medical Centres</li> <li>● Specialist Private Clinics</li> </ul>
<b>Education</b>	Secondary School Primary School Kindergarten	<ul style="list-style-type: none"> <li>● Vocational Training</li> <li>● Pre- educational</li> <li>● Facility</li> <li>● Adult Education Fac.</li> <li>● Orphanage</li> </ul>	<ul style="list-style-type: none"> <li>● University,</li> <li>● Polytechnic,</li> <li>● College of</li> <li>● Education,</li> <li>● Specialised Schools,</li> <li>● Handicapped Centres</li> </ul>
<b>Post</b>	Postal Agency	Post Office	<ul style="list-style-type: none"> <li>● General Post Office</li> <li>● Courier Services</li> </ul>
<b>Telecommunication</b>	Mobile Phone Coverage	<ul style="list-style-type: none"> <li>● Landline Exchange</li> <li>● Internet Access</li> </ul>	NITEL Main Office GSM Operator Offices
<b>Extension Services</b>	Agricultural Extension Service	<ul style="list-style-type: none"> <li>● Business Services</li> <li>● Chamber of Commerce Branch</li> </ul>	<ul style="list-style-type: none"> <li>● Chamber of Commerce</li> <li>● Specialised Business Services</li> </ul>
<b>Energy Supply</b>	Small Power Station <i>or</i> Connection to National Grid Fuel Depot	Connection to National Electricity Grid <i>or</i> Independent Power Supply Filling Station	
<b>Legal Services</b>		<ul style="list-style-type: none"> <li>● Lawyer, Notary</li> <li>● National Standard Hotel</li> </ul>	<ul style="list-style-type: none"> <li>● Lawyers and Solicitors</li> <li>● International Standard Hotel</li> </ul>
<b>Accommodation</b>	Guest House		
<b>3 Transportation Network</b>			
<b>Roads</b>	<ul style="list-style-type: none"> <li>● Hard-Surfaced Feeder Road</li> <li>Road</li> <li>● Maintenance Unit</li> <li>● Motor Park</li> <li>● Passenger Ferry</li> </ul>	State Trunk Road (Trunk B)	<ul style="list-style-type: none"> <li>● Federal Trunk Road (Trunk A)</li> <li>● Long-distance Bus Services</li> </ul>
<b>Waterways (where applicable)</b>		<ul style="list-style-type: none"> <li>● Ferry Waterways</li> <li>● Maintenance Unit</li> </ul>	Harbour

<b>4. Economy</b>			
Marketing	<ul style="list-style-type: none"> <li>● Daily/Periodic Market</li> <li>● Agricultural Input Supply</li> </ul>	<ul style="list-style-type: none"> <li>● Supermarket</li> <li>● Abattoir</li> </ul>	<ul style="list-style-type: none"> <li>● Wholesale</li> <li>● Specialised Retailing</li> <li>● Fairground</li> </ul>
Production/Industry	<ul style="list-style-type: none"> <li>● Micro Agric. Processing Mills</li> <li>● Repair and Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>● Small-scale Industry</li> <li>● Building Contractors</li> </ul>	Industrial Estate
Banking/Finance	<ul style="list-style-type: none"> <li>● Rural Banking Scheme/ Mobile Bank Unit</li> </ul>	<ul style="list-style-type: none"> <li>● Bank Branch Office</li> <li>● Insurance Office</li> </ul>	<ul style="list-style-type: none"> <li>● Bank Head Offices</li> <li>● Forex Facilities</li> </ul>
<b>5. Community Facilities</b>			
Culture	Community Hall Cemetery	<ul style="list-style-type: none"> <li>● Community Centre</li> <li>● Cultural Festival</li> </ul>	<ul style="list-style-type: none"> <li>● Cinema</li> <li>● Civic Centre</li> <li>● Library</li> </ul>
Sports/Recreation	Sports Ground Small Restaurant	<ul style="list-style-type: none"> <li>● Sports Field</li> <li>● Restaurants</li> <li>● Recreation Parks</li> </ul>	<ul style="list-style-type: none"> <li>● Sports Stadium</li> <li>● Specialised Restaurants</li> </ul>



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## Development Strategy (NEEDS)

The Master Plan also shares the goals of the Federal Government's NEEDS Programme:

Poverty Reduction.  
Wealth Creation.  
Employment Generation.  
Value Re-Orientation.

NEEDS specifies some macro-economic, sectoral and social targets for the Country as a whole from 2003 to 2007 (see Appendix B for a brief summary). They include:

These are average targets for Nigeria but different parts of the country are likely to achieve different levels, related to their respective strengths and weaknesses. The Master Plan therefore accepts these targets, and sets out to attain the best feasible growth and improvement that could be achieved within the Niger Delta Region's own resources and constraints. Specifically, the Master Plan aims to surpass these targets, except in tourism growth where the targets of the earlier years might not even be met because insecurity in the region needs to be tackled first. Provided personal security can be improved growth rates even surpassing the NEEDS targets could well ensue in later years, given the region's attractive coastline and beaches, rich biodiversity, high expatriate concentration and other significant tourism attractions.

