



ANAMBRA STATE GOVERNMENT

STATE DEVELOPMENT PLAN 2014 - 2018

AUGUST, 2014



**HIS EXCELLENCY
DR. WILLIE OBIANO
EXECUTIVE GOVERNOR**



MAP OF ANAMBRA STATE OF NIGERIA

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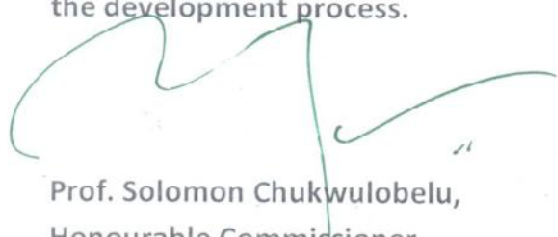
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I equally express my appreciation for the contributions made by the ExCO members, particularly during the review of the initial draft of the AnSDP and the subsequent reviews and inputs made by their various sectors and Ministries, Departments and Agencies (MDAs). These contributions have greatly enriched the final document. Indeed, I appreciate the efforts of all the officers and staff of the sectors/MDAs that were involved in the reviews and in putting together the valuable inputs.

My special thanks go to DFID-SPARC that provided the necessary technical and logistical support to the production of the document. Anambra State Government will ever remain grateful to SPARC and will continue to cherish the partnership that exists between the two parties. I must not fail to also appreciate and recognize the critical roles played by other Development Partners, Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Organized Private Sector, Women groups and other stakeholders who contributed in one way or the other in the development process.



Prof. Solomon Chukwulobelu,
Honourable Commissioner,
Ministry of Economic Planning and Budget (MEPB), Anambra State

Foreword



GOVERNMENT OF ANAMBRA STATE
OFFICE OF THE EXECUTIVE GOVERNOR
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Foreword

I feel greatly delighted to be associated with the process that produced the first ever Anambra State Development Plan (AnSDP) which is a high-level policy document that will provide a veritable policy direction to my administration for the next five years. Anambra State Government had not been able in the past to develop a financially feasible plan for the state which should guide and support a focused economic development, especially for taking decisions on relevant socio-economic reform measures as well as ensuring that all projects and programmes were properly planned and executed.

On assumption of office as Executive Governor of Anambra State on 17th March 2014, I unveiled my government's strategic blueprint which is encapsulated in the 'Anambra wheel of development'. The 'Anambra wheel of development' is anchored on four development pillars of Agriculture, Industrialization, Trade and Commerce, and Oil and Gas, including critical enablers to support the realization of the pillars, such as infrastructure, education, health, and governance amongst others. These pillars and enablers are largely aspirational and needed to be articulated into a financially implementable plan which the current AnSDP document has helped to achieve. I indeed remain grateful to all those who contributed to the development of the document.

It should be noted that the AnSDP is consistent with the Transformation Agenda of the Federal Government and will provide an opportunity for Anambra State to broaden its reformative measures to address the fundamental socio-economic problems facing the State. As we all know, a strong economy will demand more investments in its critical infrastructure, health care, education, agriculture, good governance and security. As government cannot do it alone, this will require the involvement and partnership of the private sector. Against this background, my government will encourage and promote effective participation of the private sector in the implementation of the AnSDP. On this score, I wholeheartedly invite private investors in and outside the State to work in partnership with my government to develop Anambra State. I encourage all existing and intending private investors to secure a copy of the AnSDP and use it as a veritable guide for investments in the State, particularly in the four economic pillars.

Anambra State Government of Nigeria

I therefore solicit the full and active support and participation of the organized private sector in the implementation of the AnSDP, without which the successful achievement of the PLAN objectives in the four Pillars would be immensely challenging for the State Government alone. Also, I expect the full cooperation of the MDAs and the various Local Government Councils in the implementation of the AnSDP. Equally, the enabling legislative and legal environments would be required for the successful implementation and monitoring of the PLAN, and I am confident that both the Legislature and the Judiciary would ensure that these are in place.

Finally, I wish to express my profound gratitude to all those who contributed to the production of the AnSDP in various ways. I particularly thank DFID-SPARC that provided the needed technical and logistical support. I also thank all the MDAs, Civil Society Organizations (CSOs), Non Governmental Organizations (NGOs), Organized Private Sector and others too numerous to mention in this Foreword.

Thank you.


CHIEF WILLIE OBIANO FCA
Governor of Anambra State



Abbreviations and Acronyms

AnSDP	Anambra State Development Plan
AnSG	Anambra State Government
CSOs	Civil Society Organisations
DFID	Department for International Development
DPRS	Director of Planning, Research and Statistics
ExCo	Executive Council (of the Anambra State Government)
GBV	Gender Based Violence
GIS	Geographic Information Systems
GDP	Gross Domestic Products
G&SI	Gender and Social Inclusion
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
HOS	Head of Service
ICT	Information Communication Technology
IGR	Internally Generated Revenue
JAAC	Joint State and Local Government Allocation Committee
KPIs	Key Performance Indicators
LGAs	Local Government Areas
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MEPB	Ministry of Economic Planning and Budget

MSME	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTSS	Medium Term Sector Strategies
NA	Not Applicable
NBS	National Bureau of Statistics
NGOs	Non-Governmental Organisations
NECO	National Examinations Council
PHC	Primary Health Care
PPP	Public-Private Partnership
PSs	Permanent Secretaries
RF	Results Framework
SDP	State Development Plan
SHoA	State House of Assembly
SMEs	Small and Medium Enterprise(s)
SPARC	State Partnership for Accountability, Responsiveness and Capability
SYB	Statistical Year Book
TWG	Technical Working Group
WAEC	West African Examinations Council
WHO	World Health Organisation

Executive Summary

The Anambra State Development Plan (AnSDP) covers the period 2014 to 2018. The plan has been prepared to present the vision and mission of the Obiano Administration which was inaugurated in the State on 17 March 2014. It provides the direction of public policy and strategies to be implemented for socio-economic development of the State over the plan period. It also communicates to the general public, the private sector and international development partners the direction of development as proposed by Government, the potentials of Anambra economy and society and the role all stakeholders could play to participate in the development process.

The plan is a blueprint for the economic, social, physical and financial transformation of the State over the next four years. Following a brief introduction and background, the plan reviews Anambra State today, the proposed direction for Anambra State in four years, the cost and funding of the development plan, delivering public goods over the plan period as well as implementation framework and mechanisms for monitoring and evaluation. The section on delivering public goods describes the policy thrusts in the major sectors in the State, the expected outcomes and the targets to be delivered.

The overarching goal of the plan is to ensure broad based wealth creation and employment generation in order to achieve sustainable poverty reduction through the enhancement of human capacities and livelihood. Over the plan period, programmes and initiatives will be aimed at stimulating the economy to bring about desired economic growth, as measured by the Gross Domestic Product (GDP), create employment, enhance personal incomes, and improve the capability and livelihood of citizens to reduce the level of absolute and relative poverty.

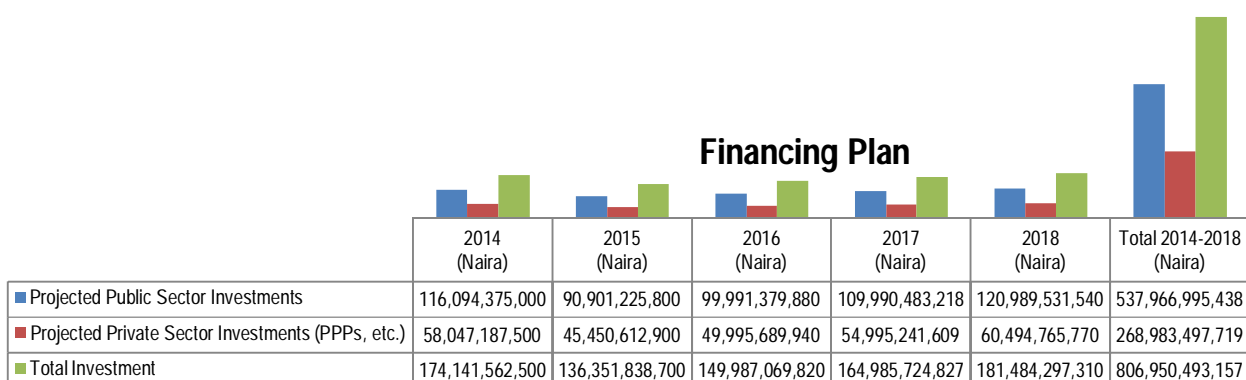
The development goal in this plan is encapsulated in the 'Anambra wheel of development' envisaged to make the State become economically viable. The 'Anambra wheel of development' is anchored on four development pillars as follow:

- Agriculture;
- Industrialisation;
- Trade and Commerce; and
- Oil and Gas.

These four pillars will be the 'economic engine' of development and in addition, 'enablers' will be activated in order to ensure sustained economic growth. The enablers include infrastructure, education, health, and governance amongst others.

