



Federal Republic of Nigeria

***Niger Delta Regional
Development Master Plan***





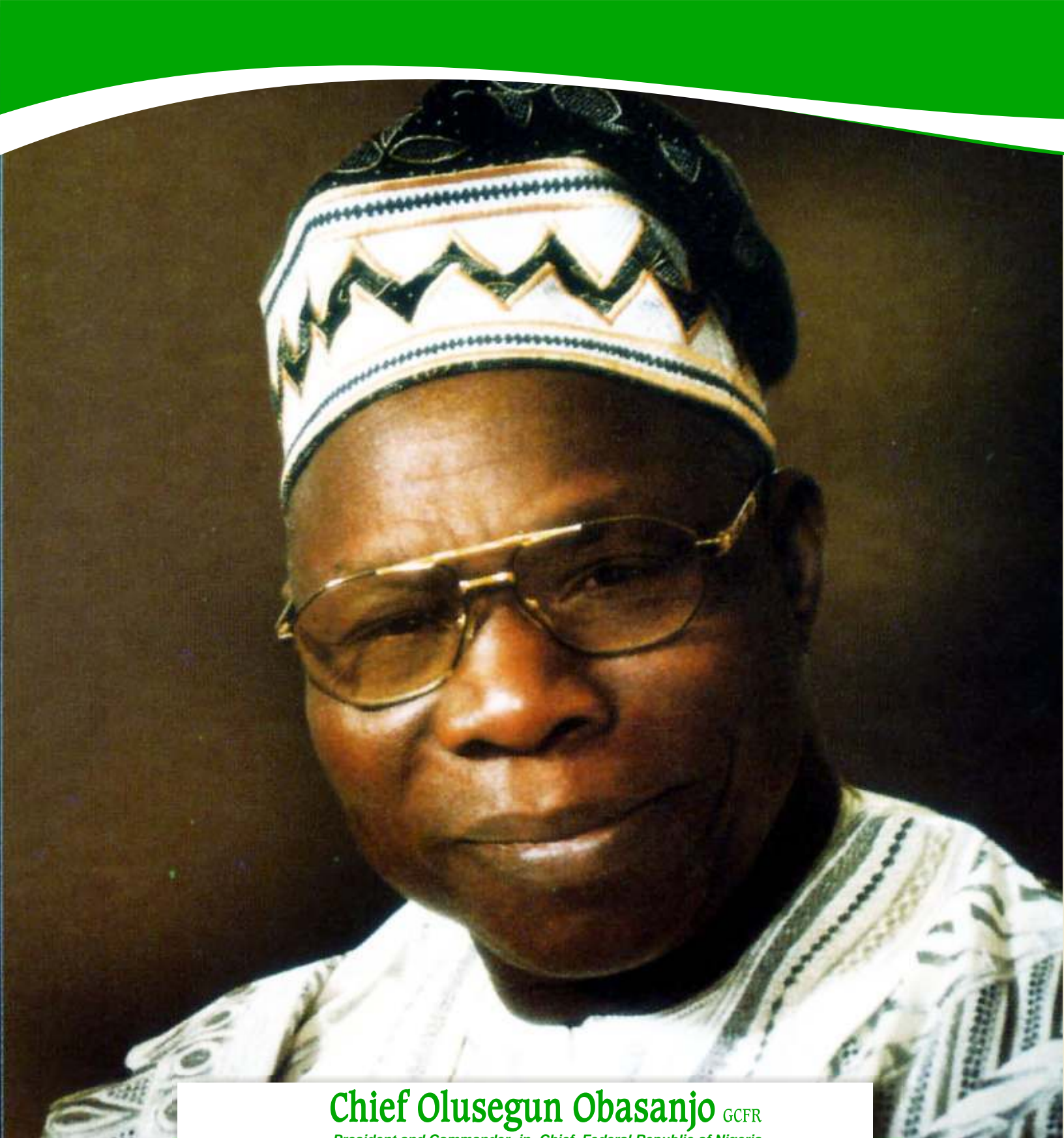
Federal Republic of Nigeria

PRELIMINARY



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Chief Olusegun Obasanjo GCFR

President and Commander -in- Chief, Federal Republic of Nigeria

“With contributions from this multiplicity of stakeholders, there is an absolute need for a Development Master Plan by which available resources can be effectively coordinated and utilized...”

President Olusegun Obasanjo (2001)

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FOREWORD

Since the inception of our Administration in 1999, we have consistently acknowledged the critical essence of the Niger Delta region to the economic well being of Nigeria, and committedly striven to redress the visible underdevelopment and neglect of the past in the region.

The Niger Delta Development Commission (NDDC) was inaugurated early in the life of this Administration to ensure a principled, coordinated and focused approach to addressing the peculiarities of the region.

This Master Plan is a product of long painstaking efforts midwifed by the NDDC in consultation with all the relevant stakeholders.

The significance of the reality of this document is best appreciated when it is considered that this region is made up of about 30 million people and over 50 different linguistic groups spread across 185 Local Government areas in 9 States.

What we have is not an NDDC plan but a people's Plan, one that one and all can claim ownership of. The collective vision of the stakeholders captured in this Master Plan is the accelerated development of this hitherto turbulent and underdeveloped region into Africa's most peaceful, most prosperous and most pleasant region.

I do hope that all stakeholders and our dependable Development Partners will commit to engendering the required synergy to make an unqualified success of the implementation of the Niger Delta Development Master Plan. It is my abiding belief that this Plan signals a significant turning point for the Niger Delta and our dear nation.

This indeed is a veritable manual for regeneration.

Chief Olusegun Obasanjo GCFR
President of the
Federal Republic of Nigeria

This Master Plan is a product of long painstaking efforts midwifed by the NDDC in consultation with all the relevant stakeholders

The Niger Delta Development Commission (NDDC) was inaugurated very early in my first term in office, purgant to my promise to deal with this challenge

PREFACE

There is a familiar adage that says: If you fail to plan, then you have planned to fail! Determined not to fail, and indeed "determined to make a difference" in the Niger Delta as is the NDDC motto, the maiden board fully embraced Mr. President's charge to develop a master plan for the region.

Thus the journey towards a regional development Master Plan to guide all stakeholders began with preparatory steps in 2001 and effective take-off in 2002.

To remain on a planned course even while the Master Plan was under way, NDDC initiated and operated an Interim Action Plan. That plan entailed the completion of projects abandoned by the defunct OMPADEC. It also involved undertaking of vital infrastructure and human development programmes in a manner that would dovetail into the Master Plan when completed. Operating under the Interim Action Plan, NDDC has endeavoured to mitigate the severe infrastructural deficiency that is the story of virtually all parts of the region, and to undertake various human development programmes. We have been fulfilled by the many expressions of relief, joy and delight that have greeted the commissioning of our various projects and programs everywhere.

But all of these pale beside the hope that swells in our hearts from the completion of the regional development Master Plan. It is already clear to us that this can only take the region to a much higher level of development and at a much faster rate.

Consider for instance the following:

✍ The Interim Action Plan which NDDC operated was a plan strictly for NDDC; while the Master Plan is a plan for the entire region, one that will guide all stakeholders. To this end, NDDC as midwife has taken extra measure in broad-based consultations and in collaboration with the states in developing their SEEDS to ensure that plans are fully harmonized.

✍ The Interim Action Plan was a plan for about two years only; while this Master Plan charts the course towards our dreams up to the year 2020.

✍ The Interim Action Plan focused on a narrow range of actions, being a plan to guide all and draw upon the best competencies of various stakeholders; while this regional development Master Plan explores the dynamic interaction of various facets of life and proposes integrated action towards balanced development.

There are many other ways in which this Master Plan stands apart. The Niger Delta Regional Development Master Plan (NDRDMP) here is a robust package of policies and strategies for the development of the region. Thanks to the rich contributions from all stakeholders as well as from various oil companies, and staff of NDDC.

This is indeed an exciting phase of things for Nigeria and for the Niger Delta. Past federal planning efforts that seemed to stay up there at the federal level. With NEEDS the process has been cascaded down to all the states, each producing their states equivalents called SEEDS. Connecting the federal and states' plans is the NDRDMP which has been painstakingly harmonized with both NEEDS and SEEDS. However the NDRDMP is stretched forward in time to allow a fuller orchestration of the long term actions, policies and programs that the development of a challenging region like the Niger Delta entails. It remains only to undertake faithful implementation.

I commend the maiden Governing Board of NDDC, under the able leadership of Chief Onyema Ugochukwu, for starting the entire process of the preparation of the Master Plan. The quality of the work done is a testimony to the type of Board that mid-wifed the plan.

If we can join hands across political divide; if we can each look beyond the confines of our states to embrace the huge linkages, economies of scale and synergies that harmonized regional collaborative efforts can bring; if we can skillfully play our different wings in our respective communities, LGAs and states but still keep the regional goal and agenda squarely in focus and not work at cross purposes; if we can maintain the general policy framework and strategic direction while regimes come and go; then the Niger Delta will see unprecedented acceleration of development.

Put simply, if we all can join hands to faithfully implement this Niger Delta Regional Development Master Plan, come 2020 the Niger Delta will certainly contribute its proper part to Nigeria's national vision of becoming Africa's strongest economy as expressed in the Kuru Declaration, in NEEDS and other plans before. The destination to which the NDRDMP leads is a Niger Delta that is Africa's most peaceful, most prosperous, and most pleasant, this vision is not far-fetched. Together, we can make it happen.

Amb. Sam Edem, fwc

Chairman, Niger Delta Development Commission

This Master Plan charts the course towards our dreams up to the year 2020... explores the dynamic interaction of various facets of life and proposes integrated action towards balanced development.

ACKNOWLEDGEMENTS

The journey to preparing the Niger Delta Regional Master Plan was a complex, challenging and yet interesting one. And why not? After so many years of neglect, during which all the indices of development, particularly human capital and physical infrastructure, deteriorated rapidly, it was understandably a Herculean task to undertake such an exhaustive study and synthesize a comprehensive vision and strategy for sustainable development that covers all stakeholders.

It was a mission, which had to be undertaken, out of a sense of duty, and a deep commitment to resolving the development dilemmas of this very important region. During his inauguration of the first Board of the Niger Delta Development Commission, NDDC, Mr. President, His Excellency Chief Olusegun Obasanjo, made this point quite clear. He underlined the primary importance of developing an integrated, comprehensive and pragmatic programme, which would match his overall vision of sustainable development for the Niger Delta. NDDC was to work with all stakeholders committed to regional development to prepare this Master Plan, towards facilitating sustainable regional development.

This we have done. And we found this partnership most beneficial and priceless. Indeed, we drew from the diverse competencies and shared commitment of our partners and stakeholders. As a result, the Niger Delta Regional Development Master Plan is an all-embracing, truly regional document, imbibing the contributions of these various institutions, communities and governments at all tiers. To all these stakeholders we owe immense gratitude.

However, it is incumbent on me to specifically mention key persons whose invaluable contributions remained key in the preparation of this document and whose unyielding contribution will remain key in ensuring that, in the months and years ahead, this Master Plan will move from the realm of theory to the platform of purposeful partnership and implementation.

First, we must express our deep gratitude to President Obasanjo who kept his promise to establish an agency that would oversee regional development, and help to reverse the gross poverty, acute underdevelopment and resultant social tension that held the region in their grip. Having done that, he

charged that agency, NDDC, with the task of facilitating and coordinating the development of an integrated regional Master Plan. We thank Mr. President very dearly.

Our profound appreciation also goes to members of the Federal Executive Council, as well as members of the National Assembly who made countless contributions during our consultations in Abuja, and in their various constituencies in the region. We acknowledge too the sustained support and guidance of the National Planning Commission in preparing the Master Plan.

We are also grateful to the Governors of the nine Niger Delta states who provided manpower and material support throughout the process, thus strengthening the regional character of the Master Plan and making it truly all embracing. Our thanks go to their respective State Executive Councils and Legislatures who showed equal commitment towards the successful completion of the task of facilitating this document. In fact, when we called for nominees of cabinet rank from each state to join this cardinal pathway for regional development, we not only received them promptly, but they and their key officers worked tirelessly with us throughout the process.

It is with sheer delight that we recall the role of our primary stakeholders, the communities of the region, whose traditional rulers, youth's leaders and other representatives enthusiastically supported and actively partook in the participatory rural appraisals and research surveys. In their enthusiasm, our people showed an inspiring commitment to collaborate meaningfully and indeed lead in the charting of their future development. As a result, it can be said that the Master Plan is primarily a document of the communities of the Niger Delta region, only fine-tuned and enriched by the informed contributions of the other institutional and individual stakeholders and development partners. We thank in particular the leadership of TROMPCON (Traditional Rulers of Oil Mineral Producing Communities of Nigeria) and the youth and women groups of our varied communities for their strong support.

We also thank, most sincerely, the selfless contributions of all the representatives of Civil Society organizations in the Niger Delta, under the Civil Society Coalition which was facilitated by Barrister Ledum Mittee and Anyakwee Nsirimovu, who reviewed the entire Master Plan and made informed

We are also grateful to the Governors of the nine Niger Delta states who provided manpower and material support throughout the process, thus strengthening the regional character of the Master Plan and making it truly all

contributions. It is to their credit that the Governance issue, for instance, became a stand-alone component of the Master Plan, given its due credit and attention.