These targets shall not be tackled in isolation since they are inter-connected and form part of a chain of causes and effects. For example, poor governance and management lead to the neglect of physical infrastructure, environment and education. These in turn create an inhospitable environment for enterprise and business development, resulting in continued poverty and inability to afford higher level of services and so on.

Healthy and sustained economic growth can only be achieved if all the key factors inhibiting economic development are tackled in a well-coordinated way, providing efficient public services and opening the way for healthy private sector enterprises. Dealing with just one or two issues at a time will not have the desired effects. A further example of the importance of linkages between interventions is a scenario in which all efforts are invested in improving health, leading to reduced mortality and a dramatic growth of population that requires a marked increase in food production, housing and services. Unless all these aspects are considered and interventions made in good time, improved health would only lead to more hungry and homeless people.

NEEDS sets a framework that encompasses many aspects under three main themes:

Growing the Private Sector  
Security & Rule of Law  
Infrastructure  
Finance  
Sectoral Strategies  
Privatization and liberalization  
Trade, Regional Integration  
Reforming Government and Institutions  
Public Sector Reforms  
Privatization/Liberalization  
Governance, Transparency and Anti-Corruption  
Service Delivery  
Social Charter: Human Development Agenda  
Health  
Education  
Integrated Rural Development  
Housing Development  
Employment & Youth Development  
Safety Nets

- Gender and Geopolitical Balance

NEEDS then highlights the need to prepare Financing and Plan Implementation Strategies that will lead to successful action in the various areas as stated above.

Being specific to the Niger Delta Region and for a longer term (2005 – 2020), the Master Plan strategy adopts a more detailed structure of themes and sectoral aspects, it provides more detailed intervention programmes, and focuses on ways of integrating the activities. Its general approach is, however, in full accord with the Federal Plan.

Indeed NEEDS and the Niger Delta Regional Development Master Plan share the vision of Nigeria becoming prosperous, peaceful, as well as Africa's strongest economy and a major player in the global economy. They also share a theme that is fundamental to that vision: the determination to move away from the dependence on a 'one-export economy' and to significantly reduce the high volume of imports, which characterizes the national and especially the Niger Delta Regional economy and flies in the face of its unique endowment of natural resources and potential to meet much of the regional demand that is presently satisfied by imported goods.

The Master Plan policies are therefore predicated on a substantial shift in the nature of the region's import /export balance over the plan period through to 2020. At present imports ranging from food products to building materials and more, mirror the national picture where even food industry products form a substantial part of total import (N103,424.8m out of a total figure for imports into Nigeria of N1,923,098.8m FOS, 2003 Figures) This is surpassed only by Machinery Appliances, excluding electrical (N489,161..3m) Mineral Products (N356,312.2m); Transport Equipment (N244,039.0m) and base metals and articles of base metal (N161,371.6m).

The welfare of the Niger Delta population cannot be disentangled from the economic performance of the region.

Oil, as the dominant export, accounts on average for more than 90% of total value of exports (total exports in 2003 were N3,043,993m) with negligible contributions from other sectors where main non-oil exports are mineral products, and transport equipment.

The task of reducing the over-reliance on imports is a daunting but necessary intervention. It requires removing the

Plan is to create enabling conditions for economic enterprise that will give rise to industries capable of competing not only in the domestic market but also as exporters to other countries. This will be associated with increased employment in the region and an improved balance of trade for Nigeria as a whole.

Key institutional changes to advance these initiatives will be the establishment of a strong export promotion department in the region

Table 5.3: NEEDS Targets

	2003	2004	2005	2006	2007
Real GDP growth rate (%)	8.5	5.0	6.0	6.0	7.0
Agriculture growth rate (%)	7.0	7.0	6.0	6.0	6.0
Agricultural exports	To earn at least \$3b from exports of cassava and related products by 2007				
Manufacturing sector growth rate (%)	-	7.0	7.0	7.0	7.0
Tourism growth rate (%)	-	10.0	10.0	10.0	10.0
Telecommunication-Teledensity level	1.40 in 2003 to 1:25 in 2007				
Solid minerals – self employed jobs	To provide at least 500,000 jobs by 2007				
Power generation (MW)	-	4,000	5,000	7,000	10,000
Adult literacy rate %	To rise from 57 in 2003 to 65 in 2007				
Access to safe water (%)	From 64.1 in 2003 to 70 in 2007				
HIV immunisation cover (%)	From 39 in 2003 to 60 in 2007				

obstacles to enterprise and to business viability in comparison with the ease of importation. Such obstacles range from corruption and poor governance to inadequate physical and human infrastructure. In the absence of improvement in these spheres, industrial and business enterprise will remain stifled and the regional market will remain dominated by competitive foreign goods that attract demand from the local consumers that industry and business in the Niger Delta should be serving.