A substantial outlay of capital inflow and investment in the economy of the State will be required between 2014 and 2018 to implement the AnSDP. The required capital investments to achieve the strategic goals of the plan will not be made only by the Anambra State Government (AnSG). It is envisaged under the plan to create a strong mixed economy consisting of public

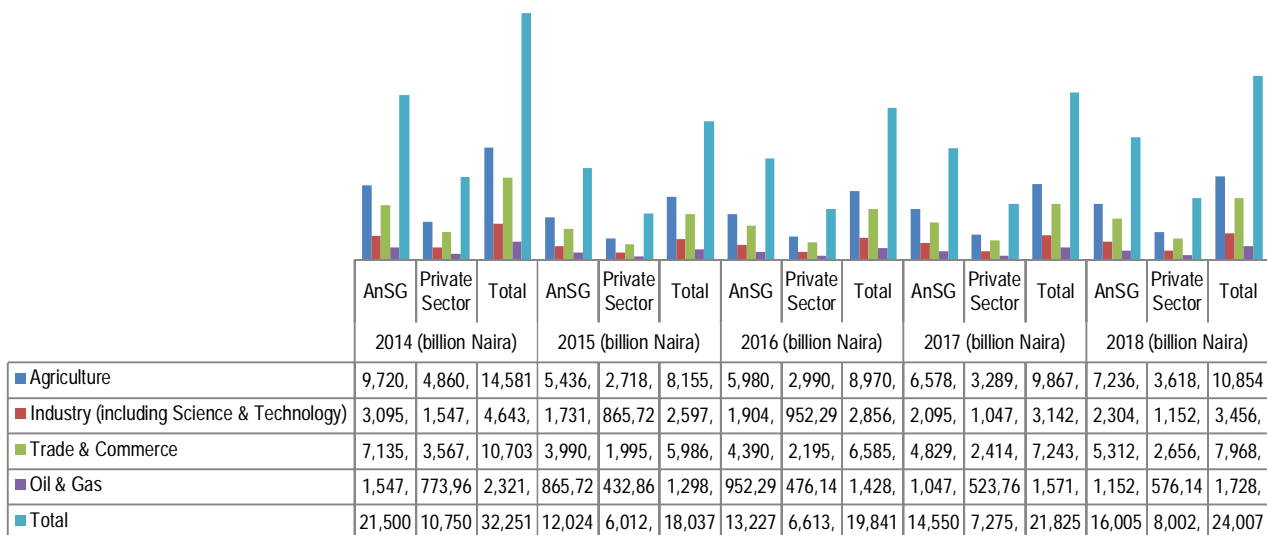
and private sector operators. Therefore, public private partnerships (PPP) will be highly promoted and public and private investments will be harnessed to stimulate economic activities and engender employment creation, broad based wealth creation and sustained poverty reduction. In general, the AnSDP is expected to be implemented through a financing plan anchored on a combination of public sector and private sector investments as follows:



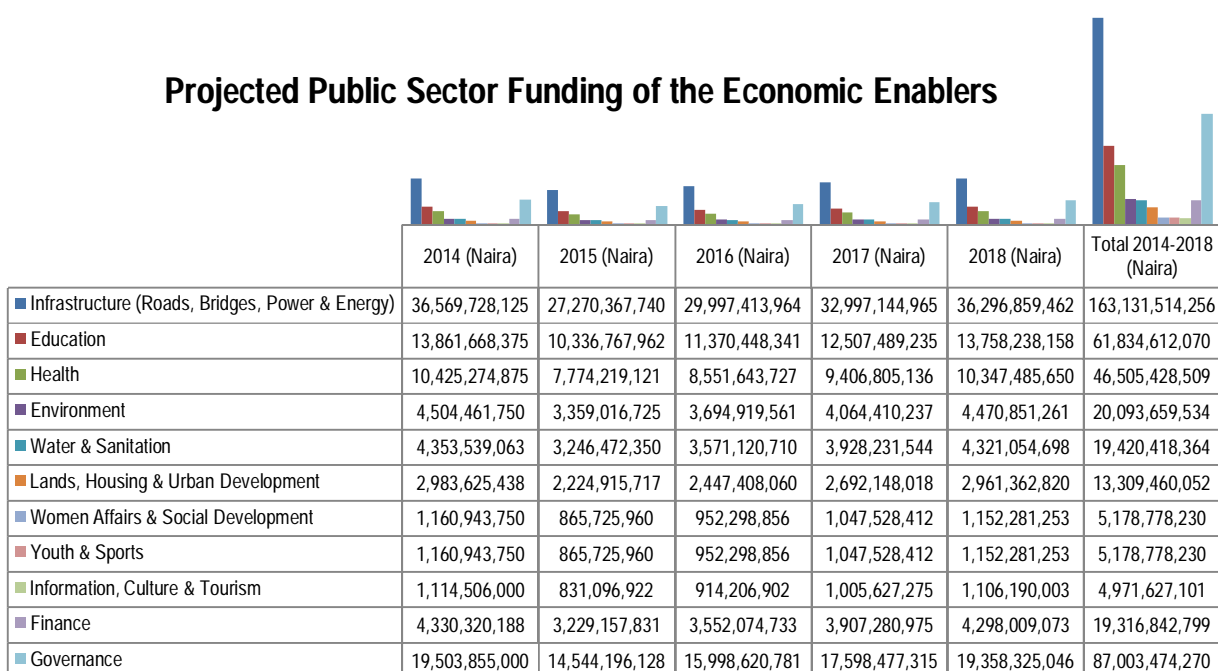
It is estimated that the total annual capital investments in the economy of the State will rise from N174.14 billion in 2014 to N181.48 billion in 2018. In the aggregate, the overall capital investment in the economy of the State over the four-year plan period is estimated at N806.95 billion. It is estimated that annual capital expenditure by the AnSG will rise from N116.09 billion in 2014 to N120.99 billion in 2018, totaling N537.97 billion over the five-year plan period. In addition, it is estimated that capital expenditure investments by the private sector and non-governmental organisations (NGOs) will rise from N58.05 billion in 2014 to N60.49 billion in 2018, totaling N268.98 billion over the plan period.

During the plan period, the total revenue of the AnSG is projected to rise from N138.10 billion in 2014 to N154.10 billion in 2018, totaling N675.86 billion. This will consist of N390.66 billion recurrent revenue and N285.20 billion in capital receipts. Details of the projected combined public and private sectors capital expenditure funding of the development pillars and economic enablers of the AnSDP are presented in appendices 3 to 5 and the charts below:

Projected Aggregate Funding of the Development Pillars



Projected Public Sector Funding of the Economic Enablers



Projected Private Sector Funding of the Economic Enablers

	2014 (Naira)	2015 (Naira)	2016 (Naira)	2017 (Naira)	2018 (Naira)	Total 2014-2018 (Naira)
Infrastructure (Roads, Bridges, Power & Energy)	18,284,864,063	13,635,183,870	14,998,706,982	16,498,572,483	18,148,429,731	81,565,757,128
Education	6,930,834,188	5,168,383,981	5,685,224,170	6,253,744,617	6,879,119,079	30,917,306,035
Health	5,212,637,438	3,887,109,560	4,275,821,863	4,703,402,568	5,173,742,825	23,252,714,254
Environment	2,252,230,875	1,679,508,362	1,847,459,781	2,032,205,119	2,235,425,630	10,046,829,767
Water & Sanitation	2,176,769,531	1,623,236,175	1,785,560,355	1,964,115,772	2,160,527,349	9,710,209,182
Lands, Housing & Urban Development	1,491,812,719	1,112,457,859	1,223,704,030	1,346,074,009	1,480,681,410	6,654,730,026
Women Affairs & Social Development	580,471,875	432,862,980	476,149,428	523,764,206	576,140,626	2,589,389,115
Youth & Sports	580,471,875	432,862,980	476,149,428	523,764,206	576,140,626	2,589,389,115
Information, Culture & Tourism	557,253,000	415,548,461	457,103,451	502,813,638	553,095,001	2,485,813,551
Finance	2,165,160,094	1,614,578,915	1,776,037,366	1,953,640,488	2,149,004,536	9,658,421,400
Governance	9,751,927,500	7,272,098,064	7,999,310,390	8,799,238,657	9,679,162,523	43,501,737,135
Total	49,984,433,156	37,273,831,208	41,001,227,245	45,101,335,761	49,611,469,338	222,972,296,708

A detailed results framework has also been developed for the AnSDP which outlines the outcomes, outcomes key performance indicators (KPIs) and targets to be achieved by each sector during the plan period. This provides the mechanism for monitoring and evaluating (M&E) the implementation of the plan. The M&E framework will focus on the implementation of planned activities in relation to the established timetables, KPIs and targets, services used by beneficiaries, infrastructure and other inputs. In addition, there will a monitoring process to systematically and objectively assess progress towards the achievement of planned outcomes. The process of monitoring and evaluation will facilitate informed decision-making and support substantive accountability to the citizens of the State and ultimately improve performance and indicate results achieved over the plan period.

The AnSDP is a living document that is subject to periodic reviews and updates in line with changes in government policies and prevailing socio-economic circumstances. The plan will therefore be reviewed and updated annually in line with the State's prevailing socio-economic realities.

Chapter 1: Introduction and Background

1.1 Background

The Anambra State Development Plan (AnSDP) has been developed to present the vision and mission of the Obiano Administration as central policies and strategies that will guide resource allocation in the public service, harness and coordinate private sector and community participation in policy and plan implementation for a rapid development of the State in the next four years. The AnSDP provides the framework to source and frugally manage public resources, including international assistance using robust donor coordination structure and mechanisms already established in the State.