We also acknowledge the strong support of international agencies, particularly the contributions of the United Nations Development Programme (UNDP), the World Bank, DFID (UK's Department for International Development) and the European Union. Furthermore, we deeply appreciate the painstaking and tireless efforts of diverse sector and resource consultants who helped provide the building blocks of technical expertise and field facts, without which the plan would not have been accomplished. Of particular importance are the contributions of the consortium of GTZ International Services and Wilbahi Engineering, who carefully designed the terms of reference for contributing consultants. We are also grateful to Norman and Dawbarn Consortium who provided an integrated planning framework for the region and facilitated the completion of the plan.

The oil companies, being major players in the region, also made significant contributions to the successful completion of the Master Plan

The oil companies, being major players in the region, also made significant contributions to the successful completion of the Master Plan. Indeed, of particular importance are the contributions of Shell Petroleum Development Company (SPDC) who not only partnered with us, but also went so far as to assign its staff to work on the project. It also deployed scenario planning experts from its London office who, with some Nigeria personnel, brought to bear on the process their globally renowned wealth of knowledge and expertise. We are grateful to them, and continue to savour the joy and effectiveness of their collaboration.

Of course, we cannot leave out the dedicated efforts of past and present members of the Governing Board, Management and staff of the Niger Delta Development Commission, who brought together a brilliant cocktail of

growth ideas, in preparing this very important document. Of particular mention are the Master Plan Committee, the Directors of the Commission, the Directorate of Planning, Research and Statistics and other members of staff of the Commission who worked tirelessly throughout, perusing countless pages of materials, engaging with the consultants, fine-tuning their submissions and recommendations, and arriving at the Niger Delta Regional Development Master Plan. Only God can reward this labour of love.

We cannot but make specific mention of the first Chairman of the Governing Board, Chief Onyema Ugochukwu, the first Managing Director/CEO, Chief Godwin Omene, the immediate past Managing Director/CEO, Hon. Emmanuel Aguariavwodu and the former Executive Directors, Projects, Chief Udo Mbosoh and Engr. Ukot Thomas Ukot, who, along with colleagues on the Board and Management of the Commission, provided the pioneering and crucial leadership that has eventually seen us to this great milestone of history.

Above all, to Almighty God, who made all these possible, and whose divine guidance was a compelling light and enabling inspiration in what turned out to be such a challenging yet pleasant, enlightening and highly enriching task, we owe all gratitude, all praise and all thanks.

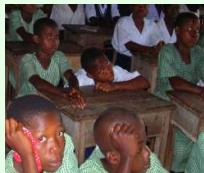
TIMIALAIBE

Acting Managing Director/CEO
Niger Delta Development Commission



Federal Republic of Nigeria

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Introduction

This report is a summary of a comprehensive document containing the goals, policies and proposals and detailed reasoning behind the Master Plan strategy for the Niger Delta Region. The analysis and reasoned justification for the Master Plan policies and how they should be implemented can be found in the full text of the Report, which covers:

- 1 The Niger Delta Region - Land and People
- 2 Previous and Current Development Programmes
- 3 The Nature of the Plan
- 4 The Integrated Development Scenario
- 5 The Regional Master Plan
- 6 Financing the Plan
- 7 Statutory and Administrative Framework
- 8 The Road Ahead

This report is a summary of a comprehensive document containing the goals, policies, proposals and detailed reasoning behind the Master Plan strategy for the Niger Delta Regional.

The NDRDMP and a second volume of supplementary information on compact disk (CD Rom) are available from the Niger Delta Development Commission's Head Office, Aba Road, Port Harcourt.

This summary review of that report is in four parts:

- Part A discusses the context for the Master Plan
- Part B deals with the nature of the Plan and the development scenario and the options
- Part C focuses on the Master Plan and its goals, policies and proposals
- Part D examines the road ahead

Part A

The Context

Background

The Niger Delta Regional Development Master Plan is based on a comprehensive analysis of life, development imperatives, challenges and opportunities in the Niger Delta. Twenty-six sectors were subjected to detailed study by independent consultants (please see appendix for full list of the consultants and the sectors). There were

also topic specific studies into Conflict Impact Assessment, Poverty Reduction, Community Development and Governance, HIV/AIDS and Youth Unemployment. Two consortiums namely GTZ International Services/Wilbahi Engineering Limited and the Norman & Dawbarn Consortium- both comprising local and foreign organizations, played coordinating roles at various stages alongside NDDC Master Plan Committee and Project Team.

Issues

The Region is rich in human and natural resources, arts and culture. The socio-economic reality of the region today, however, is a paradox of poverty amidst plenty. It suffers from a wide range of problems with a chain of causes. These include:

- Widespread poverty with over 70% of the population on or below the poverty line, high disease burden, a very high mortality rate amongst children;
- Poor sanitation and waste disposal infrastructure, contributing illness;
- A very low level of sound business enterprise and of industrial development outside the oil and gas sector;
- Major transportation problems with movement being hampered by poor road, water and rail transportation. This is compounded by poorly developed and maintained port facilities;
- Poor telecommunications that impedes both personal and business development;
- Absence of electricity supply in many riverine areas and regularly interrupted supplies in all parts of the Region, disrupting water supply, industry, and telecommunication;
- In some areas a shortage of land suitable and readily available for development;
- Inadequate and poor quality educational and health facilities and services;
- Inadequate capacity in governance, planning, management and generally in maintenance and entrepreneurship;
- severe environmental degradation and adverse community impact

from the exploration and exploitation of oil and gas, deforestation, and over-fishing of freshwater and sea fish stock and unorganised discharge of urban human and industrial effluents; sporadic civil unrest and insecurity.

Challenges

The Plan highlights major development challenges in response to problems that are interlinked. These include:

Poverty reduction: Multi-sectoral action is urgently required to alleviate widespread poverty, which is the cause of unacceptable living conditions, ill health and low levels of skill. The aim is to achieve the Millennium Development Goals (MDGs), and progress to fulfil the regional vision of transforming the Niger Delta from its turbulent, underdeveloped, and environmentally degraded past to a peaceful, prosperous and pleasant region; pursuant and contributory to the national vision of making Nigeria Africa's strongest economy.

Improving the Health of the Population: Very high mortality rates of children, Malaria and the rapidly increasing incidence of HIV /AIDS are serious but not insurmountable challenges. However if appropriate interventions to counter these scourges are not taken the very fabric of society in the region and its economy, which is so dependent on human capital, will come under ever increasing threat.

Security and Public Law and Order: The tensions between poverty and riches are the backbone of both crime and violence. The general perception of the Niger Delta as a region rife with violent conflicts, kidnappings, killings and general disorder must be changed. This is essential not only for the general well being of people, but for the very important reason that private sector investments and tourism of which the region has huge potentials can only thrive in an area where security of life and property are assured.

Diversification and Growth of the Regional Economy: The only way to sustain alleviation of poverty, improved community services and living standards, is by well-distributed economic growth. The dominance of the oil industry and the public sector perpetuates the weaknesses associated with the narrow economic base of the Region. The essential challenge is the development of areas of economic activity, which have immense potential but have suffered from neglect. Intensive efforts must be made to create more efficient practices in agriculture and aquaculture products, such as palm oil and cassava, where the region can be a leading world producer, fisheries and many other that can produce a manifold increase in income of the rural population. The Region's rich solid minerals offer several avenues for industrial production; as do the promotion of tourism and the progressive growth of manufacturing to reduce import dependence and create jobs.

There is also the challenge of improving local content in operations of oil and gas industry,

The Niger Delta Regional Development Master Plan is based on a comprehensive analysis of life, development imperatives, challenges and opportunities



A Common Source of Supply of Drinking Water

which is dominant but has weak domestic economic linkages and so makes sub-optimal impact on job creation and economic growth. It is also important to pursue increased downstream operations, which have even greater potential to generate jobs and stimulate growth of the local economy. Economic enterprise and growth, however, requires a helpful environment of physical as well as human and institutional infrastructure.

Improvements and maintenance of infrastructure: The sorry state of energy and water supplies, telecommunications, the road and rail system and problems with water transportation severely hinder the development of all the Region. It also raises the cost of starting and maintaining a business and makes local production uncompetitive. Concerted action is urgently required to remove the severe impediment to development of weak infrastructure.

Human Resources: The educational system should enable the valuable human resources of the Region to contribute to their full potential. There is the challenge of creating a competent and enterprising workforce to engage in the development of the Region's natural resources as well as in the services and the ICT knowledge economy, and to harness the burgeoning opportunities for out-sourced jobs from advanced countries. Particularly important are capacity building programmes to empower women and youth, improve the health of the people, their education and enterprise abilities.

An efficient and effective institutional structure: Public bodies and financial institutions structures must be sensitive to the special needs and aspirations of the communities of the Niger Delta in a complementary relationship between the government and the people. This must be supported by an effective institutional framework, including cross sector partnerships that encourage collaboration and consultation. In addition, improved efficiency of public institutions needs to be addressed. Reforms aimed at pruning the excessive overhead and operational costs in public service institutions need to be adopted.

Good and transparent governance: Success in meeting the challenges in the physical, human and institutional spheres of development will depend in turn on good governance. The use of public resources in the rapid development of the Niger Delta Region, through an effective partnership between all levels of government and other stakeholders, must be complemented by effective, accountable and transparent

governance at all levels. There is urgent need to rebuild largely eroded faith in the integrity, intents and capability of governments among the populace and the global community. Sustainable Development: Striking a balance between the demands of economic development and the precious history, culture and environment poses a considerable challenge to all stakeholders with regard to the future level and pattern of development of the Region. A major challenge also is to curtail the detrimental impact of oil and gas operations, including widespread gas flaring of which the Niger Delta holds the unenviable position of having the highest level of gas flaring of any zone in the world. Besides other industrial and municipal wastes, the heavy dependence in the rural areas on felled tree logs for energy and the indiscriminate felling of timber also pose severe challenges.

Opportunities

Alongside the huge challenges, there are vast development opportunities in a number of sectors including:

- ✍ Primary Agricultural Production, with vast amounts of fallow cultivable land
- ✍ Agricultural Processing
- ✍ Aquaculture
- ✍ Livestock: Production and Processing
- ✍ Solid minerals mining
- ✍ Oil and Gas sector development -Upstream and downstream

Niger Delta potential for industrial development

- ✍ Fertiliser production, Forestry, Tourism
- ✍ Information and Communication Technology (ICT)

These productive activities will also give rise to additional employment in the construction industry, maintenance, business services, retail, health and education.

Past and Current Development Programmes

The Master Plan is to be implemented successfully, lessons must be learned from the failures and mistakes of past programmes in the Region and incorporated into current or planned initiatives. In particular, any new initiatives should include a focus on the following:

- ✍ Continuity of institutions and policies. This requires the consolidation of the NDDC's role as a partner who harnesses and co-ordinates the projects and programmes of

However if appropriate interventions to counter these scourges are not taken the very fabric of society in the region and its economy, which is so dependent on human capital, will come under ever increasing threat

Table ES1: Niger Delta Region Population Projections

State	2005	2010	2015	2020
Abia	3,230,000	3,763,000	4,383,000	5,106,000
Akwa Ibom	3,343,000	3,895,000	4,537,000	5,285,000
Bayelsa	1,710,000	1,992,000	2,320,000	2,703,000
Cross River	2,736,000	3,187,000	3,712,000	4,325,000
Delta	3,594,000	4,186,000	4,877,000	5,681,000
Edo	3,018,000	3,516,000	4,096,000	4,871,000
Imo	3,342,000	3,894,000	4,535,000	5,283,000
Ondo	3,025,000	3,524,000	4,105,000	4,782,000
Rivers	4,858,000	5,659,000	6,592,000	7,679,000
Total	28,856,000	33,616,000	39,157,000	45,715,000

Source: NDR Survey - based on National Population Commission Data

government bodies, the communities, NGOs and the private sector.

Integration of compartmentalised programmes of public and private sectors professional planning decisions, with a wide view and standards.

Community involvement, transparency and accountability of governance. The absence of continuity, the isolated actions of different actors with attendant duplication, lack of complementarity and low transparency and accountability are among principal factors that have made past development efforts fail or fall short of expectations.

Part B

The Nature of the Plan

The socio-economic, cultural, environmental and physical development of the Niger Delta Region involves a complex set of relationships between different factors. The inter-relations between various aspects of rural and urban life need to be fully understood before the optimal nature of any intervention can be determined since planning to intervene independently in the operation of a given 'sector' is likely to be ineffective or cause undesirable results in

other sectors. For most interventions in a regional system, therefore, a package of cross-sectoral, mutually supportive measures has to be defined and pursued. This is the nature of the Master Plan for the Niger Delta Region.

The time-scale for the recommended integrated strategy for the Niger Delta Region is 15 years: 2005 to 2020. In view of all the uncertainties that surround any attempt to plan so far into the future systematic monitoring, review and evaluation is essential so that performance can be properly assessed in an open, regular and transparent manner.