The thrust of the policies and proposals in the Niger Delta Regional Development Master

(see Part 7) and State and Local Business Development Units, who will champion the creation of the enabling conditions required to promote industries.

#### 5.4 Taking Account of Stakeholder Views

In addition to the detailed surveys and reports by Sector Consultants, full account has been taken of the views emerging from the exhaustive engagements with stakeholders as part of the constitution process described in Chapter 3. (see also Appendix E). The main foremost concern emerging from the

significantly reduce the high volume of imports, which characterizes the national and especially the Niger Delta Regional economy and flies in the face of its unique endowment of natural resources and potential to meet much of the regional demand that is presently satisfied by imported goods.

The Master Plan policies are therefore predicated on a substantial shift in the nature of the region's import /export balance over

average for more than 90% of total value of exports (total exports in 2003 were N3,043,993m) with negligible contributions from other sectors where main non-oil exports are mineral products, and transport equipment.

The task of reducing the over-reliance on imports is a daunting but necessary intervention. It requires removing the obstacles to enterprise and to business viability in comparison with the ease of

Table 5.3: NEEDS Targets

	2003	2004	2005	2006	2007
Real GDP growth rate (%)	8.5	5.0	6.0	6.0	7.0
Agriculture growth rate (%)	7.0	7.0	6.0	6.0	6.0
Agricultural exports	To earn at least \$3b from exports of cassava and related products by 2007				
Manufacturing sector growth rate (%)	-	7.0	7.0	7.0	7.0
Tourism growth rate (%)	-	10.0	10.0	10.0	10.0
Telecommunication-Teledensity level	1.40 in 2003 to 1:25 in 2007				
Solid minerals – self employed jobs	To provide at least 500,000 jobs by 2007				
Power generation (MW)	-	4,000	5,000	7,000	10,000
Adult literacy rate %	To rise from 57 in 2003 to 65 in 2007				
Access to safe water (%)	From 64.1 in 2003 to 70 in 2007				
HIV immunisation cover (%)	From 39 in 2003 to 60 in 2007				

of the region's import /export balance over the plan period through to 2020. At present imports ranging from food products to building materials and more, mirror the national picture where even food industry products form a substantial part of total import (N103,424.8m out of a total figure for imports into Nigeria of N1,923,098.8m FOS, 2003 Figures) This is surpassed only by Machinery Appliances, excluding electrical (N489,161.3m) Mineral Products (N356,312.2m); Transport Equipment (N244,039.0m) and base metals and articles of base metal (N161,371.6m).

Oil, as the dominant export, accounts on

Such obstacles range from corruption and poor governance to inadequate physical and human infrastructure. In the absence of improvement in these spheres, industrial and business enterprise will remain stifled and the regional market will remain dominated by competitive foreign goods that attract demand from the local consumers that industry and business in the Niger Delta should be serving.

The thrust of the policies and proposals in the Niger Delta Regional Development Master Plan is to create enabling conditions for economic enterprise that will give rise to industries capable of competing not only in



stakeholders' consultations regarding development challenges and problems facing the region was access to and quality of education. Health care, transportation, lack of potable water, lack of electricity, unemployment, lack of progress in agriculture and aquaculture, and damage to the natural environment. These reinforce many of the Sector Consultants findings. The executive level briefings and consultations with seven States highlighted similar issues and needs, as follows:

Full account has also been taken of the extensive discussions between experts and key stakeholders during the conference on "creating an enabling environment for the sustainable development of the Niger Delta Region" held in collaboration with UNDP at the outset of the Master Plan preparation process. The themes that emerged from the conference echoed many of the concerns expressed at the subsequent stakeholder consultations. The key issues were seen to be:

- civil unrest, conflict and insecurity;
- inadequate physical infrastructure;
- weak governance and judicial systems;
- poor leadership; intense tribal and religious tensions;
- over-dependence on government oil related revenues;
- underdeveloped rural economy;
- poverty; corruption;
- mass unemployment;
- environmental degradation;
- inadequate technology base; and
- inadequate reliable statistical information.

Participants at the workshop and follow-up workshops agreed that the development priorities were:

- ecosystem and environmental rehabilitation;
- human development and access to basic facilities such as potable water and shelter;
- people empowerment and job creation;
- education and capacity building;
- infrastructure development;
- Information and communications technology;
- viable, alternative economy and responsive governance systems;
- an enabling environment which promotes law, order, peace, investment: and
- participatory, people-centred

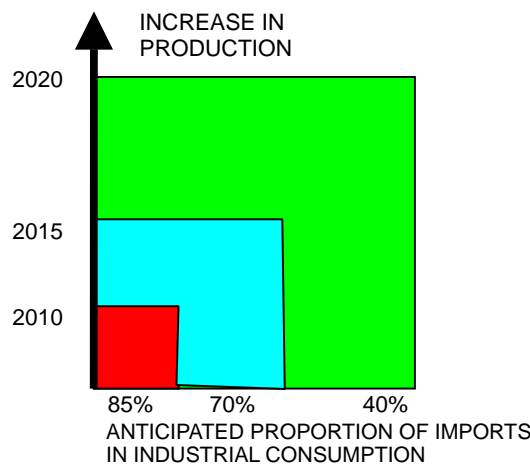
### 3.5 The Master Plan Themes of Intervention

One of the greatest and possibly most urgent challenges is to build up the economy of both the rural and urban areas. The region is rich in natural resources good agricultural land and fishing grounds, oil and gas and many other minerals. But these resources are not fully utilized. Creating the enabling conditions for local enterprise and economic development will increase the wealth of individuals, communities and States. It would facilitate investment in basic services and infrastructure and make them available and functional, which in turn will add to employment. The vicious circle would thus be turned to a virtuous circle.