Our concept and approach to development, as enunciated in the Anambra State Wheel of Development, encompass economic, infrastructural, social and sustainable environment dimensions. The AnSDP is expected to provide the policy direction and high level goals of the Administration and provide the overall platform for wider sector participation in the development and implementation of state policies, coordination of developmental activities and allocation of public funds over a four-year period. The plan has been conceived through a studied identification of the developmental needs of Ndi Anambra; our desired outcomes; the delineation of four pillars, the economic engines; the determination of the required 'enablers' i.e. 'drivers' that will activate and sustain progress towards the desired Outcomes. These are graphically represented in the Anambra State Wheel of Development and consecutive and integrate concentric rings with the economic engines at the core of the desired outcomes of Ndi Anambra which is depicted as the outermost concentric ring (Figure 1). We shall, therefore, continue to upgrade and firm our enablers in such a way that we can continue to foster a conducive environment for local and foreign investments to thrive, broaden the participation of the civil society and the private sector and attract developmental assistance from local and international donor agencies. We have, therefore, considered the desired outcomes of Ndi Anambra, identified all possible drivers towards the achievement of these outcomes which are expected to lead to the achievement of the Anambra State of our dream.

1.1.1 Continuity Initiative: a link of the past and the present

A crucial part of the AnSDP is the continuity and completion of developmental programmes that will enable our drive towards the outcomes of this plan which is our '3 C' initiative namely to continue, complete and commission work on all proven enablers of the last Administration. This initiative will be reflected in sector plans and programmes during the plan period. As a policy of the AnSG, we shall therefore have no abandoned projects and programmes in the State.

The AnSDP is, therefore, part of the good governance agenda of the Obiano Administration which has been designed to set out clearly and early, the central policy goals of Anambra State, provide a framework strategic route to achieving these goals, outline financial envelopes to sectors subject to the limited resources of the State and thus open the door for a guided

participation of the private sector, the International development partners and the Ndi Anambra as a whole.

The SDP outlines our performance measures, milestones and sets out how we shall monitor and manage progress over time for which all actors and our administration can be held accountable. The SDP has been drawn up by the Ministry of Economic Planning and Budget (MEPB) through a participatory and consultative process involving all key stakeholders, including the State House of Assembly (SHoA), Ministries, Departments and Agencies (MDAs), Private sector actors, Development Partners in the State, etc.

The plan is about vision, policy and strategy, that is, where the State wants to be by 2018 and how it will get there (what it will do and how it will do it). It is expected that the plan will be implemented through the medium-term sector strategy (MTSS) mechanism that will give more detailed sector-level strategies, programmes and projects that the State intends to implement. This detail shall be developed and contained in individual MTSS and annual budgets and programmes of our 23 MDAs and that of the SHoA.

1.2 Methodology

The AnSDP was developed by a committee set up for the purpose by the Honourable Commissioner for Budget and Economic Planning. The committee comprises senior officials of AnSG (and consultants from Department for International Development (DFID)-State Partnership for Accountability, Responsiveness and Capability (SPARC)). On commencement of the assignment, the committee was broken into sub-committees to articulate issues on the various development pillars and enabler sectors identified in the Governor Obiano Blueprint.

The submissions of the various committees were consolidated to prepare this initial draft of the Development Plan with the support of SPARC.

1.3 Layout of the Plan Document

The AnSDP is structured into seven chapters. Chapter one looks at introduction and background. Chapter two reviews Anambra State today. It highlights the history and geography of the State, government and administration and economy. Chapter three summarises the plan for Anambra State in four years and describes the goal of the development plan and the key pillars.

Chapter four examines the funding of the development plan. Issues summarised are the overall cost of attaining the development vision and funding options. In Chapter five, the estimates for funding the plan are presented. These are revenue projections, summary of projected recurrent revenue and capital receipts as well as expenditure profile. In Chapter six, the process of delivering public goods is described. It summarises the policy thrust, outcomes and targets of the pillar and enabler sectors.

Chapter seven presents the implementation framework and mechanism for M&E. These examine the implementation framework, institutional arrangements for implementation, M&E system, performance review of medium term strategies, publication of projects and results, responsiveness and consultation.

Chapter 2: Anambra State Today

2.1 History and Geography

The present Anambra State came into being on 27th August, 1991. The State was originally part of the Eastern region in the three region structure of Nigeria in 1954. In 1967, with the creation of twelve States it became part of the East-Central State with the capital at Enugu. In 1976, the East Central State was divided into Anambra and Imo States and Enugu remained the capital of the old Anambra State. A further re-structuring of the country in 1991 divided the old Anambra into two States, namely Anambra and Enugu, with Akwa as the capital of Anambra State.

The origin of the name “Anambra” is derived from the anglicised version of the original ‘Oma Mbala’. Onitsha and Nnewi are the biggest commercial and industrial cities, respectively. Anambra has inter-state boundaries with Delta State to the west, Imo and River States to the south, Enugu State to the east, Kogi State to the North and Abia State to the south-east. The three political zones of the State are Anambra North, Anambra Central and Anambra South.

Anambra State has a total land mass of about 4,816.2 square kilometres. The climate is typically tropical with two distinct seasons – rainy and dry seasons. The rainy season lasts between April and October, while the dry season is from November to March. The temperature of the area is clement with a mean 30^oC during the hottest period of February to April and 21^oC during the coldest period of December to January.

Mean annual rainfall regime ranges from less than 1,600 millimetres in the extreme north to more than 2,000 millimetres in the extreme south of the State. The natural vegetation in the greater part of Anambra State is tropical dry or deciduous forest, which in its original form, comprised tall trees with thick under growth and numerous climbers. What exists currently is secondary re-growth, or a forest savannah mosaic, where the oil palm is predominant, together with selectively preserved economic trees.

Anambra State has a population of 4,177,828 people based on the 2006 census figures, made up of 2,117,984 males and 2,059,844 females in 177 communities of 21 Local Government Areas (LGAs). The State accounts for 3.0% of Nigeria’s population and the population density is 2,043 persons per square kilometre. Anambra is the tenth most populous State in Nigeria with the second highest population density. The indigenous ethnic groups in the State are the Igbo who constitute about 98% of the population and a small population of Igala who constitute about 2% of the population and live in the north western part of the State. Most of the population is rural, although over the last two decades, the rural-urban migration has stretched the meagre urban services to a breaking point.

2.2 Government and Administration

In line with the Nigerian Constitution, Anambra State has a democratically elected government which comprises three arms namely, the Executive, a unicameral Legislature and the Judiciary.

The executive arm of government is headed by the Governor who is directly elected by the citizens. The Governor is the chairman of the State Executive Council (ExCo) or Cabinet. He is assisted by the Deputy Governor who is directly elected with the Governor, and other members of the Cabinet, such as the Secretary to the State Government and Commissioners, who are heads of Ministries assigned to them by the Governor. In addition to Commissioners, the Governor appoints special advisers and assistants to aid him in the discharge of his responsibilities. The executive arm of government operates through the State Civil Service supervised by the Head of Service. The Civil Service is made up of MDAs of government.

The Legislature, i.e. Anambra State House of Assembly (SHoA) is presided over by the Speaker who is assisted by the Deputy Speaker and other principal officers. Anambra SHoA, which has 30 directly elected members, is required by the Nigerian Constitution to make laws for the good governance of the State. The SHoA legislates on major policies of the executive arm of government, including the annual budget which it deliberates on and passes into law. It also screens and approves Commissioners for appointment and stipulates the number of advisers and assistants appointed by the Governor.

The Judiciary is responsible for the interpretation of laws and administration of justice. It is headed by the State Chief Judge who is also the chairman of the Judicial Service Commission. The functions of the Commission are the appointment, promotion and discipline of judicial officers.

Anambra State is made up of 21 Local Government Areas. Local Government Councils consisting of an Executive and unicameral Legislature are directly elected by the citizens, in accordance with the Nigerian Constitution. The executive arm consists of the Chairman, Vice Chairman and the civil service while the legislature comprises the Speaker and Councilors.

There are 177 communities in the 21 Local Governments in the State. Although not regarded as an arm of government, traditional institutions in communities play significant governance roles by fostering social harmony and mobilising citizens at the local level.

2.3 The Economy

The economy of Anambra State is characterised by primary production activities in agriculture, industry and manufacturing, and a high level of commercial activities. Other economic activities of the people of the State are transportation, craft making, and mining and exploitation of minerals.

2.3.1 Agriculture

Agriculture is the predominant occupation in rural areas engaging more than 70% of the rural population. The major crops produced in the State are cassava, yam, rice, maize, oil palm, cocoyam, plantain, banana as well as leafy and fruit vegetables. The farming system is root crop based and characterised by intercropping. The average holding is 0.2 hectares to 1.0 hectares.

Data from The Annual Agricultural Performance Survey of Nigeria shows that in 2012, 107,000 hectares of land was cultivated with cassava in the State and the estimated production was 1,730,000 metric tonnes. In the same period, 130,000 hectares of land was cultivated with yam and the estimated production was 960,000 metric tonnes. Also, 36,000 hectares of land was cultivated with maize and estimated production was 91,000 metric tonnes. The area of land cultivated with rice was 16,000 hectares with estimated production of 98,000 metric tonnes.