In moving towards an integrated strategy various possible development scenarios have been examined:

A "Business as Usual" scenario: letting things run largely as they have been.


A "Services based" scenario: focusing largely on services as the growth driver for the region.

A "Rural Emphasis" scenario: placing emphasis on the rural areas because of the poor therein and growth potentials there.

An "Urban and Industrial

Emphasis" scenario:
prioritizing industrial activities
in urban areas.

 An "Environment First" scenario,
placing emphasis on protecting the
fragile Niger Delta ecosystem.

 A "Balanced and Integrated"
scenario: an approach that seeks
to balance actions across both
rural and urban areas, and
across sectors.

Each scenario has its strengths and weaknesses but the balanced scenario has distinct advantages over the other options. It is based on the principles of fairness and effectiveness and best meets the overarching vision for the Niger Delta.

Part C

The Master Plan Strategy

Vision

The vision running through all aspects of the Master Plan is to improve the quality of life of the Niger Delta people, with particular attention to those with the greatest need, and for this Region to flourish by making good use of its rich natural resources. The vision embraces the long term aspirations of the people of the Niger Delta, and indeed of the nation regarding the Region, which was well captured in President Olusegun Obasanjo's address to the inaugural meeting of the Governing Board of the Niger Delta Development Commission (NDDC) in December 2001, that is

"...to bring ...sustainable and even development; to establish a region that is economically prosperous, socially stable, ecologically regenerative and politically peaceful."

This Master Plan directly takes on this challenge and aims to have the Region that hitherto was underdeveloped, very poor and turbulent, become Africa's most prosperous, most peaceful and most pleasant Region.

This is consistent with and will contribute to Nigeria's national vision as elucidated in the National Economic Empowerment and Development Strategy (NEEDS 2004) '...to become Africa's strongest economy and a major player in the global economy'. It also fits in with the 2001 Kuru Declaration, which 'embodies the vision we have for Nigeria: to build a truly great African democratic country, politically united, integrated and stable, socially organized, to become the catalyst of (African) Renaissance, and making adequate all-embracing contributions sub-regionally, regionally and globally...'

This requires coordinated action of various stakeholders in the private and public sectors, the NGO sector as well as the international donor community. This vision can only be achieved by close collaboration between the Region's States, Local Government Areas other stakeholders. The Plan therefore contains goals, policies and guidelines for such action that would facilitate attainment of these aspirations of the Niger Delta people and the nation at large.

Overview of Master Plan Strategy

Ideas about development have changed dramatically over the last few decades. Not long ago, the debate was all about aid: how it should be given, when it should be given, and very importantly, in what quantities it should be given so that most of Africa and the rest of the third world can close the poverty gap, and bring in large industrial concerns to create employment.

Many of these aid programmes have not succeeded in producing economic and social self reliance because they did not tackle the factors behind poor economic performance which is the root cause of poverty. Aid to provide food and services was like water continually being poured into a bucket with a hole. Subsidies for major industries were similarly unsustainable if existing conditions caused an enterprise to be unprofitable, it would collapse as soon as the subsidy was removed.

Today, it is commonly accepted that aid does not have to be a permanent factor in the development process, especially of large and richly endowed countries like Nigeria, and regions like the Niger Delta. The experiences of the newly industrializing nations in Asia and Southern America have contributed a lot to building this new paradigm.

The overall thrust of the development strategy recommended for the Niger Delta Region is to raise the standards of living above the poverty line, achieve the Millennium Development Goals and progress beyond these to enhance the technological and industrial capacity of the region. It sets out the strategies and specific policies and interventions that should be adopted to achieve this. The development strategy seeks to create favorable conditions for greater productivity and economic enterprise in rural and urban areas and by all sections of the population.

It also specifically addresses the enabling

If the Master Plan is to be implemented successfully, lessons must be learned from the failures and mistakes of past programmes in the Region and incorporated into current or planned initiatives.

conditions for enterprise, efficient agriculture and industrialization in the region in order to utilize the abundant natural resources and create the economic wealth needed to achieve the higher standards of living, while preserving the ecosystem for long-term sustainability.

The diagram below summarizes the essential elements of the Master Plan strategy: pursuing poverty reduction largely through improved agricultural productivity, and development of micro and small-scale enterprises; while pursuing improved infrastructure and industrialization as engines of accelerated economic growth; with human resource development, institutional development, capacity building and environmental protection as general foundations and enablers.

The pyramid diagram above shows the overall concept of parallel interventions in rural and urban areas, and how the ultimate achievement of poverty alleviation is based on wealth creation through economic development and other fundamental changes, with an underlying emphasis on capacity building for good governance, planning, management, and enterprise.

This strategy is based on an integrated consideration of the dynamic relationship between all aspects of life in the Region:

What are the problems experienced by the people and who experiences

them?

What are the chains of causes leading to a problem and who are the 'active stakeholders' causing them?

Which 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 how to prepare for them?

The development strategy was shaped by the need to address the causes of causes of poverty and poor living standards.

Poor Living standards

Caused by poor economic growth

Caused by Lack of enterprise

Caused by:

- Poor physical infrastructure;
- Poor governance and management of resources, corruption;
- Unsuitable institutions and regulations;
- Unstable political system and economy
- Poor security of life and

The time-scale for the recommended integrated strategy for the Niger Delta Region is 15 years: 2005 to 2020.



A Community Consultation Section

- Inadequate labour force and skills base

The two-pronged approach recommended for the development of the Niger Delta Region is illustrated in Figure 2. The approach is aimed at poverty reduction and is based primarily on economic growth through rural development and industrialization.

All other issues identified below the apex of the triangle are there to under-pin the two key components of the Master Plan strategy. None of these, including infrastructure, human resource development, etc. are a necessity in its own right. All are parts of the necessary conditions for achieving the desired result development that is sustainable in social, economic and environmental terms.

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

- ✍ Growth in productivity which can be achieved immediately in rural areas, while a more complex human and institutional capacity building is needed in urban areas before economic growth can take off.
- ✍ Agricultural products from rural areas have to be bought in the urban areas, and specialised services provided by urban areas would have to be bought by rural areas.
- ✍ Urban areas have to prepare housing and employment for migration from rural areas as fewer hands will be needed when agricultural technology is more advanced.

The Master Plan is designed to manage the very large scale of operations. Director necessary for the accelerated development of the Niger Delta. Due to insufficient resources it would not be feasible to initiate effective interventions all at once in every settlement across the Region. The strategy for the Master Plan 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 likely to succeed and concentrating the professional efforts in an integrated set of

interventions in each project. The successful projects will be publicized 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, adult training and primary education.

This strategic approach recognises that most action on the ground is planned and controlled by States, Local and other authorities and agencies. It is essential that the various interventions should be well-planned and co-ordinated, to be mutually reinforcing. The Master Plan document therefore has an in-depth explanation of the reasons and concepts behind the strategy and provides clear policy guidelines for the preparation and implementation of State Plans.

Master Plan Goals, Policies and Proposals

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

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

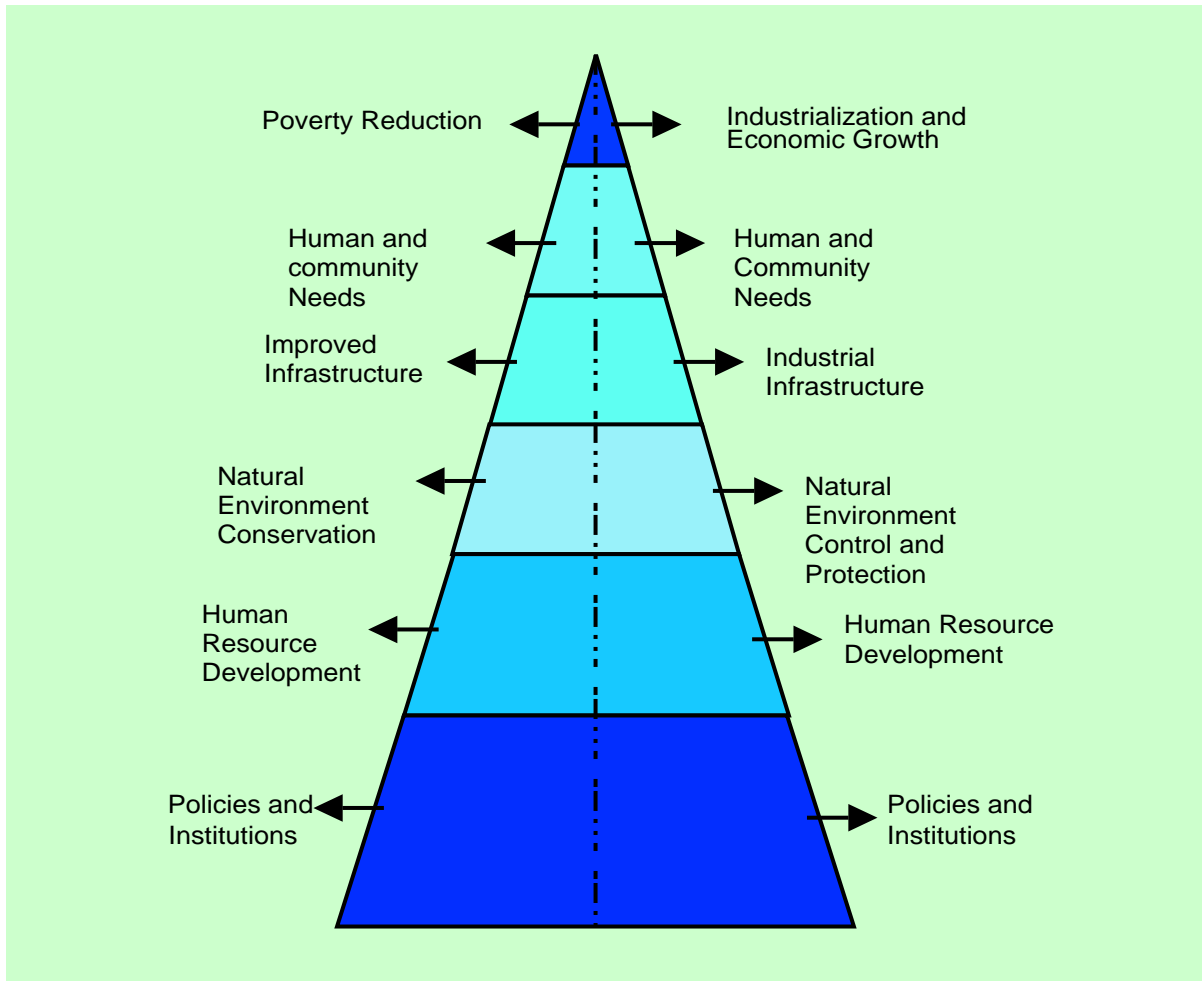
NEEDS sets a framework that encompasses three main themes:

- ✍ Growing the Private Sector
- ✍ Reforming Government and Institutions
- ✍ Social Charter: Human Development Agenda

The goals and general approach of the Master Plan align and accord with the Federal Plan and take full account of the Millennium Development Goals (MDGs). However, give the resources of the NDR and the timespan of the Master Plan, which stretched beyond 2015, the plan provide a path for wider socio-economic transformation beyond the MDGs. The plan also envisages collaboration between NDDC and the Niger Delta States and Local Government Areas (LGAs) for the development of State Economic Empowerment and Development Strategies (SEEDS) and LGA Economic Empowerment and Development Strategies (LEEDS). This

The vision running through all aspects of the Master Plan is to improve the quality of life of the Niger Delta people...

Figure ES1: The Integrated Development Strategy



will help to ensure that all plans within the Region are fully harmonised for optimal synergy and complementarity of development efforts.

The Master Plan recognises 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 implementation 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 contributing to the overall goals of economic growth and poverty alleviation.

The themes on which the plan focuses are:

1. Economic Development, which is essential to reduce poverty and support better living standards for a growing

population, diffusion of social tensions and urban regeneration.

2. Community Needs, concerning the welfare of individuals within their social and physical environment.

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

4. Physical Infrastructure, necessary to enable economic growth and human and community welfare).

5. Human & 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.

The strategy employed for the Master Plan is based on the rapid development of:

- ✍ Demonstration projects of a manageable scale for immediate action in the rural areas.
- ✍ Pilot projects in urban 'growth



The face of poverty in the Niger Delta

The approach is aimed at poverty reduction and is based primarily on economic growth through rural development and industrialization.



centres' and catalyst projects in economic 'growth poles' in each State.

The projects will be designed to engender private participation in the local economy and to build strong private /public sector partnerships and co-operation.

Strategic Goals for Change

To create a defined focus for this overarching aim the Master Plan adopts the following economic and social goals:

Economic and Social Goals

To increase economic growth in the rural areas by improving the productivity of agriculture and fishing.

To increase economic growth in urban areas by removing obstacles and creating enabling conditions that will encourage private enterprise.

To substantially reduce the percentage of people below the poverty line.

To substantially improve the health of the population.