The Niger Delta Region, like Sub-Saharan Africa (SSA) in general, has many resources that are attractive to international business, but typically these businesses prefer to operate from less difficult areas. The enormous difficulty of doing business in SSA

Indeed NEEDS and the Niger Delta Regional Development Master Plan share the vision of Nigeria becoming prosperous , peaceful...

Figure 5.2: Overall Framework for Industrialization Strategy



keeps most foreign investors away. These difficulties include: inadequacy of physical infrastructure resulting in high transport, power and communication costs and delays; poor social infrastructure and services (housing, education, access to health services, etc.) that lead to pressure on multinational corporations to fill the gap; inadequate policy framework, poor access to finance, lack of transparency and accountability; paucity of highly skilled manpower; escalating conflict / insecurity, and the relatively small home market.

These same obstacles scare away local investors, hence, a growing number of Nigerians prefer investing in more secure, investor-friendly countries with high quality physical and social infrastructure. To facilitate economic growth and poverty reduction, these issues have to be addressed.

Another key factor affecting economic growth is governance, including good leadership and sound administrative institutions. "Weak institutions are blamed for the region's dismal track record during the postcolonial era."<sup>1</sup> the Niger Delta is in dire need of good leadership<sup>2</sup> that:

- long- Is transparent and accountable; Creates a stable environment for private sector activities; Creates signals which indicate a term commitment to private sector development;
- system Finds ways to make it easier for businesses to establish and thrive in the informal sector; Understands and promotes skilled manpower development and a based on meritocracy; and
- to Is exposed to and understands how to operate in the global market place.

The Master Plan underlines the importance of coordinated interventions in subjects that are inter-related (for example, reducing constraining regulation, extending lending facilities, skill training, and infrastructure, which are required for industrial development). Ignoring these inter-relations and addressing only part of the problems would lead to unsuccessful interventions. The intervention strategy is therefore integrative: the various sectoral activities within each theme contribute to the overall goals of the theme, and the various themes are mutually enhancing and contribute to the overall goals of economic growth and poverty alleviation.

In recognition of these factors that promote economic growth and facilitate poverty reduction, the Master Plan for the Niger Delta

Region involves interventions in many sectors of activity, grouped in this chapter under five general themes. The themes are:

1. Economic Development - which is essential to reduce poverty create Jobs, diversify the economy, support better living standards for a growing population, diffusion of social tensions and urban regeneration. It includes growth in:

- Agriculture
- Fisheries & Aquaculture
- Micro and Small Enterprises (MSEs), Medium and Large industries
- Tourism
- Solid minerals
- Financial Services
- Investment promotion

2. Community Needs - concerning the welfare of individuals within their social and physical environment. This includes:

- Health-care
- Housing
- Water and Sanitation
- Education
- Vocational training
- Security / Conflict Management
- Social welfare
- Community development
- Arts, Sport and Culture
- Women and youth Leisure

3. The Natural Environment - Protection of Bio-diversity and the quality of air and water including:

- Impact of oil & gas operations
- Waste management
- Intensive agriculture and fishing
- Emissions and waste from industry
- Emissions from vehicles & planes

4. Physical infrastructure - necessary to accelerate economic growth and human and community welfare. It includes:

- Energy
- Telecommunication
- Transportation
- Utilities
- Community buildings (schools, clinics etc)

5. Human and Institutional Resources - necessary for the delivery of proposed activities and of their physical infrastructure. It includes capacity building for good governance and for greater enterprise, with particular attention to:

- Good planning and management skills at all levels of government, and a culture of respect for the public, transparency and accountability;
- Continued professional development requirements for all public officers;
- Labour force skills in all types of economic and social employment
- Skills and culture of Community workers and facilitators;
- Recognition and respect for human rights issues amongst community

... Master Plan is to create enabling conditions for economic enterprise that will give rise to industries capable of competing not only in the domestic market but also as exports