Different species of livestock are produced in the State, including poultry (chicken, turkey, ducks and guinea fowl), small ruminants (sheep and goats), pigs, cattle and rabbits. Rabbit production is becoming popular because of its fecundity, ease of management and little capital outlay. Women, youth and children are largely involved in their production under intensive system. In support of livestock production in the State the Veterinary Department of the Ministry of Agriculture provides veterinary field services, preventive and control post services, meat inspection services, control of epidemics and epizootic diseases and enforcement of laws.

Two basic methods are employed in fish production in the State. These are fish farming or aquaculture and artisanal capture fishing. Over 50% of the State is drained by the Lower Niger-Anambra River complex, which creates an extensive flood plain criss-crossed by numerous streams, rivulets and rivers. This gives the State a high potential for the production of fish through capture fishing. In addition, the State is dotted with a number of fishponds owned by the private sector for fish farming. In the recent past, artisanal capture fishing accounted for about 75% of the total fish production in the State. However, its rate of growth seems to have been declining gradually. There are diminishing returns in some inland waters. Currently, the growth rate is put at 3% for aquaculture. About 90% of all fish processing and marketing is carried out by women.

2.3.2 Industrialisation

There is a considerable level of industrial activity in Anambra State in industrial areas and layouts at Nnewi, Onitsha and Akwa. Nnewi is noted for automobile and motorcycle spare parts manufacturing and for having one of the biggest automobile assembly plants in the entire West Africa. Other products manufactured by industrial enterprises in the State are paint, pharmaceutical drugs, plastic products, beverages, toiletries, palm oil, etc. Most of the manufacturing concerns in the State are indigenous enterprises.

A number of the indigenous industrial concerns whose operations have made the State to be reputed for local industrial activities have either closed down or are ailing. The major challenges faced by these manufacturing enterprises are inadequate power supply, lack of pipe borne water, multiple taxation, inadequate access to markets, and poor management.

In an effort to boost industrialisation in the State, Government has developed industrial layouts and estates that are provided with basic infrastructure such as access roads, electricity and water. The industrial layouts are outlined below:

- Harbour Industrial Layout;
- Niger Bridge Head Industrial Layout;
- Ogbunike Industrial Layout;
- Nnewi Industrial Layout;
- Awka Industrial Layout;
- Ozubulu Industrial Layout;
- Abatete/Ogidi Industrial Estates;
- NkwelleEzunaka/Ozze Industrial Estate.

Anambra State has a broad and well diversified natural resource base to support valued-added industrialisation. In addition to agricultural produce which can be processed for industrial and consumer use, the State is endowed with mineral resources such as limestone, clays, petroleum and gas. Therefore, the State has potentials for the development of industries in the following areas:

- Agro-based industries for processing of agricultural produce;
- Manufacturing of consumer goods;
- Light engineering industries for the manufacture of industrial equipment, components and parts;
- Mineral extraction and processing; and
- Oil and gas production and manufacture of refined petroleum products.

2.3.3 Trade and Commerce

After agriculture, the economic activity in which a significant population of citizens in the State is involved in is trade and commerce. Onitsha main market and Nnewi automobile spare parts market are reputed to be the biggest retail automobile parts markets in West Africa. Traders from all parts of Nigeria as well as those from other countries in West and Central Africa travel to Onitsha to carry out business transactions in the markets.

Currently, some of the challenges constraining the growth of trade and commerce in the State are as indicated below:

- Inadequate infrastructure, particularly power supply;
- Inadequate market facilities;
- Poor entrepreneurial skills among the citizens to initiate and nurture business enterprises;
- Low access to credit and high interest rates by financial institutions, etc.

Three ultra-modern shopping malls are being constructed in Awka, Onitsha and Nnewi through public private partnership to encourage private entrepreneurs involved in trade and commerce. Other measures currently being implemented are the construction of two high class hotels in

Onitsha and Agulu, promotion of the formation of co-operatives societies by small business owners, promotion of the operation of micro-finance banks, organisation of trade fairs for goods made in Anambra, etc.

2.3.4 Oil and Gas

Anambra basin is one of the seven major sedimentary basins in Nigeria with hydrocarbon resources. Although over 3,000 wells have been drilled in the Niger Delta basin to date, Anambra basin has been under-explored. Between 1938 and 1986, three international oil and gas exploration companies, i.e. Shell Petroleum Development Company, TotalFinaElf and Agip Energy, drilled 25 exploration wells, two appraisal wells and eight core drill holes in the whole Anambra basin. In the process oil and gas as well as gas condensate were proven in some of the wells while some wells indicated substantial oil and gas potentials.

The petroleum industry estimates currently puts the hydrocarbon potential of the Anambra basin at 1 billion barrels of oil and 30 trillion cubic feet of natural gas. Apart from few tests, the oil and gas deposits have not been commercially developed due to the relatively long distance from the export terminals located in the Atlantic coast. The communities in Anambra State with oil and gas resources are in Anambra East and Ayamelum Local Government Areas. Oil and gas deposits have also been proven in Igbariam.

An indigenous company, Orient Petroleum Resources Limited, has been set up to participate in the oil and gas industry to exploit the resources in the Anambra basin. The company is involved in oil and gas exploration and has been awarded 17 oil blocks which are under its operatorship. The number of blocks could be increased through relinquishment or activation of the new acreage management structure under the forthcoming Petroleum Industry Bill. The company is currently producing about 5,000 barrels of crude oil per day and has expanded its operation to cover eight wells in order to increase the production level. The company also produces gas but most of the gas is flared while a small proportion is used to generate power supply for its operations. At the moment it evacuates its crude oil output in barges in waterways to export terminals in the Atlantic coast. Orient Petroleum has also been granted a license by the Federal Government to establish a petroleum refinery at Otuocha. The company plans to establish a modular refinery to refine 20,000 of crude oil per day in 2015 and produce refined petroleum products. When the refinery comes on stream the gas it produces will be used to provide power supply to the refinery.

Apart from crude oil, there is also abundant gas resource in the State which indicates high potential for gas production for household, industrial and manufacturing use. Prior to the discovery of oil in the State, Anambra State arguably had the highest concentration of gas/fuel filling stations in the country. Considering the current drive for Nigerian companies to provide local content in the operation of the oil and gas industry, investment opportunities abound in both the upstream and downstream of the oil and gas industry in Anambra State. These opportunities include:

- a. Upstream opportunities:
 - Drilling engineering and wire line services;
 - Construction of pipe lines;
 - Seismic acquisition and processing;
 - Provision of logic services, i.e. catering, security, transportation, telecommunication, airstrip, hotel and recreational facilities.

- b. Downstream opportunities:
 - Petroleum refining;
 - Independent power production;
 - Industrial gas supply;
 - Domestic gas supply;
 - Production of petrochemical products.

Chapter 3: Anambra State In The Next Four Years

3.1 Goal of Development Plan

The overarching goal of Anambra State Development Plan (AnSDP) 2014 to 2018 is to ensure broad based wealth creation and employment generation in order to achieve sustainable poverty reduction through the enhancement of human capacities and livelihood. Specifically, over the plan period, programmes and initiatives will aim to stimulate the general level of economic activity in order to bring about economic growth as measured by the GDP, create employment, increase personal incomes, and improve the capability and livelihood of citizens to reduce the level of absolute and relative poverty.

3.2 Vision, Mission Core Values and Principles

In the course of implementation of the AnSDP, the focus shall be on achieving the vision ***'for the State to become the first choice destination and most preferred location to site new industries'*** and we shall also keep faith with our mission ***'to create a socially stable, business-friendly environment that will attract both indigenes and foreigners to seek wealth creating opportunities in Anambra State'***.

In the pursuit of our vision and mission, we must be guided by common values and principles. Accordingly, all public institutions shall be guided by the following core values:

- I *Make a positive impact on everyone we meet and everywhere we go;*
- II *Be a solution provider and not a part of the problem to be solved;*
- III *Be a role model worthy of emulation;*
- IV *Be our best in all we do, particularly the things we are naturally good at;*
- V *Do the right thing at all times regardless of who is doing the wrong thing;*
- VI *Value time and make the best use of it;*
- VII *Care and show respect through our words and actions;*
- VIII *Consciously build a great legacy starting now and every day;*
- IX *Live a life of integrity and honour; and*
- X *Make our families, our nations and our God proud.*

We are convinced that some critical success factors of the AnSDP shall depend on and leverage Continuity; Focus; Timing and Creative Funding.

The following are the expected outcomes of the strategic goal, vision and mission of the development plan:

- Increased employment opportunities for citizens;
- Increased personal and aggregate income;
- Reduced absolute and relative poverty;
- Growth in GDP; and
- Improved human capability and livelihood.