To provide adequate housing for existing and future households.

To create the enabling conditions for achievement of the economic and social goals, the Master Plan adopted a number of additional goals.



To remove unnecessary regulation and to fully enforce necessary regulation.



To improve the accountability and standards of governance enforcement of law and order.

and of order.



To improve the standards of essential physical infrastructure.



To improve supporting services and financing for enterprise.



To improve the standards of education and of research and development of useful products.



To protect the natural environment.

Strategic Policies for Change

The three strategic policies that lie at the heart of the plan are:

POLICY G1 - STRATEGIC PLANNING PRINCIPLES

The strategy employed to achieve the goals comprises five key principles:

i. Economic growth and surplus income are necessary to pay for the cost of better health protection, living conditions and education.

ii. Economic growth can be best achieved by the enterprise of people who find opportunities to supply goods or services for which there is demand in the Region and beyond. The great diversity of interests and people who know their environment can

produce a wide range of enterprises, if obstacles to their initiatives are removed and the necessary enabling conditions exist.

iii. Good governance at Federal and State levels is a pre-requisite to progress on all other fronts. It must introduce transparent and publicly accountable practices, it must remove unnecessary regulation while fully enforcing the necessary regulation; and it must develop a greater understanding with 'passive' and 'active' stakeholders including entrepreneurs. These measures will reduce corruption and increase effectiveness.

iv. Strategic and detailed planning must be integrative and process oriented: it must create the necessary enabling conditions for the planned activities to take off and to continue operating; it must take account of the 'down stream effects' of change and provide for them; and it must ensure consistency between social, economic and physical interventions. These measures will reduce waste and increase efficiency and, ultimately, enhance economic growth and social welfare. Pilot / demonstration projects that employ this approach will be started early on within programmes of Growth Centres, Growth Poles and Growth Communities.

v. A sound planning process has to be based on participatory decision making. This entails the meaningful involvement of the 'Active' and 'Passive' stakeholders - public sector, private sector, community and NGOs - and ensuring that their respective needs and constraints are taken into consideration when policies and proposals are formulated, including attention to issues such as gender and youth.

POLICY G2 - SUSTAINABLE DEVELOPMENT

The Master Plan adheres to the principles of sustainable development, within the definition championed by the United Nations and subscribed to worldwide by most national governments. Expressed in its most basic form, this is support for: "...development which meets the needs of the present without compromising the ability of future generations to meet their own

needs" (World Commission on Environment and Development 1987)

The Master Plan aims to sustain the positive attributes of the Niger Delta Region, while allowing change and progress to improve on the undesirable attributes. This aim applies to the natural environment, the economic, the social and the institutional environment. In all cases a balance must be struck between sustaining existing conditions and enabling change, having regard to both short and long term impacts of the proposal.

POLICY G3 - A SHARED APPROACH WITH NEEDS, SEEDS AND LEEDS

During 2005-2006, in consultation with the States, the Federal Government and specialised university departments, NDDC will identify the main legislative and regulatory changes, institutional changes, and capacity building requirements for successful development in the rural and urban areas. The necessary changes and the relevant training courses will be set in train immediately, to prepare the capabilities of both rural and urban areas for implementation of the Master Plan.

Full details of all the goals, policies and proposals that complement and support these strategic policies are contained in the Master Plan. A list of the policies and proposals is provided in Appendix A to this summary.

Quick Impact Projects (QIPs)

Time and NDDC's activities have not stood still during the preparation of the NDRDMP. Numerous projects promoted by NDDC have been launched in the period since its establishment. Concerted efforts are already underway to maintain this momentum within the framework of the Master Plan and Quick Impact Projects (QIPs) illustrate the determination and commitment of the NDDC and its partners to bring real benefits to the communities of the Niger Delta Region.

QIPs are designed urgently to address key development gaps and provide a solid foundation for development activities. The projects are also intended to yield quick results and to catalyze activities and stakeholders' participation. Not least, they have been introduced to sustain the faith of the community and its support for the vision underlying the NDDC's work and the NDRDMP.

The Partners for Sustainable Development Forum, has examined a range of possible QIPs and defined a manageable number that are now being implemented within the

framework of the NDRDMP:

Small Business Development Initiative:

Designed to trigger the process of Industrialization in the NDR; Provision of Financial & Business Development Support for Businesses within the Region; accelerating formation of new businesses and curbing new business failures; creation of jobs and reducing unemployment.

Reliable Regional Power Supply:

To improve sustainable Power Supply in the NDR and lay foundation for accelerated growth

Good Governance:

Establishment of an Institute of Good Governance & Sustainable Development; beginning with a temporary Administration Site in 2005; laying of foundations for a permanent venue and building in 2006/7

Agriculture and Fisheries:

To promote projects to improve Cassava Production; Fishing; Aquaculture; and Poultry including the acquisition of 1500 hectares per state to establish cassava farms in the states and allocate it by 1 hectare per participant and to facilitate establishment of fish farms and poultries across the region.

Education:

To Develop Model Secondary Schools in the 27 Senatorial Districts.

Youth & Sports Development:

A Regional Football Tournament to help promote social cohesion, provide employment and identify talent.

Financing the Plan

The financing plan outlines the financial requirements and approaches for the effective and sustainable development of the Niger Delta Region over the 2005-2020 period.

At present the region's development is constrained by the efficiency of utilisation of natural, human, financial and other resources. The financial constraints faced by the Niger Delta Region need urgent and vigorous attention to assure realization of the development goals of the Master Plan.

The economic development targets outlined in the master plan require massive investments in numerous programmes and infrastructure projects over the planned period.

These economic development programmes will be channelled mainly to building human and institutional capacity as well as creating a conducive environment for the private sector to flourish.

Sources and Application of Funds in the Region

Rapid acceleration of development with attendant reduction in poverty levels and socio-economic transformation of the Niger Delta Region will result from co-operation and synergy amongst all the stakeholders, including the Federal, State and Local Governments, NDDC, the organised private sector, some NGOs, and the International Development Agencies.

It is estimated that, between 1999 and 2004, a total sum of about US\$48 billion has been invested or spent in the Niger Delta Region, by the public and private sectors.

These funds have come through the following sources and in the following amounts/proportions:

- ✍ Statutory Sources (States, LGs & NDDC) US\$ 13 billion or 27%
- ✍ Development Grants and Aids US\$ 74 million or 0.2%
- ✍ Private Investment Inflows US\$ 35 billion or 73%%

It is noteworthy that about 98% of the inflow of private capital was into the oil/gas sector. However, it is also widely accepted in the oil/gas industry that less than 4% of the oil/gas expenditures is captured locally, i.e. as local content. Currently therefore, the oil/gas investments make very little difference to the local (Nigeria/Niger Delta Region) economy. Furthermore, NDDC, NDR States' and Local Governments' funds are mostly applied to recurrent expenditure resulting in the under-funding of the infrastructural and institutional development needs of the region.

Going forward, therefore, the Regional Master Plan has made appropriate provisions for the investments required to improve physical infrastructure, as well as for the systemic changes required to institutionalise best practices in budgetary allocations and public services.

Financing Requirements and Funding Mix of the Master Plan

The proposed Public, Private and Public-Private-Partnership (PPP) development expenditures in the Regional Master Plan amount to about US\$50 billion (in 2004 prices) over the 2005-2020 period. See summary in Table 2 above.

It is envisaged that about 24% of the cost of the development programmes and projects will be borne partly by the private sector and by private individual efforts, while the balance of 76% will be borne by the Public Sector, NGOs, Donor Agencies and Local/International Development Finance Institutions.

Public Sector Financing Strategy

About 95% of the public sector investments

required to develop the Niger Delta Region is expected to go into infrastructure/public works, human and social services and institutional development. However, the planned investments are expected to come from various sources including statutory and non-statutory/discretionary sources, public and private sector sources, as summarized Table 3 above.

Since considerable public investment is necessary to create the enabling conditions for utilisation of all other resources and for mobilising private sector investment, there is a clear need to enhance the public sector's capacity for mobilizing the needed funds. Key recommended strategies include:

- ✍ Increasing Governments' Capital Outlay and Reducing Recurrent Outlay
- ✍ Raising State/Local Governments' Internally Generated Revenues
- ✍ Mobilizing International Donor Funds
- ✍ Mobilizing Development Finance Institutions' Funds
- ✍ Mobilizing Public-Private Sector Partnerships
- ✍ Exploring other Potential Sources of Financing, such as aids and grants.

Financing Private Sector Investment Programmes

It is estimated that "pure" private sector investments into the Niger Delta are currently as high as US\$7 billion per annum, primarily in Upstream Oil/Gas.

With the anticipated increase in non-oil investments, average annual investments of US\$10 -12 billion can be sustained over the plan period. Therefore, beyond attracting foreign investors/inflows, there is a need to also facilitate the development of a supportive financial environment, especially for local investors and entrepreneurs.

The Master Plan has articulated specific strategies for improving FDI and access to finance by the private sector, including:

- ✍ Improving FDI and Other Financing for Large Industrial and Commercial Ventures. The thrust of the effort to attract FDI and bolster large-scale enterprise development is rolled into an investment promotion strategy built around a regional Investment Promotion Agency to be championed by the NDDC, in partnership with other regional State governments.

- ✍ Improving Funding to Micro, Small and Medium-Scale Enterprises. The key strategies will be to:

- ✍ Promote Growth of Micro-finance Institutions.
- ✍ Establish a Regional SME Development Unit.
- ✍ Mobilize Funds from other sources for SME Development - such sources may include Venture Capital, Stock Markets/Traditional Equity, Grants, Aids, etc.

Institutional and Administrative Change

Institutional changes are essential to underpin NDDC's aim for transparent, accountable, effective and efficient mechanisms to deliver the policies and proposals in the Master Plan

The Plan recognises:

- ✍ The need for continuity in respect of the NDDC's regional position. Radical changes to the Commission's remit would be detrimental to systematic development of the region.
- ✍ Consolidation and enhancement of the NDDC's role.
- ✍ Institutional and statutory changes should complement the NDDC'S role, for example:
 - ✍ Financial institutions geared to the needs of the Region's communities and activities informal finance sector especially in micro-finance.
 - ✍ Creation of new Agencies or enhancement of existing bodies - a regional Development Agency within the NDDC, a Rural Development Service (RDS) each State as part of a State Services Development Agency.
 - ✍ The State Agency should include a Business Development Unit (BuDU); Environment, Community and Housing Organization (ECHO); Research, Education and training (R E T); P h y s i c a l Infrastructure Development Unit (PIDU).
 - ✍ One of the main statutory changes required is revision of planning legislation aimed at the re-definition of the hierarchy of spatial plans and the introduction of a statutory requirement that State and other local plans should be consistent to the regional Master Plan.
 - ✍ Other key recommendation for institutional change is:
 - ✍ The creation of a structure that encourages involvement of active and passive stakeholders, through the establishment of a Regional Forum, S t a t e Forums and Local Forums

(Partners for Sustainable Development), to work in parallel with public institutions to complement NDDC's work and to act as an enabling structure for involving communities in planning and decision making.

Production of detailed implementation guidelines for the Master Plan, having full regard to State spatial plans, SEEDS and local plans including LEEDS, at the Local Government Administration level. The implementation guidelines will be reviewed annually. Monitoring, review and evaluation of the performance of the policies, proposals, programmes and projects are key features of the road ahead. Progress and performance regarding all aspects of the Master

Part D

The Road Ahead

The Master Plan is a first step.

The planning process is ongoing and work

Table ES2: Summary Cost Projections

SOURCES	Total projected Expenditures \$'000	YEARS 1-5 (Short Term) \$'000	YEARS 5-10 (Medium Term) \$'000	YEARS 10-15 (Long Term) \$'000
A: Econ. Development	2,740,971	1,048,193	994,183	698,595
B: Human/Community Needs	21,059,239	11,194,038	6,720,198	3,145,002
C: Protecting The Natural Environ	3,841,176	1,280,392	1,280,392	1,280,392
D: Physical Infrastructure	19,677,794	6,559,265	6,559,265	6,559,265
E: Human & Institut- Infrastructure	2,672,074	996,507	855,419	820,147
Total Cost Projections	49,991,254	21,078,396	16,409,457	12,503,401

on the Plan does not stop with the production of a written report. A comprehensive consultation exercise on the Niger Delta Regional Master Plan, including stakeholder workshops in each State, was undertaken on completion of the draft plan report. The views expressed by stakeholders have been incorporated into the final version of the Master Plan.

Plan will be reviewed annually and formally evaluated every five years, to coincide with the NEEDS and SEEDS cycles, and any necessary modifications will be made to the Plan every fifth year during the plan period. Continued involvement of stakeholders in the review process, in a transparent and

The way forward includes:

Table ES3: Potential Financial Resources (US\$)

SOURCES	YEARS 1-5 \$'000	YEARS 5-10 \$'000	YEARS 10-15 \$'000
A: Statutory NDDC Sources	2,603,947	2,745,602	3,144,635
B: Indirect Fed/State/Local Govt Sources	7,136,416	9,210,222	13,069,189
C: Discretionary Development Sources	76,652	80,550	81,038
D: Discretionary Private Investments	3,812,537	3,812,537	3,812,537
Total	13,629,553	15,848,911	20,107,400

Source: Index Consulting (Sector Consultants on Medium & Large scale Industries) Estimates

accountable also ensure that Niger Delta involved in the development of their

environment, will the people of the remain fully planning and Region.

demonstration projects will be widely publicised to encourage replication as "Rural Growth Communities", and additional projects will be started. By 2015 every local community should have been offered the opportunity to become a Rural Growth Community.