Table 5.4: Summary of Issues from State Level Briefings and Consultations

S/N	STATE	PRIORITIES
1	Abia State	<ul style="list-style-type: none"> <li>Physical and social infrastructure Development e.g. Road to rural communities</li> <li>Improvement of waste disposal system</li> <li>Improvement of power generation to enhance Industrial development</li> <li>ICT centers &amp; computer education</li> <li>Micro credit &amp; skill acquisition programmes</li> <li>Development of small and midum scale enterprise</li> </ul>
2	Akwa Ibom	<ul style="list-style-type: none"> <li>Improvement of power generation to enhance industrial development</li> <li>Development of infrastructure for agric. &amp; economic Development. E.g. Roads to hinter land, railway</li> <li>Development of educational infrastructure, e.g. Building</li> <li>Of schools in remote areas and library</li> <li>Micro credit and skill acquisition programmes</li> </ul>
3	Bayelsa	<ul style="list-style-type: none"> <li>Environmental issues: protected and conversation</li> <li>Development of tourism potentials</li> <li>Establishment of sea port &amp; international airport</li> <li>Development of physical and social infrastructure</li> <li>Particularly land and marine transportation, education particularly tertiary and health</li> <li>Poverty Allevation</li> </ul>
4	Cross River	<ul style="list-style-type: none"> <li>Micro credit &amp; storage facilities for agricultural products</li> <li>Environmental protection and conservation</li> <li>Development of tourism (infrastructure art and culture)</li> <li>Physical infrastructure development including railway</li> <li>Adequate attention to malaria alongside HIV/AIDS</li> </ul>
5	Delta	<ul style="list-style-type: none"> <li>Development of infrastructure particularly roads e.g. East-West road and coastal road</li> <li>Revitalization of agriculture</li> </ul>
6	Edo	<ul style="list-style-type: none"> <li>Development of physical infrastructure particularly the Benin / Gele Gele road</li> <li>Development of Gele Gele port</li> <li>Provision of educational and health facilities</li> <li>Poverty alleviation</li> <li>Development of tourism (infrastructure, art and culture)</li> <li>Improvement of waste &amp; refuse disposal system</li> <li>Improvement of agriculture through demonstration project</li> <li>Create of Satellite Towns</li> <li>Improvement of security of lives and property</li> </ul>
7	Imo	<ul style="list-style-type: none"> <li>Extension of energy to rural communities</li> <li>Development of agriculture particularly rice, cassava and Packaging of products</li> <li>Establishment of cooperatives &amp; micro credit</li> <li>Development of physical infrastructure such as roads and Education facilities</li> <li>Turning waste to wealth</li> <li>Development of small and medium scale enterprises</li> <li>Environmental protection</li> <li>Establishment of skills acquisition centres</li> <li>Creation of employment opportunity</li> <li>Micro credit</li> </ul>
8	Ondo	<ul style="list-style-type: none"> <li>Development of solid minerals</li> <li>Development of tourism potentials</li> <li>Physical and social infrastructure development particularly Costal road</li> <li>Agriculture development, environmental protection /conservation (Especially coastal zone management)</li> <li>Establishment of NDR chambers of commerce</li> <li>Increase NDDC funding</li> <li>Micro credit</li> </ul>
9	Rivers	<ul style="list-style-type: none"> <li>Establishment of the institute of Government</li> <li>Encourage agriculture through demonstration projects</li> <li>Investment promotion / diversification, environmental protection/ Conservation</li> <li>ICT capacity building</li> <li>Environmental impact assessment (EIA) to precede any project</li> <li>Implementation</li> <li>Micro credit</li> </ul>

members.

The benefits of drawing on higher quality human resources can fully materialise only if the institutional structure and culture within which they are operating is equally forward looking. The following aspects of institutional change are therefore tackled in Chapter 7 of this Plan:

Liberalisation and reorganisation of controls over market activities  
Capacity building of law enforcing

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Another key factor affecting economic growth is governance, including good leadership and sound administrative institutions.

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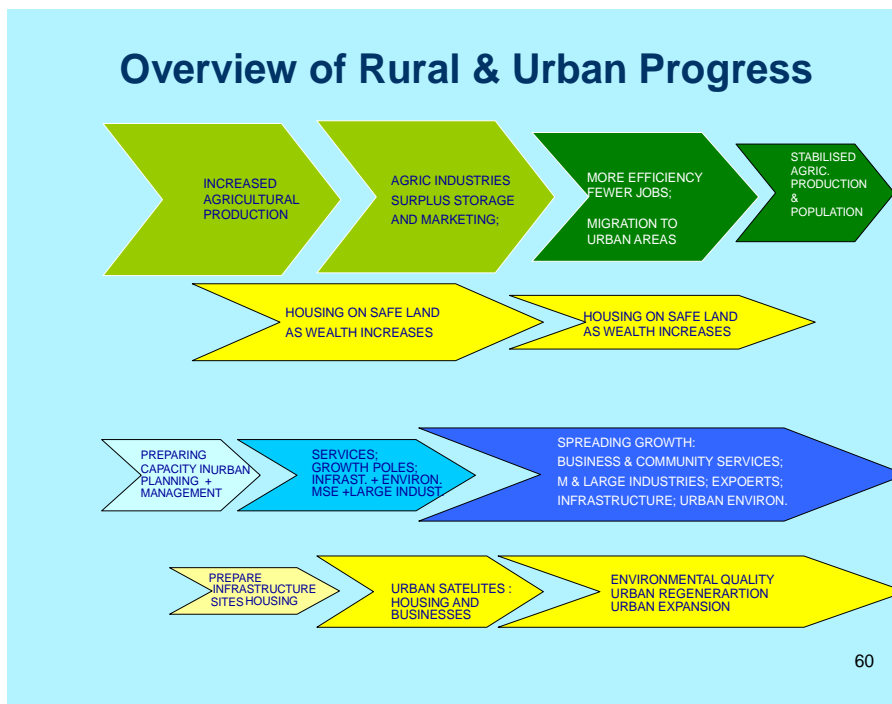