3.3 Key Development Pillars

The development goal in this plan is summarised in the 'Anambra wheel of development' envisaged to make the State to become economically viable. Anambra wheel of development is anchored on four development pillars, namely:

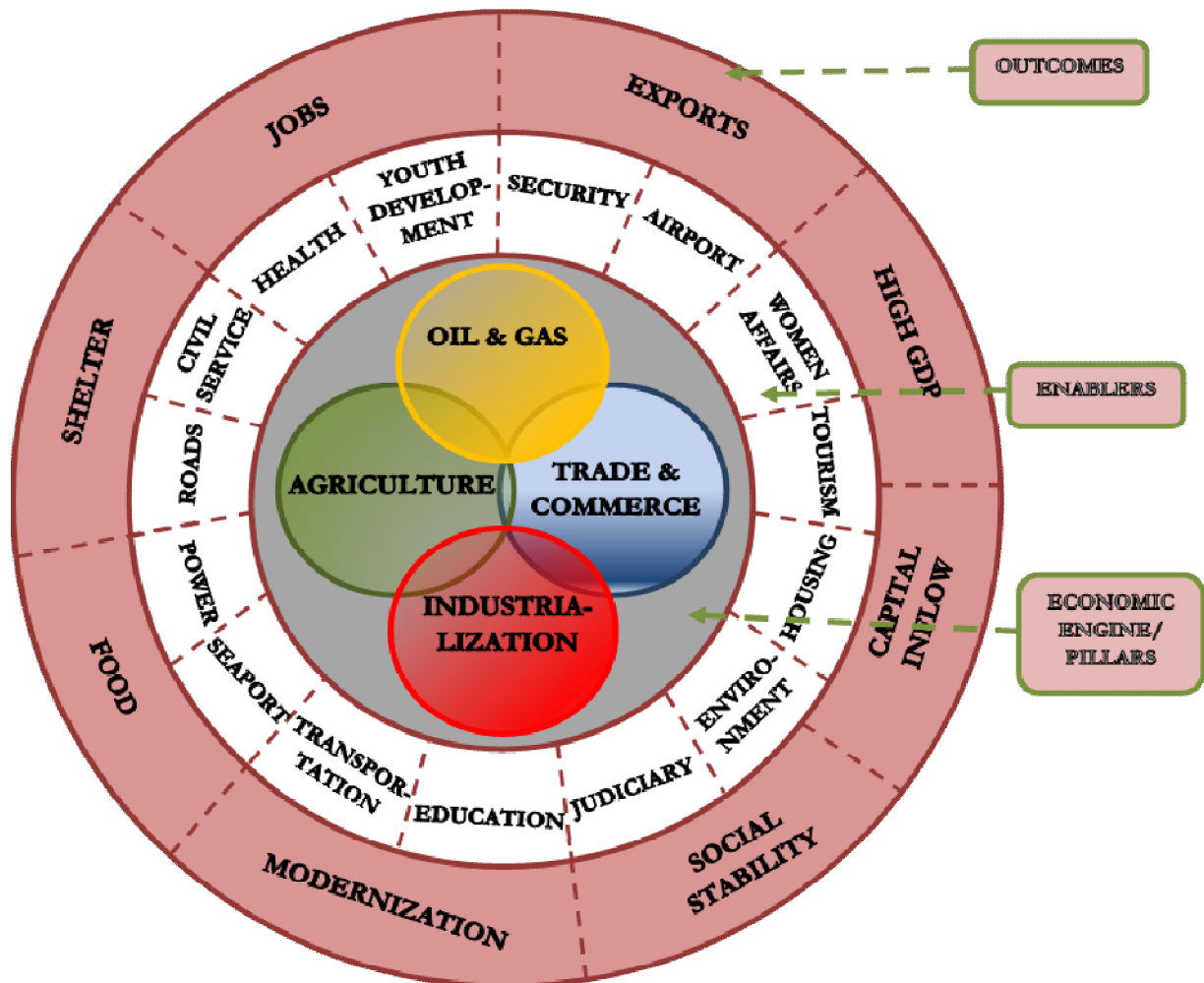
- Agriculture;
- Industrialisation;
- Trade and Commerce; and
- Oil and Gas.

The four pillars will be the 'economic engine' of development and in addition, 'enablers' will be activated in order to ensure sustained economic growth. The enablers under the plan will include the following:

- Infrastructure;
- Education;
- Health;
- Environment;
- Water and Sanitation;
- Lands, Housing and Urban Development;
- Women Affairs and Social Development;
- Youths and Sports;
- Information, Culture and Tourism;
- Finance;
- Governance: Security, Civil Service, the Legislature, Judiciary, etc.

The Anambra wheel of development and the relationship between the pillars, enablers and outcomes of the development plan are illustrated in Figure 1 below:

Figure 1: Anambra Wheel of Development



The relationship between the pillars, enablers and the strategic goals of the State Development Plan is depicted in Figure 2 below. It is expected that working diligently on the pillars along with the enablers will yield an array of outcomes in the medium term – succinctly captured in an economic equation as follows:

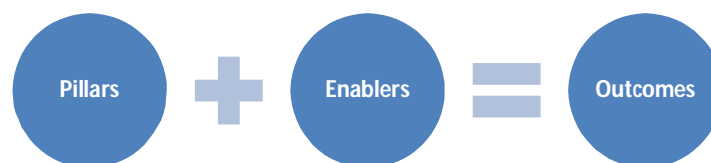
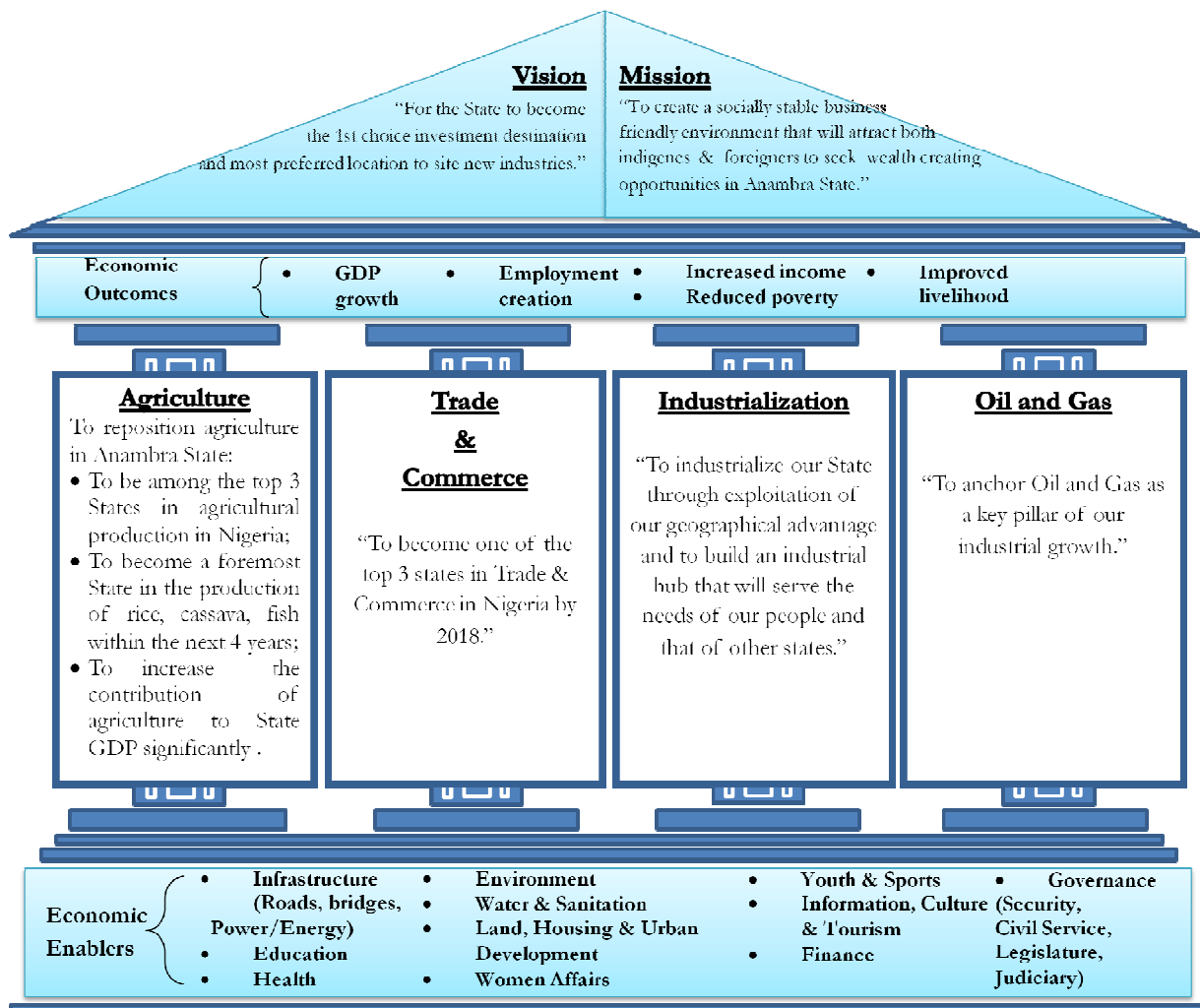


Figure 2: Vision, Mission, Pillars, Enablers and Goals of Anambra SDP



3.3.1 Agriculture

During the plan period Anambra State will execute an agricultural transformation agenda to create jobs, create wealth and ensure food security. The agenda will focus on agricultural value chains where the State has comparative advantage. Major initiatives to be implemented include mechanisation of production processes through infrastructure improvement and upgrading equipment, incentivising the private sector to invest in the sector, identification and development of agriculture clusters and co-operatives, establishment of agriculture training and empowerment centres and upgrading the College of Agriculture, and facilitation of the development of large scale farms, etc.