Appendix A

Goals, Policies and Proposals

Economic Development Policies

A. Rural Areas, Agriculture and Fisheries

POLICY E 1 - DEMONSTRATION PROJECTS IN RURAL AREAS.

During years 2005-2006, each State will select at least one demonstration project in a village or cluster of villages in the rural area. The Projects will increase agriculture and/or fishing productivity and reduce wastage, and will introduce in parallel, health care measures, education and adult training.

Demonstration projects will be planned in consultation with key stakeholders, including States, LGAs and the local communities. Progress will be monitored and lesson learned from successful and failing aspects of it.

During years 2007-2015 successful

POLICY E 2 - RURAL DEVELOPMENT SERVICE

A Rural Development Service (RDS) will be set up in each State as part of a State Development Agency. Where a similar agency exists in the State, it will be enhanced to take on the roles of the RDS

The RDS will hold a funding pool in order to help finance the integrated programme of economic, social and local infrastructure development.

POLICY E 3 - DIVERSIFICATION OF RURAL ECONOMY

Diversification of economic activities in the rural areas will be encouraged and monitored.

Enabling conditions for micro and small enterprises will be enhanced as part of the Rural Development Service programme of interventions. These will include, but not be limited to, training in relevant skills, and providing business support services linked with micro credit facilities.

Assessment of the natural environment and designation of nature conservation areas will be undertaken within years 2005-2007 to ensure their retention and management for

It is estimated that "pure" private sector investments into the Niger Delta are currently as high as US\$7 billion per annum, primarily in Upstream Oil/Gas.



Metal fabrication

the benefit of current and future generations as well as for tourism.

POLICY E 4 - SELECTION OF PROJECTS

The selection of demonstration projects will be on grounds of 4-5 criteria, with an emphasis on the likelihood of success as a demonstration project.

Later day projects will be selected on the same criteria with emphasis on social needs and cost effectiveness.

Projects initiated by the private sector will be encouraged and supported by the RDS. Their cost effectiveness will be measured by the ratio of their total outcome to the public sector investment only.

The selection criteria of each project (see NDRDMP Section 5.12.1), including its budget and anticipated outputs, will be publicised in local papers and notice boards.

B. Urban Areas

POLICY E 5 - PILOT PROGRAMMES IN URBAN AREAS

The following cities or locations have been designated as urban Growth Centres: Port Harcourt, Aba, Warri, Calabar, Benin, Owerri, Akure, Eket, Yenagoa and Brass.

During the years 2005-2007, each State will select and prepare the ground for at least one Pilot Project of economic development in an economic Growth Centre and Growth Pole. The programmes to be selected will enhance new or expanding enterprises, particularly such that have a good prospect for export or import substitution.

Implementation will start no later than 2007. Additional projects may be prepared and commenced subject to availability of additional resources. The resources required for integrated implementation of the first pilot projects should not be compromised or distributed amongst other projects.

The first round of regional Growth Centres will include Aba, Calabar, Port Harcourt and Warri. The second round will include Akure, Benin, Brass, Eket, Owerri, Yenagoa, with other towns to follow including: Asaba, Igbokoda, Ikom, Ogoja, Okeipe Umuahia and Uyo.

Economic Growth Poles would be designated in each State only where there are true prospects of major successful impact, for example a significant business enterprise or tourism project.

POLICY E 6 - PLANNING AND DELIVERY

AUTHORITIES


Competent authorities that will see to the delivery of all the policies in this Master Plan is a fundamental requirement. Without them little can be achieved. In some instances new organizations will have to be established, in others an existing organization could be enhanced with further staff, training and procedures to take on the designated role. Constancy of these authorities will be essential for seeing their interventions through to fruition.


1. State Development Service


A State Development Service (SDS) could be a Directorate under the Director of Development in the State administration, or a State commissioned agency. (Where a similar organisation already exists in the State, it will be enhanced to take on the roles of the SDS.) Its tasks would be:


- a. To prepare a State wide development plan, consistent with SEEDS and in accord with the Niger Delta Regional Master Plan (NDRDMP) policies;
- b. To assist the Rural Development Service in accord with Policy E2 of NDRDMP;
- c. To assist in planning and delivery of the urban pilot projects, in collaboration with the Urban Local Authorities and in accord with Policy E5 of the NDRDMP, and to monitor the progress of these projects;
- d. To provide expert advice and support to the Urban Development Agency in each of the Growth Centres designated in Policy E5 of the NDRDMP.

 The SDS will work in close collaboration with the Rural Development Service and the Urban Development Agency, and the Director of Development will convene on a regular basis a Steering Group for discussion of these tasks. The SDS will include specialised departments for:

 Business Development (BuD), including Investment promotion, business finance and business support services;

 Environment, Community and Housing Organisation;

 Research, Education and Training

 Physical Infrastructure

2. Review Forum

The following cities or locations have been designated as urban Growth Centres: Port Harcourt, Aba, Warri, Calabar, Benin, Owerri, Akure, Eket, Yenagoa and Brass.

Progress of pilot programmes will be monitored and results assessed annually by the Review Forum, suggesting modifications to the Pilot Projects/programme where necessary. Successful outcomes will be disseminated through the Partners for Sustainable Development Forum (PSD) and amongst all the cities and towns of the Niger Delta.

- c. To prepare an outline strategy towards a desired future of the Growth Centre or Growth Pole, and to define within it the immediate pilot projects;
- d. To prepare a long term Integrated Development Plan for the town, to manage its implementation and monitor its progress.

3. Urban Development Authority

An Urban Development Authority (UDA) will

4. The Role of NDDC

Table ES4: Additions to Economic Growth or Improvement for the Period 2005 – 2020

	Total for period 2005 - 2010	Total for period 2010 - 2015	Total for period 2015 - 2020
Target annual growth in GDP	7% addition p.a	8.5% addition p.a.	10% addition p.a
Per Capita income of the lower 90% of population (assuming 3% population increase)	25% addition	40% addition	
Agricultural Production	15 tons/Ha	21 tons/Ha	30 tons/Ha
Fishing Production	841 tons	1,760 tons	2,701 tons
Aquaculture Production	25,000 tons	35,000 tons	45,000 tons
Industrial/manufacturing /Minerals Production	5% addition	25% addition	50% addition
Import substitution Content of industrial output	-	-	70%
Export substitution Content of industrial output	-	-	30%

be set up in each of the Growth Centre cities and towns under guidance from the SDS. (Where a similar organisation exists in the City, it will be enhanced to take on the roles of the SDS.) Its tasks would be:

- a. To establish the base-line conditions of the city or town with regard to demographic characteristics, natural growth and migration, housing and community services, social conditions, economic activity, physical infrastructure, and environmental quality;
- b. To identify the main problems and their causes, and the main opportunities for change;

NDDC will advise SDSs and UDAs on the necessary structure, procedure and staffing of the agencies. During 2005-2006, or until such time as these agencies have been set up and acquired the necessary expertise for the planning and management of Growth Centres and Growth Poles, NDDC will assist with the necessary expertise.

NDDC will take responsibility for the planning of the first four urban pilot projects in collaboration with the State and Local authorities, and will oversee the delivery of these plans.

NDDC will also monitor the operation of all SDSs and UDAs throughout the NDRMP

period.

POLICY E 7- BUSINESS DEVELOPMENT

A fully staffed Business Development Unit (BuD) will be set up within the State Development Service. Where a similar organisation already exists in the State, it will be enhanced to take on the roles of the BuD. The Unit will produce a State-wide creative and well coordinated programme to encourage enterprise, investment, export and more effective management of existing and new businesses, and it will advise the UDAs in Growth Centre cities or towns on how best to plan and manage business development within their individual areas.

The BuD will:

- utilise existing Government programmes and funding for business development, and will initiate additional creative programmes to encourage entrepreneurship in both the Micro and Small Enterprise sector and the Medium and large industry sector.
- communicate with existing and prospective entrepreneurs and investors, analyse impediments to their growth, and initiate or take action to overcome them.
- Inform the research, education and training unit of anticipated skill shortages and knowledge gaps in the private and public sectors, and advise on desirable research, education and training initiatives. Some of these initiatives, such as modes of finance and business development advice, may be offered by private firms with Government support.
- Initiate public interest in enterprise in a variety of ways, including for example school programmes; reality TV shows that generate competitive encounters between people with ideas, businesses that wish to take them up, and investors.

POLICY E 8 - IMPROVED URBAN ENVIRONMENT FOR BUSINESS, RESIDENTIAL COMMUNITIES AND HOUSING

The State Development Service (SDS) once formed will assist UDAs and local authorities in the planning, implementation, monitoring and review of improvement of urban environments for business and for residential communities.

Priority in years 2005-2010 will be given to parts of the urban area that are most likely to enhance economic development by providing a good working environment and a good residential environment.

Account will be taken of the full range of human needs at the work place and at residential communities.

Planning for Pilot Projects/Programmes will be done in the context of an urban Master

Plan for the city's long-term growth. Master Plans for Growth Centres and Growth Poles will be prepared during 2005-2006 by the local UDA in collaboration with the States' SDS, and with NDDC input where the local agencies have not yet acquired the necessary expertise.

POLICY E 9 BUSINESS PARKS AND TOWN CENTRE DEVELOPMENT

Enterprise leading to economic development will be encouraged as it arises, in any suitable location. Pilot Programmes will however focus on creating enabling conditions in designated Industrial or Business Parks, and in Town Centres.

Lessons from successful Industrial or Business Parks and Town Centres will be disseminated and replicated throughout the Region.

POLICY E 10 - THE URBAN RESIDENTIAL ENVIRONMENT

Economic development in Growth Centres will be supported by good quality residential neighbourhoods to accommodate the growth of urban population and to accommodate employees and managers of growing business activities.

Model neighbourhoods, including a mix of dwellings and households, the necessary community facilities and good external environment, will be planned and developed in the years 2005-2010. Their local communities will be involved in the on-going management of the neighbourhoods.

Lessons from successful model communities will be disseminated and replicated throughout the Region.

C. General Economic Development Policies for the Region

POLICY E 11 - THE EDUCATION SYSTEM AND ECONOMIC DEVELOPMENT

Academic institutions, formal education, and various types of adult training will be required to provide programmes and courses designed to advance economic development and social welfare. The programmes and courses will be monitored and lessons learned will be disseminated through the Region.

Designated Universities will enhance departments that specialise in applied economic research and development (R&D) topics that are relevant to the Region's economic growth, where possible in conjunction with practical development opportunities and demonstration projects in their State. An academic exchange network will be developed in the Region to extend each university's specialised knowledge across the Region.

POLICY E12 - DEVELOPMENT OF A KNOWLEDGE BASED ECONOMY

The Regional Agencies and State Governments will promote investment in world-class education for the bright and outstanding students with a technological (especially ICT) capability; they will promote meritocracy, encourage ingenuity and intelligence among the region's human resources, and develop an attractive investment environment for hi-tech multinationals. Development programmes will include Science Parks, ICT awareness and education, and ICT Resource Centres.

POLICY E13 - PROMOTION OF AN INVESTOR FRIENDLY ENVIRONMENT

The Regional Agencies and State Governments will create an investor friendly environment and the enabling conditions that will encourage new enterprises as well as expansion of existing industries and other businesses.

Specific actions will include the establishment of incentives for investment; the promotion of law and order and a functioning justice system; and creation of the Niger Delta Investment Promotion Agency.

POLICY E14 - ACCESS TO FINANCE

Micro credit programmes in the Niger Delta will be reviewed with a view to identifying areas that can be enhanced to meet local needs and generate the highest levels of employment opportunities.

D. Oil & Gas Sector

POLICY OG1 USING OIL & GAS TO THE BENEFIT OF THE NIGER DELTA PEOPLE

NDDC and State Governments will support research studies into (a) manpower needs in the oil and gas sector - the number, quality and future requirements (b) the oil and gas sector's upstream and downstream industrial and market linkages, and opportunities for local supply and marketing activities; (c) the scope for increased agriculture and fish production if spillage and pollution were controlled.

POLICY OG2 - REVIEW OF EXISTING POLICIES, PROGRAMMES AND ACTIONS.

Existing policies, programmes and actions that have proved counter productive will be replaced.

POLICY OG3 - CONFLICT MITIGATION INITIATIVES

A mechanism will be established for monitoring tensions and disputes, giving advance warning of emerging conflicts, with also the skills of conflict mitigation or resolution.