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Figure 5.3 : The relationship between progress in Rural and Urban Areas .





The Niger Delta region is rich in natural resources that are not utilised to the benefit of the region's inhabitants. Oil and Gas

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Sand Quarrying in the Niger Delta-the prevailing "minerals industry"

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This is a very high proportion by comparison to a recent World Bank finding that the informal economy generates near to 30% of employment in most low income countries

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Fishing in Ogbe-Ijoh River, Delta state

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Every local authority should, in due course, have its UDA. Capacity building for that purpose will take time and initial efforts will focus on procuring the necessary expertise for the first four Pilot Projects.





Cities with uninviting urban environments cannot attract higher level residents and businesses





A typical school building in rural areas of the NDR today

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Tourism is basically a private sector activity and a supportive and enabling business environment is a major prerequisite to attracting investments

The NDDC  
will  
encourage  
the protection  
of the  
environment  
by setting  
clear ambient  
environmental  
quality  
standards

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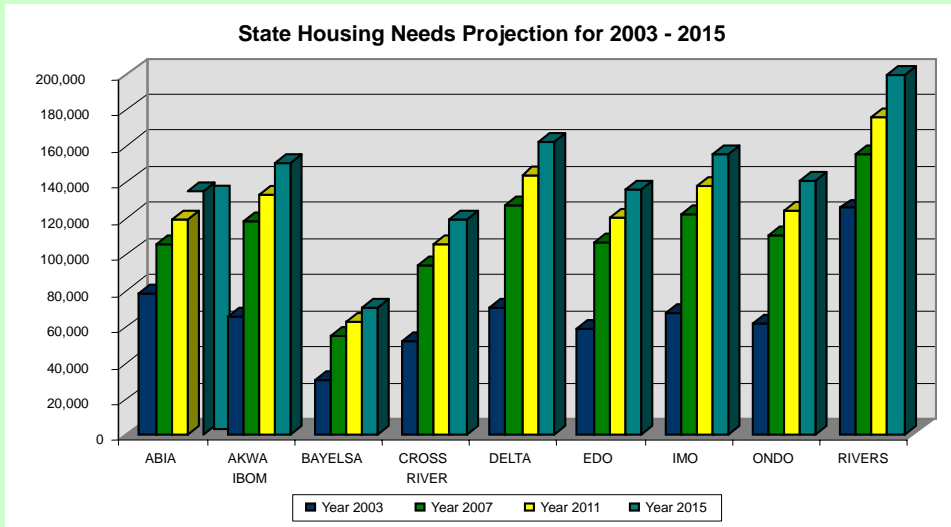
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Figure 5.4: State Housing Needs projection





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The social status of women is poor. Their contribution to decision making on key issues affecting their community or household is often minimal

!Fully functional and well-managed health facilities at all levels of care with adequate supply of drugs with the rehabilitation of 80% Primary Healthcare facilities

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The Master Plan aims to develop a system of public and private provision that would be responsive to the needs of the population and improve upon the quality of life

Table 5.5: Housing Requirements Projection for 2007-2015

STATE	2003	2007	2011	2015
ABA	50,895	60,693	72,378	86,312
UYO	13,240	23,935	27,044	30,556
YENAGOA	6,561	11,862	13,402	15,143
CALABAR	34,664	39,907	47,589	56,751
WARRI	17,669	31,942	36,069	40,779
BENIN	41,257	74,585	84,273	95,218
OWERRI	15,672	28,331	32,012	36,169
AKURE	17,561	31,748	35,872	40,531
PORT HARCOURT	71,575	85,354	101,786	121,382
<b>TOTALS</b>	<b>269,094</b>	<b>388,357</b>	<b>450,425</b>	<b>522,841</b>

**REGION: 1,630,717**

The current rate in the Niger Delta Region coastline according to NDDC sources is less than 5mm per annum and should not pose a threat



Quality Medicare - a key deliverable of the Master Plan

Table 5.6: Education – Current Conditions in the Niger Delta States

STATE	Adult Literacy (%)	Attainment of Primary School (%)	Attainment of Secondary school (%)	Attainment of Post secondary education (%)	No. of Jobs in Sector 2000 (teachers)
Abia	84.1	39.6	43.6	16.8	9276
Akwa Ibom	76.3	54.4	44.4	8.3	13,683
Bayelsa	78.7	38.8	49.3	11.9	3,515
Cross River	82.2	44.6	42.8	12.6	11,425
Delta	77.4	37.9	43.6	18.5	15,720
Edo	69.7	49.3	38.8	11.9	10,959
Imo	79.3	46.1	42.7	11.2	14,145
Ondo	78.8	45.0	44.2	10.8	12,342
Rivers	79.9	33.4	49.5	17.1	4,011
The Region	78.7	43.3	43.2	13.5	95076



Women who bear substantial burden in families need to be empowered

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The Urban Development Agency and the RDS will seek to establish a relationship between medium or large industries / businesses and school children in their area.