3.3.2 Industrialisation

The drive for industrialisation will enable the State to regain its place among the top industrial States in Nigeria. During the plan period, policies and interventions will be directed at providing industrial parks and layouts, supporting medium, small and micro enterprises (MSME) involved in manufacturing, supporting the resuscitation of collapsed industries and providing strong support to the private sector through targeted result oriented initiatives. Infrastructure in terms of roads, power and power will be provided to support the drive for industrialisation.

3.3.3 Trade and Commerce

Considering the fact that trade and commerce is key part of the Anambra people who have shown tremendous entrepreneurial skills over the years, efforts will be made to re-invent, modernise and exponentially expand markets in the State by adopting the shopping mall approach. PPP schemes will be used to construct new and organised markets and a mechanism will be created to promote and protect investments in the State.

3.3.4 Oil and Gas

During the plan period, policy policies will be implemented to work with Federal agencies to rapidly develop the oil and gas resources of the State. Infrastructure will be provided to boost investments and increase the output of oil and gas. In addition, citizens of the State and small and medium enterprises (SMEs) will be encouraged to participate in the operation of the oil and gas sector.

Chapter 4: Cost Implication Of Anambra State Development Plan

4.1 Introduction

In a medium term development plan of this nature, it is not possible to accurately project and determine the comprehensive cost of implementing the plan over the years in the plan period. However, it is necessary to provide a broad assessment of the level of investment and scale of capital expenditure that would be required to implement the plan and attain the goals of the development vision. This will facilitate an evaluation of the extent to which the financial resources of the State Government through the budget will address the funding needs of the plan. In addition, it would inform the level of funding to be sourced by partnering with the private sector and international development agencies to ensure that the plan is implemented to attain the development vision.

4.2 Overall Cost of Attaining the Development Vision

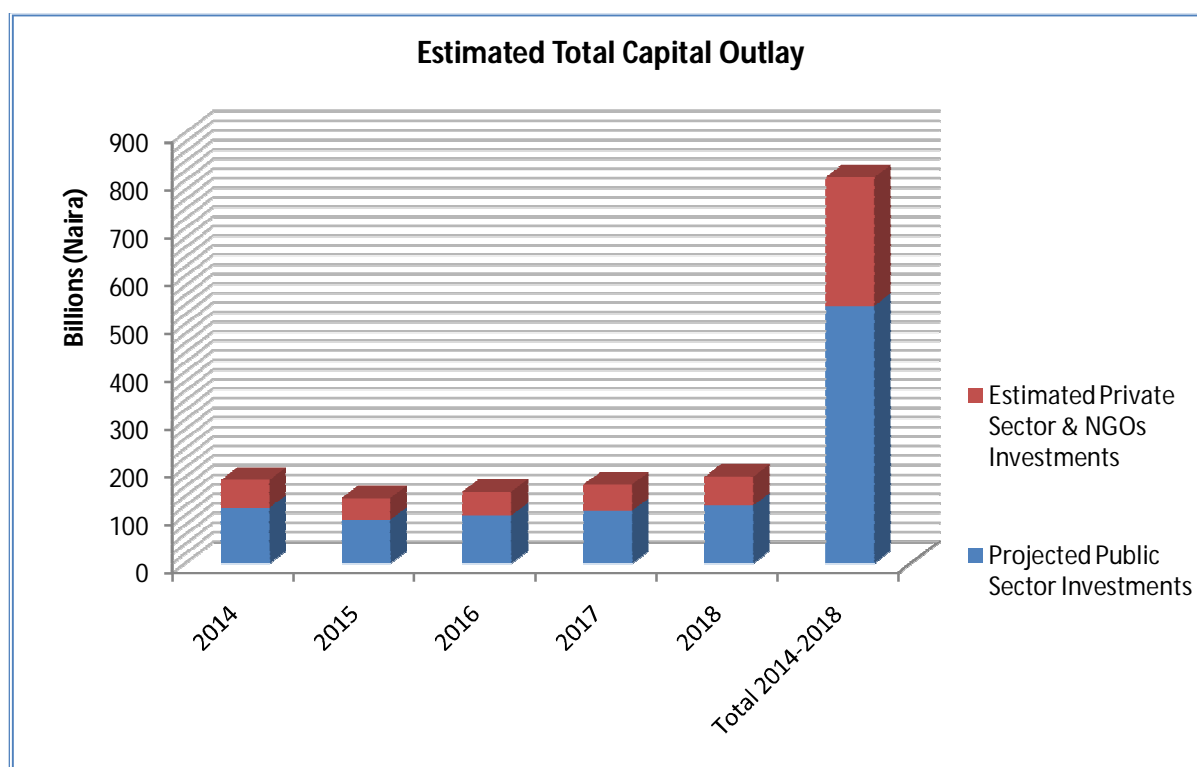
A substantial outlay of capital investment in the economy of the State will be required between 2014 and 2018 to implement the SDP. Major investments will be made in the sectors of the pillars, i.e. agriculture, industrialisation, trade and commerce and oil and gas, by both the private and public sectors to stimulate economic growth. Investment will also be required in the sectors of the enablers in order to ensure the overall development of the economy. The bulk of investments in the economic enablers will be public expenditure-led. In addition, substantial investments will be needed to fund governance and governance reform initiatives in the plan.

All of the required capital investments to achieve the strategic goals of the plan will not be made only by the State Government. It is envisaged under the plan to create a strong mixed economy consisting of public and private sector operators. Therefore, public and private investments will be harnessed to stimulate economic activities and engender employment creation, broad based wealth creation and sustained poverty reduction.

The projected annual capital expenditure allocations to all sectors by the State Government are presented in the table in Appendix 2. The State Government envisages an ambitious plan of involving the private sector and NGOs in financing capital investments. Such investments will be required mostly in all the pillar sectors and some of the enabler sectors. It is assumed that in addition to public sector investments, the investment of the private sector and international development agencies will be about 50% of the outlay by the public sector. Therefore, the estimated overall capital investment required to implement the plan is as summarised in Table 1 below:

Table1: Estimated Overall Capital Outlay for Implementing Anambra SDP2014 - 2018

Item	2014	2015	2016	2017	2018	Total 2014-2018
	₦	₦	₦	₦	₦	₦
Projected Public Sector Investments	116,094,375,000	90,901,225,800	99,991,379,880	109,990,483,218	120,989,531,540	537,966,995,438
Estimated Private Sector & NGOs Investments	58,047,187,500	45,450,612,900	49,995,689,940	54,995,241,609	60,494,765,770	268,983,497,719
Total Investment	174,141,562,500	136,351,838,700	149,987,069,820	164,985,724,827	181,484,297,310	806,950,493,157



In the estimated public sector investments in Table 1, it is assumed that in 2014, 75% of the projected capital expenditure of N154.79 billion in Appendix 2 will be attained. Investments by the private sector, NGOs and international development agencies is estimated at 50% of total projected public capital expenditure due to the large financial outlay involved in the mechanization of agriculture processes, development of industrial and commercial facilities and investment in oil and gas operations. The estimate indicates that total investments in the economy of the State will rise from N174.14 billion in 2014 to N181.48 billion in 2018. Over the 2014-2018 plan period, the overall capital investment in the economy of the State is estimated at N806.95 billion.

It should be noted that these are not comprehensive costs of the plan. They are fair estimates of the scope of the development plan and an approximate scale of financial resources required to attain the development vision of the plan based on modest medium term fiscal projections.

These are only capital estimates that do not include recurrent expenditure needed to run the Government during the plan period. Detailed recurrent expenditure, including the recurrent implications of capital investments, is expected to be determined in the annual budget estimates in the course of implementing the plan.

4.3 Financing Options

The following financing options will be explored to fund investments in the plan:

4.3.1 Internally Generated Revenue (IGR)

There have been significant improvements in internally generated revenue (IGR) in the State as from the last quarter of 2013. The AnSG will sustain efforts to raise the levels of IGR during the plan period. The current effort to articulate and implement a comprehensive revenue improvement strategy will be pursued to a logical conclusion. There will be intensive drive to maximize revenue collected from taxes as well as market and parks fees and revenues generated by MDAs.

The envisaged growth in the economy arising from investment in the economy during the plan period would contribute to raising the level of realizable IGR. In addition, AnSG will improve transparency in the use of public fund through scrutiny of the budget and audited accounts by the Public Accounts Committee SHoA. Also, members of the SHoA will be empowered to enhance their engagements with citizens. These initiatives will encourage more citizens to pay their taxes.

4.3.2 Public-Private Partnership (PPP)

In order for government to achieve the policy goals outlined in this plan, the AnSG will require technical and financial collaboration and partnerships with other governments, private sector, including local and International partners. The AnSG shall devote time and resources to such primary areas where it has comparative advantage and do what it can do well even better. A key approach of the State will therefore be to drive many of its core programmes through partnerships for which robust legal and technical framework shall be developed and implemented. This framework will be modeled after successful global partnership experiences of places like Dubai, Lagos and other parts of Nigeria where successful PPP have been demonstrated.