The communities and the oil and gas sector

will be consulted about the composition and standing of a highly credible dispute resolution and crisis management group. A Committee for Peace and Security (CPS). The group will be accommodated within an appropriate agency and with the involvement of an independent international organization such as the United Nations Ombudsman. Its mandate will be to coordinate, jointly with other federal and state agencies, the process of pursuing conflict resolution by peaceful means. Communities will be encouraged and facilitated to use the opportunities for mediation and arbitration through intensive mass public awareness campaigns.

POLICY OG4 - CREDIBLE AND TRANSPARENT PROCEDURES FOR COMPENSATION

Credible and transparent procedures for compensation will be defined and established. The responsibility for compensation for damages to property (whether of the oil companies or communities) must be apportioned to a trusted and transparent institution at the grass-roots level, which is closest to communities and their members. A recognition and reward system also needs to be put in place by the oil and gas sector operators as a means of encouraging peaceful conduct in communities.

POLICY OG5 - COMMUNITY PARTICIPATION IN DECISIONS ON OIL AND GAS ISSUES

Steps will be taken to promote a higher level of community participation in decisions on oil and gas sector matters that affect local people.

POLICY OG6 - LIAISON BETWEEN GOVERNMENT AND OIL AND GAS COMPANIES

NDDC will liaise closely with the oil and gas companies in the development and implementation of their corporate policies for community development.

POLICY OG7 - REVIEW OF PLANNING AND ENVIRONMENTAL POLICIES

Planning and Environmental policies will be reviewed and steps taken to work closely with Federal, State, Local and other sectors to ensure that statutory regulations are observed and, where appropriate, procedures are strengthened to ensure that the impact of the exploration and exploitation of oil and gas on communities and the environment is ameliorated.

E. Tourism

POLICY TM1 - PROMOTION OF TOURISM

The Region will seek to maximise the positive impacts of tourism while minimising negative environmental and social impacts. The sustainability of tourism should be properly coordinated and must involve the cooperation of all stakeholders of the activity. Security of Tourist also be an absolute priority



A Typical Oil Rig in the Niger Delta

throughout the Niger Delta and must be pursued at all levels. Training for the police forces, for example, should include training on interaction with tourists.

The Master Plan sets out suggestions for thinking differently on tourism development strategy. The focus is on how local tourism initiatives can be interlinked to bring the best benefits to local communities in a sustainable way whilst improving economic performance across the whole region in respect of broadening quality job opportunities and generating income.

POLICY TM2 - COMPREHENSIVE SURVEY OF TOURIST ATTRACTIONS

Building on the work undertaken by Sector Consultants as part of the research for the NDRDMP, the NDDC will undertake a comprehensive analysis of the Niger Delta's tourist attractions

POLICY TM3 - COOPERATION WITH STATES, LGAs AND OTHER STAKEHOLDERS

The Region will work closely with the States and LGAs to identify and resolve potential or actual conflicts between tourism and other activities over resource use at an early stage. Involve all relevant stakeholders in the development of sound management plans for tourism, and provide the organisation, facilities and enforcement capacity required for effective implementation of those management plans.

POLICY TM4 - SUPPORT FOR SUSTAINABLE TOURISM

Government in the region will support the implementation of sustainable tourism through the promotion of an effective legislative framework that establishes standards for land use in tourism development, tourism facilities, management and investment in tourism.

POLICY TM5 - LIMITATION OF DAMAGE TO ECOSYSTEMS

States and Local Government will be encouraged to adopt a coordinated approach the allocation of land uses, and regulate inappropriate activities that damage ecosystems by strengthening or developing integrated policies and management approaches.

POLICY TM6 - ENVIRONMENTAL IMPACT ANALYSIS (EIA)

NDDC will liaise with State and LGA's to ensure that comprehensive Environmental Impact Analysis (EIAs) are prepared for all major tourism development programmes taking into account cumulative effects from multiple development activities of all types.

POLICY TM7 - ENVIRONMENTAL QUALITY STANDARDS

NDDC and the federal Ministry of Environment to encourage the protection of the environment by setting clear ambient environmental quality standards, along with targets for reducing pollution from all sectors, including tourism, to achieve these

standards, and by preventing development in areas where it would be inappropriate.

POLICY TM8 - CAPACITY DEVELOPMENT IN THE TOURISM SECTOR

Government in the region will seek to ensure the effective implementation of sustainable tourism through capacity building programmes to develop and strengthen human resources and institutional capacities in government at State and local levels, and amongst local communities; and to integrate environmental and human ecological considerations at all levels.

As part of the capacity building programmes, NDDC will promote the involvement of communities in the production of community tourism development strategies

POLICY TM9 - DEVELOPMENT OF OLOIBIRI NATIONAL OIL MUSEUM

Oloibiri, the site of the first commercial scale oil field in Nigeria, will be developed as a tourism growth pole. NDDC will support the regeneration of the oil museum at Oloibiri in Ogbia Local Government Area in Bayelsa State.

Policy for Human and Community Needs

Housing Goals



To provide for new households as well as for improved residential standards of existing households.



To ensure that residents have a clean and healthy environment with access to their entire human and community needs.

The number of new homes required is:

Health Care Goals



Reduce by two thirds, between 2005 and 2015, the under-five child mortality rate.



Reduce by three quarters, between 2005 and 2015, the maternal mortality rate.



Reduce maternal and under five child mortality by three quarters and two thirds respectively before 2015.



Reduce incidence and mortality rate from communicable diseases by at least 50% in 5 years and halt by 2015 and begin to reverse the spread of HIV/AIDS.



Reduce prevalence of malnutrition in



Obudu Cattle Ranch, Cross Rivers State

- in children by 70% in 5 years and 80% 10 years and at least 90% in 15 years in keeping with the Millennium Development Goals.
- ✍ Reduce incidence and mortality from complications of select non-communicable diseases (e.g. high blood pressure) by at least 50% in 5 years and at least 80% in 15 years.
- ✍ Reverse the incidence of malaria and other major diseases, including yellow fever and typhoid before 2015.
- ✍ 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 in 5 years and 100% in 15 years.
- Rehabilitation of 50% Secondary healthcare facilities in 5 years and 100% in 15 years.
- ✍ By 2015 provide health facilities and personnel capable of diagnosing and providing affordable patient care for critical health conditions such as (heart problems, cancer, birth deformities, etc.
- ✍ Provision of Primary Healthcare facilities for 50% under-served communities in 5 years and 100% in- 15-years
- ✍ True decentralisation of policy and management to district level in 5 years and community levels in 15 years. Strengthened referrals from Primary level to Secondary level of healthcare.
- ✍ Provision of accessibility to Primary Healthcare services to 60% of the population in 5 years and 100% by 15 years.
- ✍ Provision of a functioning and computerised regional Health Management Information System (HMIS) linking all Secondary and Tertiary and at least 50% of Primary Healthcare facilities and outreach posts in 5 years and 100% in 15 years
- ✍ To provide 80% of staff needs in all health facilities in 5 years and 100% in 15 years Provide training for State and LGA policy makers and key managers on health reforms and financial sustainability.
- ✍ Ensure quality Control of all Food and Medicine in the Niger Delta States by 2015, and functional Nutrition unit in all Secondary Health facilities by 2015.
- ✍ Establish effective epidemics and health disaster response

system within the first five years of the plan period.

Goals on Education

The education system has two categories of goals:

- (A) To improve the educational operating standards, including:
 - ✍ Fully trained teachers at a teacher/pupil ratio of 1:30;
 - ✍ Fully equipped schools in all areas;
 - ✍ Accessibility to schools by extending their distribution or by providing regular transportation;
 - ✍ Ensuring that by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling;
 - ✍ Elimination of gender disparity in primary and secondary education by 2009, and to all levels of education no later than 2015;
 - ✍ Extending the range and capacity of Adult education within easy reach of all villages and settlements;
 - ✍ To extend the range and capacity of Universities, particularly in the region
- (B) To develop closer links between educational curricula at all levels and the needs of the Region's population as to support increased economic activity, personal wealth, health, and cohesive communities.

Social Welfare and Community Goals

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 of the individual, the family and the surrounding community, and to enhance the sense of identity, pride and mutual support of each small community.

Special attention shall be paid to the needs of vulnerable groups in the society.

- ✍ Provide basic welfare for the disabled, the disadvantaged, destitute, etc. including housing, food, clothing and healthcare.
- ✍ Rehabilitate different categories of persons including street boys, ex-convicts, people treated for mental disorders, etc.
- ✍ Establish welfare schemes for

HIV/AIDS and other orphans.
Ensure equal rights and access to socio-economic services/facilities for persons living with AIDS (PLWAs).

Policies for Human and Community Needs

POLICY Hc1 - INTEGRATED PLANNING FOR HUMAN AND COMMUNITY NEEDS

Planning for community needs will be undertaken by the relevant specialist departments but collaborative procedures will be activated within Rural Growth Communities by the RDS and within the urban Pilot Programmes by the Development Directorate or Agency.

Plans, progress of implementation, costs and outputs will be widely publicised and transparently displayed for the local community to see and comment.

Public Sector Management courses will be offered to officials at all levels, and Continued Professional Development (CPD) will be rewarded by salary and promotion.

POLICY HC 2 - BUILDING ON SAFE GROUND

Publicly funded buildings or structures will not be allowed in areas liable to regular flooding.

The rise in sea levels will be monitored. Should there be a significant increase in the annual rate of rising sea level, then flood risk zones will be defined and warnings issued against construction in these zones.

Private and voluntary sector developers and house builders will be advised of the risks through a State-wide information system and by Development Control where applicable.

POLICY HC 3 - HOUSING

Each State Plan will identify general locations for the additional housing required to accommodate natural growth, in-migration and improvement of existing housing conditions over the periods 2005 -2010, 2010-2015, and 2015-2020. The land requirements will be calculated to include green spaces for leisure and sport, community and commercial services, and where appropriate business parks. The quantitative estimates will be reviewed and rolled forward every five years.

The long term view of housing land requirements will influence the form and direction of expansion of both urban and rural settlements, and will affect the location and capacity of infrastructure laid down even in the 2005 2010 period.

Housing in rural villages will be allowed to develop along existing patterns, to harmonise with the scale and general character of the existing village to which it is attached.

Housing in urban areas will allow for infill, redevelopment and refurbishment in the built up areas, but major additions will be designed as model neighbourhoods for mixed communities. Town expansions should be considered as a practical way of providing new and better living environments, linked to the existing pool of employment and services.

New development in urban areas will proceed with clear title to the land, to enable its use as mortgage collateral. The necessary advocacy for legislative and institutional changes will be initiated by NDDC.

POLICY HC 4 - HEALTH CARE

Urgent measures will be taken in 2005 throughout the region to prevent the spread of Malaria, infections of the digestive system, and HIV, and to inoculate children against other preventable diseases including Yellow Fever and Typhoid.

Rehabilitation and provision of equipment packages, using the "model system" for best practice, will commence in the Rural Growth Communities and by 2010 will cover 25 Primary Health Facilities per State and 6 Secondary Health Facilities per State at 2 per Senatorial district. Mobile health care units will operate in areas that have not yet had the desired health facilities rehabilitated or installed.

Functional Regional Drug Revolving Fund (DRF) committees will be set-up during 2005-2010 with public sector funding to revive and sustain the DRF scheme at the State and Local government levels for rural demonstration projects and urban pilot programmes. These initiatives will be monitored and assessed and lessons will be disseminated setting models for other Donors and stakeholders to emulate.

A phased upgrading of maintenance units of each facility should be carried out, equipping them with tools and skilled personnel to reinforce maintenance culture under the supervision of a highly competent zonal maintenance team until the units can work autonomously.

Staffing needs will be assessed, training and incentive packages instituted, and conditions of employment and pay respected, to ensure high standard of health workers.

Communities will be empowered to take a lead in the health care delivery system in rural areas. Awareness creation among the rural populace on the links between basic personal hygiene, environmental sanitation, nutrition, sexual habits and overall well being will be

given priority attention. The Primary Health Care agencies will be strengthened to facilitate provision of these services

POLICY HC5 - COMBAT HIV/AIDS, MALARIA, YELLOW FEVER AND TYPHOID

Special emphasis will be placed in the first phase of the plan on combating HIV/AIDS, Malaria, Yellow Fever and Typhoid.

There will be an intense drive to tackle the scourge of HIV/AIDS from 2005 onwards to ensure that the MDG target "to have halted by 2015 and begun to reverse the spread of HIV/AIDS" can be met in the NDR well ahead of 2015.

parastatals involved in the funding and oversight of education provision, school authorities and the communities.

Communities will be fully involved in the provision of infrastructure as well as discipline at the primary school level. A number of communities have performed excellently in the UBE scheme, and this participatory process will be sustained.

The National Policy on Education (NPE) has to be examined in the light of actual realities on ground. For example the following provisions made in the NPE will be addressed

Table ES5: 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
TOTALS	269,094	388,357	450,425	522,841
REGION:	1,630,717			

While the Health strategy is holistic, the need to halt and begin to reverse the spread of HIV/AIDS and the incidence of Malaria cannot be overemphasised. Both conditions have a profoundly negative effect on the well-being and socio-economic growth of Sub-Saharan African (SSA) countries, including Nigeria.