Quality Education for these Children is vital for development

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Gas flaring- the NDR is reported to have the highest levels worldwide

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Sheet and gully erosion as in Imo and Abia States



A major problem in the region is the lack of coordinated and informed action to protect and enhance the natural environment.

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A Street in today's Niger Delta Region: road maintenance has been poor

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Basic river transport, but may cost N1,200 (US\$10) per trip from the village to nearest town

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Reliable energy supply is a prerequisite for economic efficiency and expansion as well as for the many enabling conditions required for economic growth.

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The planning of the road network in the period up to 2010 and to 2015 will be aimed at maintaining different standards of road to accord with their anticipated usage during these periods.

Additional road works will be initiated via the Master Plan, prioritised by the role they play in assisting economic growth and social welfare

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The Government initiative to revive seaports by opening them to the private market is welcome and will be assisted by providing access and other enabling facilities and conditions locally.

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Public Sector Management courses will be developed by the universities in the Region and franchised to all other universities

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- Engagement through a tri-sectoral (communities, government, and corporations) approach;
- Agreement on fundamentals between the sectors (e.g. crime as a law enforcement problem, no cash-payments, no ghost workers, rule of law, etc.);
- Sustained and regular dialogue between sector representatives;
- Ensured personal, procedural, and institutional integrity/credibility for the intervention;
- Establishment of effective compliance and sanctions mechanisms;
- Ensured positive social, environmental, and economic impact on communities;
- Written and registered agreements; and
- Regular reporting of community project implementation.
- Process of implementation
- Good practice processes of implementation involve the following steps:
  - Study the context.
  - Design tri-sector partnership and identify an appropriate facilitator.
  - Identify champions in each sector and educate these.
  - Strengthen community, government, and corporate cohesiveness.
- Engage all community stakeholders (particularly women) to raise awareness of non-violent means of problem solving and the relationship between peace and development
- Establish and support women's mechanisms for effective engagement in process.
- Establish Community Management Committees, Project Management Committees, or Project Advisory Committees with terms of reference agreed between the community, government (and security agencies), as well as companies (and contractors).
- Build community capacity for self-development and access to business opportunities with oil companies.
- Design strategies for dealing with spoilers.

**POLICY HR 11 - BASELINE REVIEW OF CONFLICT RESOLUTION PROGRAMMES**

A full review of past and current conflict resolution programmes in the Niger Delta will be undertaken to establish examples of good practice and translate the lessons learned into priority action in the Niger Delta

The review will refine the work already undertaken by sector consultants during the preparation of the Master Plan. It will be carried out in consultation with the business sector, public sector bodies and NGOs, Civil Society Organisations and representatives of communities in the region.

As part of this review, the NDDC will commission an intensive research study to identify good practice in conflict management and resolution that can be implemented quickly in the Niger Delta Region. The research study, to be produced no later than mid-2005, will examine good practice processes including facilitation, transparency and collaboration across sectors, the engagement of key and other stakeholders, particularly women, youth and religious leaders. The study will also research the best methods for tackling extreme polarisation and examine the value of civil society and community capacity building as a core element of conflict resolution for the long term.

**POLICY HR 12 - ESTABLISH A COMMITTEE FOR PEACE AND SECURITY**

The NDDC will collaborate with other stakeholders to facilitate the establishment of a Committee for Peace and Security (CPS) for the Niger Delta Region

The CPS will work closely with the Partners for Sustainable Development network and traditional arbitration and conciliation bodies and networks to promote conflict prevention and resolution at all levels from the community to the region.

**POLICY HR 13 - INVOLVEMENT OF PARTNERS FOR SUSTAINABLE NETWORK**

Steps will be taken to make full use of the proposed Partners for Sustainable Development organizations to act as an 'early warning' network, alongside traditional decision and communication networks

The network of new cross-sector fora will respect and work with traditional communication and information dissemination channels and community decision-making processes, including churches and religious leaders in order to identify potential conflicts at the earliest stage possible. Wherever possible the mediators on conflict issues will be drawn from local groups but in major disputes where local resolution is not possible, state, regional or national negotiators or brokers will, be asked to intercede and advise local mediators.