Anambra State is endowed with many entrepreneurs and to encourage wider participation the State shall provide a support environment which ranges from improved security, improved physical infrastructure including public power, tax breaks and other incentives. AnSG shall also provide institutional support systems that will facilitate setting up of new businesses and enterprises in the State. The AnSG shall not be involved in crowding out credible private sector in agriculture and these keys areas. The AnSG shall for instance, treat agriculture as a profitable business and encourage organised business enterprises to lead the development of agriculture and other areas in the State.

The PPP fronts in which the State shall mostly seek partnerships and collaborations include:

- Agriculture including value chain addition and development;
- Industrialisation programmes;
- Trade and Commerce;
- Oil and Gas downstream and upstream activities.

In order to ensure proper and sustainable management of the PPP arrangements in the State, a statutory body to promote, protect and facilitate investments has already been established as the Anambra State Investment Council (AIC). The Council comprises committed and reputable members with vast national and international experiences in economic development.

AnSG will partner with the private sector through PPP initiatives to attract private sector investments for the implementation of the AnSDP. Such investments will finance infrastructure development as investments in the pillars and enabler sectors to compliment public sector investments and accelerate economic growth and development.

Appropriate Memoranda of Understanding (MOU), laws and agreements will be put in place and other factors that provide the enabling environment will be provided to facilitate PPP arrangements and operations in the State.

4.3.3 Multi-lateral Agencies and Commercial Loans

When necessary, long-term loans will be obtained from multi-lateral financial institutions, such as the World Bank and African Development Bank, to fund social development enabler sectors projects and programmes. Such loans usually have the characteristic of being long-term with very low interest rate compared with commercial loans, and sometimes have elements of grants. The State would also leverage on commercial loans when necessary to implement economic growth initiatives.

4.3.4 International Development Agencies and NGOs Support and Funding

The State will continue to partner with international development agencies and NGOs to attract their technical support and funding to improve the implementation of projects, programmes

and initiatives as well as improve service delivery. Such partnership will contribute to enhancing the level of investment and development.

Chapter 5: Funding Anambra State Development Plan

5.1 Revenue Projections

The projected revenue of AnSG over the period of this development plan, i.e. 2014 to 2018, will be based on assumptions made on revenue from the Federation Account, the level of internally generated revenue collected in the State and assumptions underlying projected capital receipts. Revenue from the Federation Account is determined based on a set of macro-economic assumptions. These assumptions formed the basis of projected revenue for the period 2014 to 2018 estimated by both the State Ministry of Finance and the State Ministry of Economic Planning and Budget. The assumptions underlying the revenue estimates are outlined below:

- a. Macro-economic framework assumptions of recurrent revenue from Federation Account:
 - Crude oil production benchmark: 2.5007 – 2.5497 barrels per day;
 - Crude oil price benchmark: \$73.00 per barrel over the period;
 - Naira: US Dollars exchange rate: N160.00/\$1.00 over the period;
 - Nigerian GDP growth rate: 7.00% - 6.80%;
 - Nigerian inflation rate: 7.00% over the period.
- b. The projected capital receipts will be from the following sources:
 - Grants: These include ecological funds from the Federal Government and grants from international development agencies; and
 - Other capital receipts such as external and internal loans, etc.

5.2 Summary of Projected Recurrent Revenue and Capital Receipts

The following are the projections of the revenue of the State Government based on the assumptions:

Table 2: Anambra State Recurrent Revenue and Capital Receipts Forecasts 2014 – 2018

Item	2014	2015	2016	2017	2018
	₦	₦	₦	₦	₦
Recurrent Revenue	87,519,942,000	65,234,337,445	71,667,375,240	78,975,875,628	87,276,240,157
Capital Receipts	50,580,102,004	50,968,112,204	55,776,023,425	61,044,502,767	66,825,417,179

Total Revenue	138,100,044,004	116,202,449,649	127,443,398,665	140,020,378,395	154,101,657,336
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Source: Anambra State 2014 Budget, Anambra State Economic & Financial Update, Fiscal Strategy Paper and Budget Policy Statement, 2015 – 2017 and forecasts for 2018.

The projected total revenue in 2014 is higher than the total revenue in 2015 and 2016 because the recurrent revenue for the 2014 annual budget was severely over estimated, particularly the component from independent revenue to be obtained from IGR. The forecast recurrent revenue and capital receipts for 2015 to 2018 were based on the trends of past actual revenue receipts.

5.3 Expenditure Profile

The projected expenditure profile in this AnSDP is an indicative estimate. More in-depth costing and prioritization will therefore need to be done as major projects and programmes are clearly identified in the four development pillars and the enablers. Also, more detailed MTSS and other operational plans will need to be developed by each of the sectors for the implementation of the AnSDP.

While driving development efforts in the ‘economic engine’ during the plan period, AnSG will ensure the implementation of a continuity initiative, i.e. the ‘three Cs’. These are continuity, completion and commission. Therefore, AnSG will continue, complete and commission on-going projects as well as continue to put in place supporting structures that will drive and sustain growth and momentum in the development of the ‘economic engine’ sectors – agriculture, industrialization, trade and commerce and oil and gas. Under the continuity initiative, enablers such as health, education and environment sectors will be given adequate attention in order to ensure that Anambra State makes progress towards the achievement of the Millennium Development Goals (MDGs).

Based on the continuity initiative and the need to drive the ‘economic engine’ and ‘enablers’ the indicative capital expenditure ceilings in the plan period are summarized in Appendix 2. As can be seen in the appendix, capital investments by AnSG, including the completion of on-going projects, will rise from N90.90 billion in 2015 to N120.99 billion in 2018. The spending pattern in the appendix table indicates the priorities of government under the development plan.

Chapter 6: Delivering Public Goods

This section describes what the various sectors and MDAs of the economic pillars and enablers will contribute to the attainment of the overarching goal of the plan over the plan period. This is presented in terms of the policy thrust, outcomes and targets of each sector. A detailed results framework has also been developed for the AnSDP which outlines the outcomes, outcomes key performance indicators and targets to be achieved by each sector during the plan period. The results framework is presented in Appendix 6.

6.1 Delivering the Pillars

6.1.1 Agriculture

Policy Thrust

The thrust of policy on agriculture is to produce food and ensure food security for the people of Anambra, create employment including youth employment and provide the enabling environment to generate a high proportion of the GDP of the State from agriculture. In pursuit of this policy objective, AnSG will promote private sector participation in the sector which will be anchored on sound policy framework and arrangements. The development of the agriculture value chain will cover farming, processing, storage and helping to re-launch the State's industrial base.

Outcomes

Efforts will be directed at delivering the following during the period of the plan:

- Increased mean farm yield of crops, livestock and fishery;
- Increased productivity across the agriculture value chain;
- Increased food security;
- Increased raw materials for agro-processing and export; and
- Increased contribution of agriculture sector to GDP and IGR of the State.

Targets

- To increase the mean annual yield of agricultural produce per hectare by 2% annually over the period 2014 to 2018.
- To increase the average annual production of livestock and fishery by 5% annually over the period 2014 to 2018.
- To increase mechanisation processes in agriculture to 30% by 2018.
- To increase the contribution of agriculture to the State's GDP to 40% by 2018.
- To increase the proportion of new employment generated by agriculture sector by 5% per annum over the period 2014 to 2018.

6.1.2 Industrialisation

Policy Thrust

Policy focus during the plan period will be to boost manufacturing and value adding processing activities to engender real economic growth in the State as well as to position Anambra State as an export base, create massive employment and generate wealth-creating opportunities for the people. In order to have an effective industrialisation drive, the first step will involve processing of local agricultural produce to stimulate growth of other industries which will resulting value addition and enhanced income generation. A 10-year plan for industrialisation, consisting of short and long term plans, will be developed to reposition the State.

Outcomes

During the plan period, development efforts will be aimed at delivering the following:

- Increased employment from industrial activities;
- Improved mechanisation of other productive sectors;
- Increased PPP arrangements for industrial activities;
- Improved import and export opportunities from industrial activities;
- Increased contribution of industrialisation to GDP and IGR of the State.

Targets

- To increase local and foreign investments in industrial activities by 10% per annum by the end of 2014 and 2015 and by 20% per annum over the period 2015 to 2018.
- To increase the processing of agricultural produce to 30% by 2018.
- To increase employment generated by industrial activities by 10% per annum by the end of 2015 and 2016 and by 15% per annum by the end of 2017 and 2018.
- To increase IGR from industrial activities by 20% per annum over the period 2014 to 2018.

6.1.3 Trade and Commerce

Policy Thrust

The focus of policy in this area is to exploit the full potentials and expand trade and commerce in the State to ensure that products from agricultural and industrial activities have access to markets locally and internationally. The aim is to provide adequate employment opportunities which will lead to poverty reduction and increased income levels.

Outcomes

The following will be delivered during the plan period:

- Improved volume and value of trade activities in the State;
- Improved import and export opportunities in the State;

- Increased contribution of trade and commerce to GDP and IGR of the State.

Targets

- To increase employment generated by trade and commerce by 20% per annum over the period 2014 to 2018.
- To increase the growth rate of MSME by 5% annually at the end of 2015, 2016, 2017 and 2018.
- To increase IGR from trade and commerce by 30% annually over the period 2014 to 2018.