POLICY HC6 - EDUCATION STRATEGY (REGULATORY ISSUES)

A thorough review of the existing policy and regulatory framework for the education sector will be undertaken in order to ensure that strategies for improving the sector effectively address gaps.

Concerted efforts will be made in the first five years of the plan to ensure that the NPE is effectively implemented and regulated across the region. This will be co-ordinated by the NDDC in collaboration with the Federal, States and Local Government education authorities, other government

to ensure that they are implemented by educational facilities across the region as it

first priority during 2005, since key activities such as teacher training and school extensions have a long lead time. The scale and timing of interventions will take account of local needs, school buildings' capacity to accommodate additional teachers in smaller classes, and the availability of suitable teachers.

POLICY HC 8 - COMMUNITY DEVELOPMENT AND SOCIAL WELFARE

Several interventions will be targeted at the various aspects of human and community needs and social welfare, most of which have been described in detail under separate titles. These are healthcare, education, housing, accessibility, financial services and entrepreneurial development. Additional interventions will be directed at art, sports and culture, and the status of women and youth.

Detailed planning and implementation of all these needs will be conducted in consultation with local communities and with the clear aim of meeting the needs of individuals and families, and enhancing the sense of identity, pride, and mutual responsibility in each community.

Model programmes and modes of collaboration will be developed first within the rural demonstration projects that encompass Growth Communities. Programmes that will be developed later in new urban communities and in urban regeneration areas will have some different concerns and emphasis.

Programmes will be monitored by an independent body against indicators of basic needs, community interaction and initiative, and violence and crime. Successful programmes will be disseminated around all other communities.

POLICY HC9 - A NETWORK OF EFFECTIVE LAW ENFORCEMENT AGENCIES

A network of effective law enforcement agencies to which riverine communities have speedy access, as well as other social services, will be encouraged

Policies for Arts, Culture and Sports

POLICY CAS1 - PROMOTION OF ARTS, CULTURE AND SPORTS

Government in the region will encourage effective promotion and development of and involvement in arts, culture and sports in the region. It will use arts, culture and sports as vehicles for engaging communities and confidence building and in particular the empowerment of youth.

POLICY CAS2 - IMPROVING EXISTING AND PROMOTING NEW FACILITIES

Government Administrations and sports

bodies to promote:

the development of one multi-use stadium in each State capital with facilities for football, athletics, basketball, lawn and table tennis, swimming, boxing and wrestling;

The provision of a township stadium in each middle centre/local government headquarters to promote competitive sports and sporting exchange between local governments;

the upgrading of playing fields which are a common feature of many old primary and secondary schools in order to expand their functions, diversify their programmes and incorporate sports meaningfully into the education curricula;

the development of a football in the community programme, including pilot projects to establish football academies in Bayelsa and Delta State.

POLICY CAS3 - REVITALISATION OF MUSEUMS AND CULTURAL CENTRES

The NDDC will collaborate with other stakeholders to encourage the revitalization of museums and the establishment of a cultural centre in each State capital and associated zonal centres strategically located in other parts of the State

POLICY CAS4 - PROTECTION OF HERITAGE AND HISTORICAL SITES

Heritage/Historical Sites/Monuments will be protected and promoted as symbols of history, identity and civilization in the Niger Delta Region. A region-wide inventory of all such assets will also be prepared in order to raise awareness about their cultural, economic and spiritual values.

POLICY CAS5 - ANNUAL CULTURAL EVENT

An annual cultural exposition will be jointly organized by NDDC, the State, LGA and Communities as cultural rallying points encouraging social mobilization and integration, expositions will be encouraged at Local Government and State levels and concluded with a grand finale. The venue of the grand finale will be rotated from State to State.

POLICY CAS6 - GALLERIES AND MUSIC STUDIOS

Entrepreneurs will be encouraged to establish galleries, arts and music studios in the region.













POLICY CAS7 - A DATABASE ON FACILITIES

In developing its comprehensive GIS based database, NDDC shall have particular regard to the need for up-to-date information about culture, arts and sports facilities and events in the Niger Delta.

THE NATURAL ENVIRONMENT

Goals On The Natural Environment

The appropriate Millennium Goal is 'to ensure environmental sustainability' which embraces a target 'to integrate the principle of sustainable development into Country policies and programmes and reverse the loss of environmental resources'. In this context the Master Plan sets out:

-  To establish a balance between development and the management of economic growth that will protect the natural environment.
-  To protect the biodiversity and ecosystems and preserve the natural heritage of the Niger Delta Region.
-  To give priority to the protection of areas that are of international importance or designated at the national level.
-  To ensure sustainable use and conservation of land, forest, wildlife, fisheries and water resources.
-  To guide or encourage others to guide development away from areas at risk from rising sea levels and serious flood damage.
-  To ensure equitable and sustainable use of the environment and natural resources for the benefit of present and future generations.
-  To increase public information, education and participation on environment and development issues.
-  Through appropriate capacity building programmes, to strengthen the decision-making, legal, institutional and technological capacities of the public, private and N G O sectors for achieving sustainable development.
-  To promote and engage in international, national and regional cooperation on environmental and natural resources management and sustainable development.
-  To incorporate environmental considerations in all policies and programmes for the Niger Delta.
-  To enforce all relevant laws and regulations pertaining to the natural environment and involve all stakeholders in the enforcement of regulations and strengthen their enforcement capabilities.
-  To support environmental research and monitor environmental quality and the use of natural resources and report regularly on regional environmental conditions and trends.

Policies for Environmental Intervention

POLICY EN1 - COMPREHENSIVE REVIEW

The NDDC will undertake a comprehensive review of the protected areas and biodiversity status in the Niger Delta Region.

POLICY EN2 - SUSTAINABILITY APPRAISAL

All policies for development in the Region shall be subjected to sustainability appraisal in respect of their impact on natural resources including the biodiversity of the Niger Delta. In all cases a balance must be struck between sustaining existing conditions and enabling change, having regard to both short and long term impacts of the proposal.

POLICY EN3 - A SUSTAINABLE DEVELOPMENT FORUM

Consideration will be given to the creation of a Sustainable Development Forum (Partners for Sustainable Development Forum) for the Region with the responsibility of maintaining an overview on sustainable development matters including biodiversity issues in the Region.

POLICY EN4 - INDIGENOUS SPECIES

The use of indigenous species and varieties of crops and trees shall be promoted as well as traditional production systems, which are viable and conserve the natural environment and biodiversity.

POLICY EN5 - MANAGEMENT OF BIOLOGICAL RESOURCES

Efforts shall be made to move the responsibility to manage biological resources more to the local level.

POLICY EN6 - ENHANCED NON-TIMBER FORESTRY PRODUCTS (NTFPs) MANAGEMENT

A region wide strategy for achieving optimal benefits from the sustainable utilisation of NTFPs as a vehicle for poverty alleviation and economic growth will be introduced.

POLICY EN7 - AIR QUALITY

An air quality strategy will be introduced to achieve reductions in emissions from all sources. It will include monitoring mechanisms, regulations and enforcement measures, and planning policies to minimize pollution by future development.

The NDDC will collaborate with Government Agencies to introduce an air quality strategy for the Region. This will focus on the reduction of pollution levels from vehicles, industry, gas flaring and domestic burning of timber, to permissible levels as defined in national and international standards.

POLICY EN8 - WATER QUALITY

Investment in institutional structures will be promoted to support a programme for supply

water resource management including the provision of rainwater harvesting and conservation in remote areas.

POLICY EN9 - ENVIRONMENTAL EDUCATION PROGRAMME

Enhancement of environmental education in schools, including hygiene education and basic sanitation, and promotion of sustainable development. Educate the public on the effects on the environment, livelihoods and health of poor farming and fishing practices, poor methods of waste disposal and other factor that have a detrimental impact on the natural environment.

POLICY EN10 - WASTE DISPOSAL

Promote the managed disposal of domestic and industrial solid waste.

POLICY EN11 - FLOOD AND EROSION MANAGEMENT SCHEMES

Develop State and community level flood protection and erosion management and drainage projects, bed and bank stabilisation, barrages etc.

POLICY EN12 - CLEARANCE OF INVASIVE SPECIES

Priority will be given to programmes for the clearance of water hyacinth and other aquatic weeds and limiting the spread of Nypa Palm.

POLICY EN13 - ENFORCEMENT OF LAWS

Enforce laws and policy that guard against illegal fishing or forestry practices, indiscriminate sand mining activities etc.

POLICY EN14 - DEMONSTRATION PROJECTS

Demonstration projects for agriculture, fishing, and industrial development will include programmes about conservation of natural environment to enlighten communities on sustainable development practices

POLICY EN15 - STAKEHOLDER PARTICIPATION

Create and strengthen programs for stakeholders' participation in key areas of land, fisheries and forest management, water supply, flood control, waste management and public health

POLICY EN16 OIL IMPACTED AREAS


An intensive programme of remedial action will be prepared in consultation with the local communities and other stakeholders. Action Programmes will be implemented to tackle environmental pollution and degradation due to oil and gas operations


Physical Infrastructure

Telecommunications Goals

Reliable Telecommunication is essential for


economic development of both small and large businesses, as well as for human welfare. The Master Plan goals for telecommunication are:


 A rapid expansion of both voice and internet communication in rural areas, to serve economic activities in work places and in the home, link with health services, facilitate education and training, and facilitate links with Government.


 A significant improvement of reliability and of broadband capacity in urban areas, to serve similar purposes but at a much more intensive level.


Energy Goals

Reliable energy supply is essential for economic development of both small and large businesses, as well as for human welfare. The Master Plan goals for energy supply are:

 A better distribution of energy from power stations and a significant improvement of its reliability, particularly urban settlements.


 Gradual expansion of the supply network to rural areas and, in the interim, rationalisation and good maintenance of alternative sources of energy.


 Closing the gap between predicted demand and supply of improved energy through generation and distribution.

 Heightened public consciousness of the importance of saving energy towards a sustainable environment.

Transportation Goals

Develop an integrated approach to transportation with complementarity mainly between roads and waterways, with trains and air transport for long distance travel.

 Improve inter-connectivity and accessibility within the Niger Delta and between the Region and other parts of the country, using both road system and waterways.

 Increase the safety of travel by



NDDC Chairman flagging off Niger Delta Under 21 Football Tournament

- road and reduce mortality and injury;
- ✎ Reduce air pollution from vehicle emission;
- ✎ Improve the navigability of waterways and extend reasonably priced transportation on them.
- ✎ Develop a framework for effective planning, management and maintenance of waterways;
- ✎ Produce along term plan for railways in the context of the Region's growth poles, providing on frequent, reliable and affordable passenger service to compete with vehicular travel, once forecast levels of commuting ensure a viable service;
- ✎ Improve the access to Port Harcourt airport and overhaul the space design and operational procedures in the passengers Terminal's.

Water & Sanitation Goals

- ✎ To provide a safe and sustainable water supply for two thirds of rural communities by the year 2007 in accord with the Federal Government goals, and 85% coverage by 2010.
- ✎ To provide safe drinking water of at least 20 litres per person per day in the immediate term and 80 litres per capita per day, in the long term.
- ✎ To conserve and preserve water resources.
- ✎ To develop and adopt an

integrated water resource and waste management master plan for the NDR in collaboration between the three tiers of government, Federal, State and LGAs, and with community participation.

- ✎ To build the capacity for good management and maintenance of existing and of future facilities, in partnership with private enterprises.
- ✎ To introduce pipes sewerage systems that are separate from storm water drainage;
- To introduce a safe sanitation technology to every home in the Region.

Policies for Intervention in Physical Infrastructure

POLICY P11 - ESSENTIAL PHYSICAL INFRASTRUCTURE

Reliable energy supply, telecommunication and transportation are essential for the conduct of any business as well as for residential functions. Fresh water and sanitation are essential for health as well as for the creation of environments attractive to businesses. These services will be improved throughout the Region. In years 2005 -2010, priority will be given initially to improvement of the services as necessary for the rural demonstration projects and the urban pilot programmes. Further provision of infrastructure services will proceed as the need arises, subject to funding.

Well-considered mechanisms will be set up



Harnessing surface water, Biseni, Bayelsa State

for regulating private sector providers of services, and compatibility between services. Repair and maintenance capability for existing and of future facilities should be built into the programme.

Development plans for each of the infrastructure services in rural demonstration projects will be prepared during 2005. Development plans for infrastructure services in Growth Centre cities will be prepared during years 2005 -2010.

POLICY PI 2 PRIORITISING INFRASTRUCTURE PROJECTS

Priority of infrastructure projects in rural and urban areas will vary in relation to local conditions and available funding. During 2005-2008, Rural Demonstration Projects Growth Communities and Urban Pilot Programmes will be given top priority according to the following criteria:

- ✍ Feasibility;
- ✍ A marked effect on economic growth;
- ✍ Ability to be implemented and effective in a short space of time;
- ✍ Capital and maintenance costs

POLICY PI3- TELECOMMUNICATIONS

Telecommunication in rural areas will be expanded during 2005 - 2006 by installation of a VSAT system, which can be powered by solar energy and connects to the national telephone network. It supports two major applications telephony (voice, fax and data modem) and selected Internet applications (e-mail).