**POLICY HR 14 - CAPACITY BUILDING CONFLICT RESOLUTION SKILLS**

Specific capacity building projects will be supported to empower group such as women and youth to become an integral part of the

The NDDC will collaborate with other stakeholders to facilitate the establishment of a Committee for Peace and Security (CPS) for the Niger Delta Region

supported to empower group such as women and youth to become an integral part of the peace and security programme in the Niger Delta.

Whilst the practice of providing patronage to promote the interests of one rival group against another will be opposed particular emphasis will be placed on promoting the role of women and youth in the political decision-making process. It is highly likely that violence would not have become the most common and effective means of settling disputes in the Niger Delta Region if more women and youth had been integrated into the higher levels of the social and political echelons. About half the population of the Niger Delta Region is made up of women and they are often the central force in the quest for societal stability, safe environment, economic and social justice, and basically the survival of all species. The participation of women is indispensable in the conduct of daily life and policy-making, from the community to the national levels as well as in the public and in the private sectors of business.

## 5.12 A Framework for Action

The policies and proposals described in this part of the Master Plan represent a huge challenge and requirement for a tremendous level of investment in the region. The magnitude of the required investment is summarized below and treated in more detail in chapter 6.

A programme outlining the main activities to be pursued to fulfill the Master Plan's goals, is presented in Appendix A. This is supplemented with a detailed report 'NDRDMP Implementation Guidelines' on implementation, focusing on the early phases (years 1 to 5), which accompanies the Master Plan document.

### 5.12.1 Selection Criteria for Programmes and Projects

With regard to implementation, the selection of investment programmes and projects has been based on several criteria, the main ones being:

(A) Consistency between components in the proposed programme, and consistency between it and other programmes for example, that new housing is complemented by necessary community facilities; that increased efforts to attract foreign investors is matched by the provision of an attractive and secure local environment for them; that providing sanitation which improves life expectancy is matched by increased food supply and housing provision);

improves life expectancy is matched by increased food supply and housing provision);

(b) The feasibility of implementation of the programme including, for example, an analysis of the prospective markets for proposed products; the availability of human resources and skills to implement and sustain projects; an examination of the legal or administrative constraints, etc.

(c) The extent of anticipated benefits (or disadvantages) likely to be derived from the programme - in terms of the number of people who are likely to benefit (or suffer) and the intensity of their experience (for example added income of N9,000 (US\$50) per month would make a great difference to a poor farmer in the wetlands or a partly employed urban slum dweller who earns N15,000, but less so to a person earning a steady N250,000 per month). Another important determining factor will also be the extent to which human resources and the knowledge base of the Niger Delta people is developed through the individual projects or programmes. Consideration will also be given to the benefits or disadvantages of an economic nature (e.g. increased aggregate domestic output, say from improved power supply), human and social nature (e.g. health, safety, sustained cultural heritage and community life); and of the natural environmental (protecting natural resources and biodiversity for both current and future generations)

(d) The economic efficiency of the investment the benefit to be derived from a given amount of investment in one sector in comparison to another or even within one sector (for example the benefit from N100 million or say 1 million \$ invested in supporting oil palm plantations, in comparison with supporting cocoa farming).

(e) The Human Resource Development (HRD) Import of the Investment In order to fit into the global knowledge-based economy, the NDR needs to offer world-class human resources. Therefore, the HRD (IT, technological and managerial skills building for local employees) potentials of any given intervention / investment will be a key criterion for judging suitability for funding.

Working to these criteria will ensure good management of the available resources. It will for programme planning and management amongst those who control the resources.

The NDDC will collaborate with other stakeholders to facilitate the establishment of a Committee for Peace and Security (CPS) for the Niger Delta Region

The policies and proposals described in this part of the Master Plan represent a huge challenge and requirement for a tremendous level of investment in the region

Table 5.7: Potential Financial Resources

SOURCES	YEARS 1-5 US\$ Millions	YEARS 6-10 US\$ Millions	YEARS 11-15 US\$ Millions
<b>A. Statutory NDDC</b>	2,603.947	2,745.602	3,144.635
<b>B. Indirect Federal, State &amp; Local Govt.</b>	7,136.416	9,210.222	13,069.189
<b>C. Discretionary dev. contributions</b>	76.652	80.550	81.038
<b>D. Economic dev. private investment</b>	2,398.608	2,398.608	2,398.608
<b>Grand Total</b>	<b>12,215.623</b>	<b>14,434.982</b>	<b>18,693.470</b>

<sup>1</sup> "A Continent Crumbling" Financial Mail, South Africa, April 30 2004, pg 37.

<sup>2</sup> Distilled from an unpublished interview and comments by a World Bank Economist

<sup>3</sup> The Demographic Baseline Survey was conducted in 2002. Sector Studies were produced mostly in 2003.

<sup>4</sup> Monitoring demographic and other basic indicators should rest with the NDDC and States, whose staff units would be trained in this work and in collaborating with other bodies such as FOS responsible for baseline data collection.

<sup>5</sup> Distilled from NEPAD/AU's Guidelines for Countries to Prepare for and to Participate in the African Peer Review Mechanism (APRM)