Telecommunication in urban areas will, during 2005-2007, be improved by NCC

determination to introduce well-regulated mutually compatible operators and to expand landline and wireless broadband services. The extent of improvement will depend also on improved energy supply and priority will be given to both in the Pilot Programme areas.

Private operators will be obliged to maintain their equipment and services and to extend a proportion of services to areas of economic potential or of social need that do not at present offer high returns.

POLICY PI 4 - ENERGY SUPPLY AND CONSERVATION

The Federal Government's intention to restructure the power sector and to develop the electricity network, its operation and maintenance through regulated Private sector operators is welcome, but has to be accelerated. The State Governments have to be prepared for the new opportunities and their roles in consequence of the new structure of electricity supply.

Reliable energy supply is a prerequisite for economic efficiency and expansion as well as for the many enabling conditions required for economic growth. Redistribution of existing supplies must be agreed with power regulatory agency and the relevant suppliers to assist areas of special economic potential. Priority will be given to the designated urban Growth Centres

The following methods of decentralised electrification are recommended for the rural areas, where because of physical constraints, it may not be feasible to extend a centralised grid network:

- ✍ An extended distribution of easily accessible depots with

- ✍️ suitable fuel for water and road transport
- ✍️ Mini-Grid from a small central Gas Turbine Station
- ✍️ Renewable energy facilities (solar, hydro, hydrogen, wind and biomass)

POLICY PI 5 - TRANSPORTATION - GENERAL

- ✍️ Regional transportation will facilitate the movement required for economic production and for distribution of goods, and will link communities with their places of economic activity and services. Transportation means more than roads. It encompasses various aspects and will be improved in several ways:
 - ✍️ Rehabilitating and expanding the regional and local road network;
 - ✍️ Taking measures to reduce congestion in major growth centres;
 - ✍️ Improving public transport throughout;
 - ✍️ Improving and extending the waterways system where this is more feasible and economical than building new roads, particularly in areas liable to flooding;
 - ✍️ Encouraging the alternative modes of transport for short distances, e.g. cycling and walking.
 - ✍️ Transportation programmes will be integrative, incorporating the five aspects above, at three levels of operation:
 - ✍️ Growth Centres and Growth Poles and Demonstration Projects / Growth Communities transportation;
 - ✍️ State-wide transportation;
 - ✍️ Cross-Regional transportation.
 - ✍️ Priorities between interventions in the Transport sector will be determined on the following criteria:
 - ✍️ The benefits of economic development that is enabled by transportation;
 - ✍️ The benefits to human and community needs satisfaction enabled by transportation;
 - ✍️ Consistency in place and time with economic, housing and social interventions;
 - ✍️ Feasibility and cost of implementation and maintenance.
 - ✍️ In years 2005 -2010 priority will be given to urban Pilot Projects and rural Demonstration Projects

POLICY PI 6 - THE DELIVERY OF GOOD TRANSPORTATION

Transportation directorates in NDDC and at

Federal and State level will be responsible for integrated planning of transportation at their respective levels and for coordinated implementation.

POLICY PI 7 - ROAD PLANNING

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

Rights of way however will be reserved for a 50 years horizon, bearing in mind the likely growth in car ownership and in commuter traffic that are likely to be associated with increased wealth.

In the dry lands roads are the preferred route of travel. In the wetlands, where the terrain is difficult having to follow a route over rivers or land liable to flooding (particularly long term), the relative feasibility of improving waterways will be considered.

Road standards will be set in accord with their anticipated usage, bearing in mind the ratio of cost/road-capacity output.

Three main categories of road improvements will be undertaken:

Roads in Rural Areas

The Rural road network will be designed with two purposes in mind:

- ✍️ to link sites of agricultural and fish production, storage and processing with their consumer markets.
- ✍️ To link communities with their local government administrative centres and with the urban Growth Centres.

Regional Roads

The main regional road network will be designed as a strong east-west spine from Calabar towards Lagos, with several north-south 'ribs' connecting growth poles with the main spine and with central and northern Nigeria. The purposes of this network structure are:

- ✍️ to link centres of economic activity with their business connections, raw materials and markets;
- ✍️ to provide fast links between sub-regional roads and growth poles;
- ✍️ to concentrate regional traffic on a few routes that would justify a viable rail transport.

Roads in Urban Areas

Urban road improvements will be undertaken on congested routes of economic significance where poor connection between functions is currently impeding smooth economic activity. Roads in Urban area will be classified as:

- ✍️ Main Transport Arteries carrying heavy commercial and passenger

- traffic. These will have a reserved bus lane, safe cycling paths and paved side walks;
- Local public transport routes connecting residential areas amongst themselves and with employment and shopping areas. These will have a reserved bus lane, safe cycling paths and paved side walks; and
- Local residential feeder roads discouraging through traffic and restricting levels of congestion and noise. These will have residential parking areas, safe cycling paths and paved sidewalks.
- All town expansions and new neighbourhoods will be designed to accord with these categories and wherever feasible existing roads will be adapted to it.
- Air pollution from vehicles causes health damage to the lungs and the heart, with Asthma a common complaint. The prevalence of these effects will be studied by the Health system. Vehicle emissions will be reduced by introducing lead free fuel at lower prices than ordinary fuel, strict controls over visibly polluting vehicles, and strict controls over licensing new cars in line with the EU category 4 standard.
- New urban road profiles will

include utility ducts for fresh water, energy and telecommunication, giving into 'sites with services'.

POLICY PI8 - WATERWAYS

The water transport system will be planned to become complementary to land transportation. It will extend interconnectivity of waterways and will have point of interchanges with the road network. The following interventions will be undertaken:

- Preventive and corrective maintenance of waterways, particularly those identified earlier in this chapter as major. The National Inland Waterways should be responsible. The State government should be responsible for less significant routes.
- The provision of standard jetties in all major settlements along the routes, and a wider distribution of fuel depots. NDDC and State/Local governments should be responsible.
- Addition of east west canal sections to connective between separate waterways systems;
- Development of inland waterway ports in strategic intra- and inter-regional nodes. A survey of suitable key nodes should be undertaken early in the plan implementation to guide action
- Franchising a regular and reasonably priced public transport on selected waterways to facilitate residents' access to health



Cable Car, Obudu Ranch Cross Rivers State

and education centres.
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.

POLICY PI 9 - RAIL AND AIR TRANSPORTATION

Produce a long term plan for railways in the context of the region's growth centres and growth poles and reserve rights of way. Monitor changing travel patterns and revise the forecast feasibility of railways every five years.

A study will be commissioned into the feasibility of constructing an east west rail route in the Niger Delta

Coordinate improvements to the access between the airport and Port Harcourt city, providing forecasts of growth in passenger and cargo traffic:

- ✍ Preparation of a long-term plan for the Port Harcourt air-side and land side design and operation

During 2006 the overhaul the space design and operational procedures in the passenger terminal.

POLICY PI 10 - WATER and SANITATION

During 2005-2010 priority will be given to rehabilitation of existing facilities, improving management and maintenance capabilities, and planning for the long term, by:

- ✍ Promoting reliable operation and maintenance of existing facilities and structures, involving independent organizations and local communities, setting standards and enforcing maintenance procedures; Rural Growth communities will have priority in the improvement programme;

- ✍ Ensuring regular power supply for the system partly in coordination with the Energy improvement programme, partly by installation and maintenance of reliable local power generators, and coordination with the planning of fuel depots.

- ✍ Reviewing the institutional structure and its capability for management of the water supply, developing a maintenance cadre and enforcing maintenance procedures, and involving the private sector in the provision of services;

- ✍ Developing a water resource and waste management master

plan for the NDR for the longer term, in close collaboration with the Regional Development Master Plan and the State Plans, with particular attention to location of population growth and to the road network.

Developing standards and procedures for the avoidance of water pollution and collaborating with agencies responsible for potential water pollution through industry and in particular the oil industry, agriculture, and human Waste.

A programme will be planned and implemented for a public campaign and education on hygiene, sanitation and waste management. It will be included in the Growth Communities demonstration projects and assisted by the inclusion of these topics in school curricula.

Human and Institutional Resources Goals

The Master Plan goals, which have close affinity with NEEDS goals in this sphere, are:

- ✍ Good governance, transparency and the abolition of corruption

- ✍ Enabling fully fledged private sector enterprise while protecting the interest of the wider

public;

- ✍ Re-professionalizing public sector staff and developing a 'civil service' culture of

governance

- ✍ Creating a system of integrated government;

- ✍ Taking preventative measures to resolve conflict

- ✍ Improving education standards generally and including 'civil society' culture in the curriculum.

- ✍ Improving the operation of financial institutions

POLICY HR 1 - DEVELOPING SKILLS AND EXPANDING KNOWLEDGE

High priority will be given to better education for all people at all levels of education, and the introduction of entrepreneurial and practical skills that will be useful in productive employment.

The existing pool of knowledge will be expanded through Research and Development (R&D) and through the discipline of monitoring and evaluation of all plans, programmes and projects.

Social and democratic values will take an

important part in the education system and will be enhanced through public participation and transparent planning and decision-making.

POLICY HR 2 - ENDORSING THE 'NEEDS' STRATEGY

The Master Plan endorses the general aims and strategy of 'Part Two Reforming Government and Institutions' in the NEEDS and seeks to translate it into specific policies for the Niger Delta Region.

POLICY HR 3 - CIVIL SOCIETY AND THE ERADICATION OF CORRUPTION

The Government of the NDR will seek to encourage private sector and civil society checks on exercise of power by government, by providing information about its actions. The release of finance to public administrations will be conditional upon publishing their detailed budgets and outputs.

Primary, secondary and tertiary education will include special modules to equip students with the philosophy of a civil society and the 'know-how' to discern good governance and use of public funding.

POLICY HR 4 - RE-PROFESSIONALIZING THE CIVIL SERVICE

Public Sector Management courses will be developed by the universities of Port Harcourt and Calabar franchised to all other universities. The public service employment code in the Niger Delta States will demand that existing employees should undertake 'Continued Professional Development' (CPD) courses and new recruits to have the necessary qualifications in their profession and, subject to their job responsibilities, in public sector management as well.

POLICY HR 5 - ENCOURAGING PRIVATE SECTOR INITIATIVE

Unnecessary regulation and bureaucratic procedures will be uprooted in consultation with businesses and the public, while necessary regulation will be fully enforced.

An audit of private sector participation in the provision of public infrastructure and community services will be undertaken. Private sector provision will be encouraged where sensible, but the needs of community sectors that cannot afford private sector charges will be supplied through government interventions.

POLICY HR 6 - PEER REVIEW MECHANISM FOR THE NDRMP

A Peer Review Mechanism (PRM), tailored after the NEPAD/AU African Peer Review Mechanism (APRM), will be set up to foster the continuous monitoring of the implementation of the NDRMP by regional, national and international stakeholders.

POLICY HR 7 - PROMOTION OF MERITOCRACY

In order for the Master Plan to succeed, the region needs intelligent, highly skilled and resourceful persons to partake in the process of actualising the Plan. As a step in this direction, the NDDC will collaborate with other stakeholders to promote Meritocracy across the region.

Concerted efforts will be made to gradually build a region that focuses more on commonalities than differences, and where the urge to grow economically will translate into a broad-based understanding that the best and ablest individual at any point in time should do the job/contract irrespective of tribe, gender or religion.

POLICY HR 8 - PROMOTING INTEGRATED GOVERNMENT

Government agencies responsible for implementation of the Master Plan will adopt an integrated approach to planning and to implementation. The Master Plan places considerable importance on 'joined up thinking' and collaboration amongst the sectoral experts and officials in charge of planning and implementing the Demonstration / Growth Communities projects in the rural areas, and the Pilot Programmes/ Projects in the urban areas. Only in this way can all the enabling conditions be secured for proposed interventions and can targets be achieved. These projects should act as models of good planning and management for future projects and for State and Local Government in general. Integrated planning and management will form part of the graduate and CPD academic modules.

Policies and Interventions for Conflict Resolution

POLICY HR9 - REDUCING CONFLICT

The promotion of effective and efficient security, provision of social services at community level, improvement of governance in all spheres, and expansion of employment and income earning opportunities will be designed to create a more harmonious climate within which structural causes of tensions and conflict be addressed, through the development of conflict resolution programmes throughout the Region. This will begin with those areas where the problems are most severe.

POLICY HR 10 - PROMOTION OF CORE PRINCIPLES

To support of conflict resolution in the region the NDDC will encourage the adoption of core principles as part of the general process of conflict resolution

POLICY HR11 - 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

POLICY HR12 - 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

POLICY HR 13 - INVOLVEMENT OF PARTNERS FOR SUSTAINABLE DEVELOPMENT (PSD) 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

POLICY HR 14 - CAPACITY BUILDING CONFLICT RESOLUTION SKILLS

Specific capacity building projects will be supported to empower groups such as women and youth to become an integral part of the peace and security programme in the Niger Delta.