6.1.4 Oil and Gas

Policy Thrust

The policy thrust is to establish the necessary enabling environment, framework and arrangements for the exploitation of the oil and gas resources in the State as well as enable citizens of the State to benefit from opportunities of oil and gas production. The aim is to attract inflow of foreign and local investments for oil and gas exploration and enable enterprises in the State, including indigenous SMEs to participate in the activities of the sector.

Outcomes

It is aimed that the following will be delivered during the period of the plan:

- Increased employment opportunities generated by the oil and gas sector;
- Creation of functional refinery and hub for refined petroleum products in the State;
- Increased new investments in the oil and gas sector in the State;
- Increased contribution of oil and gas sector to the State's GDP, Federation Account revenue and IGR.

Targets

- To increase local and foreign investments in oil and gas operations by 10% annually over the period 2015 to 2018.
- To increase new employment of citizens of the State generated by the oil and gas sector by 5% annually over the period 2015 to 2018.
- To increase contribution of oil and gas sector to the State's revenue to N25 billion by 2018.

6.2 Delivering the Enablers

6.2.1 Infrastructure

Policy Thrust

The main thrust of policy on infrastructure is to improve the roads network in the State through continued construction of new roads and bridges and rehabilitation of existing ones as well as to ensure the availability of adequate and stable power supply in urban and rural areas for residential, commercial and industrial use and to ensure fire safety for residential, commercial and industrial premises

Outcomes

The following will be delivered during the plan period:

- Increased accessible road network across the State for inter-city and intra-community transportation and access to major economic investments;
- Improved access of electricity for industrial and household use as well as to rural communities in the State;
- Reduced power outage through increased peak load;
- Improved facilities for water transportation;
- Airport and air transportation facilities developed to support strategic economic investments in the State.
- Improved facilities for fire -fighting services

Targets

- To increase the kilometre of asphalt roads constructed per annum to 2% annually over to period 2014 to 2018.
- To reduce average total power outage to 5% by 2018.
- To increase the percentage of households and SMEs with access to electricity by 5% annually over the period 2015 to 2018.
- To ensure the development and implementation of the legal framework for PPP in the development of infrastructure at the end of 2015.
- To reduce the incidence of fire outbreak in homes, markets and public places

6.2.2 Education

Policy Thrust

The focus of policy on education is to continue to improve the quality of education at all levels to citizens to produce articulate and skilled manpower necessary for economic transformation of the State. Over the plan period, the learning needs of all segments of society will be met through equitable access to appropriate Information, Communication Technology (ICT) skills,

learning and life-skills programmes. This is to enable Anambra to retain its status as the state with the lowest literacy rate in Nigeria.

Outcomes

Efforts will be directed at delivering the following during the period of the plan:

- Increased literacy rate;
- Increased quality of early child care and education;
- Improved quality of basic (primary and junior secondary schools) education;
- Reduced boy-child school drop-out rate;
- Increased quality of science, technical and vocational education;
- Increased ICT skills and knowledge;
- Increased quality of tertiary education.

Targets

- To increase the number of primary schools with functional nursery schools to 100% by 2018.
- To increase the number of children who transit to primary school to 100% by 2018.
- To increase access into junior secondary schools by all children, especially boys, to 100% by 2018.
- To ensure 100% retention and completion rates in schools by all children, especially boys, by that 2018.
- To increase the number of challenged children in regular public schools by 10% annually over the period 2014 to 2018.
- To ensure 100% transition to senior secondary schools or the equivalent in science and technical colleges, vocational centres and open apprenticeship schemes by 2018.
- To ensure 100% retention and completion rates in senior secondary education (SSE) by 2018.
- To increase the level of ICT skills and knowledge by 10% per annum.
- To increase the percentage of students that pass WAEC and NECO examinations with 5 credits including English Language and Mathematics to 50% by 2018.
- To increase the percentage of students that pass joint matriculation examinations with a score of 200 and above to 50% by 2018.
- To increase adult and youth literacy rate to 85% by 2018.

6.2.3 Health

Policy Thrust

The major thrust of health policy is to improve access to healthcare and improve the efficiency of the healthcare delivery system. AnSG will provide community-oriented primary healthcare services and ensure the improvement of all health indicators in the State.

Outcomes

It is aimed that the following will be delivered during the period of the plan:

- Reduced infant mortality rate;
- Reduced maternal mortality rate;
- Reduced prevalence rate of preventable diseases;
- Reduced prevalence rate of HIV/AIDS;
- Increased life expectancy rate.
- Increased surveillance and prevention of deadly diseases, such as Ebola Virus

Targets

- To scale up immunisation coverage to 100% by 2018.
- To reduce infant mortality rate from 66 per 1,000 to 40 per 1,000 by 2018.
- To reduce maternal mortality rate from 286 per 100,000 in 2010 to 200 per 100,000 by 2018.
- To expand the scope of community health system to include 50% all the communities in the State by 2018.
- To reduce incidence of malaria by 40% by 2018.
- To reduce HIV prevalence rate by 60% by 2018.
- To increase average life expectancy to 60 years by 2018.

6.2.4 Water and Sanitation

Policy Thrust

The policy thrust on water and sanitation is to improve the quantity, quality and access to safe water for domestic, commercial and industrial uses as well as improve sanitation and hygiene practices among the citizens for reduced morbidity and mortality rates thereby achieving a path of sustainable growth and development.

Outcomes

During the plan period, efforts will be made to deliver the following outcomes:

- Increased volume of safe drinking water produced;
- Increased access to safe drinking water;
- Reduced water loss and wastages from water pipeline and networks;
- Reduced prevalence rate of water borne and waste water related diseases.

Targets

- To increase the proportion of households with access to safe potable water to 50% at the end of 2018;
- To increase the proportion of households with access to safe sanitation (improved toilet facilities) to 48% by the end 2018;
- To increase safe hygiene practices (effective hand washing at critical times) to 70% at the end of 2018;
- To increase the percentage of water resources development and management through PPP by 10% annually over the period 2014 to 2018;
-
- To reduce water loss and wastes to less than 5% by the year 2018.

6.2.5 Environment

Policy Thrust

The focus of policy on environment is to ensure sustainable use of the environment and continuous management of environmental challenges such as pollution, degradation and gully erosion. Over the plan period, AnSG will strive to mitigate potential environmental challenges from increased oil and gas and industrialisation activities as well as introduce and sustain new approaches to waste management and climate change mitigation activities, including control of deforestation activities and substantial afforestation initiatives.

Outcomes

It is aimed that the following will be delivered during the plan period:

- Improved sustainability in the use of the environment;
- Reduced environmental pollution and degradation;
- Increased control of gully erosion;
- Improved waste management system;
- Improved sanitation system;

Targets

- To reduce environmental pollution and degradation by 15% annually over the period 2014 to 2018;
- To reduce the menace of gully erosion in the State by 60% at the end of 2018;
- To increase the percentage of green belt restored and preserved in the State by 10% annually over the period 2014 to 2018;
- To embark on integrated waste management facility under PPP arrangement;
- To reduce illegal refuse dumps in the State by 60% at the end of 2018

6.2.6 Lands

Policy Thrust

The policy thrust on lands is to ensure easy access to land for agricultural, residential, commercial and industrial uses to all citizens and investors to facilitate the social and economic development of the State.

Outcomes

During the plan period, development efforts will seek to deliver the following:

- Increased access to land and land titles for all forms of development activities in the State;
- Improved geographic and land information system developed for the State;
- Increased contribution of land sub-sector to IGR of the State.

Targets

- To reduce the processing time for acquisition of land and land titles to 6 weeks at the end of 2018.
- To ensure the establishment of functional land data bank with geographic information system (GIS) at the end of 2016.
- To increase IGR from lands by 50% annually over the period 2014 to 2018.

6.2.7 Housing and Urban Development

Policy Thrust

During the plan period, the policy thrust on housing and urban development is to improve the quantity of decent housing and facilitate the creation of viable urban communities in the AnSG will improve and expand affordable housing options through the use of public-private partnership arrangements, embark on aggressive implementation of city master plans in the major towns and fully automate the building approval process.

Outcomes

Efforts will be directed at delivering the following during the period of the plan:

- Increased housing delivery to citizens in the State;
- Urban renewal for the Awka township to make it a befitting state capital;
- Increased development control in the State.

Target

- To reduce the processing time of building plans and permits by 70% at the end of 2018.
- To increase the percentage of controlled physical development in the State by 10% annually over the period 2014 to 2018.
- Awka township renewed and developed at the end of 2018.

6.2.8 Women and Social Inclusion for Development

Policy Thrust

The policy thrust on women and social development is to empower women to fully participate and contribute to the economic and social development of the State. AnSG shall ensure social inclusion of all segments of the society in the development process. Programmes of all MDAs shall consider and reflect the views and interests of women, the elderly, physically challenged persons, very poor and other vulnerable groups in policies, plans and plan implementation.

Outcomes

During the plan period, efforts will be directed at delivering the following:

- Increased economic empowerment and skills acquisition programmes for women groups;
- Reduced gender-based violence (GBV) and harmful traditional practices against women.
- Increased employment of women in economic activities in the State.
- Increased gender and social inclusion (G&SI) in the State's socio-economic development.

Targets

- To increase the percentage of women provided with economic empowerment and skills acquisition initiatives by 20% annually over the period 2014 to 2018.
- To reduce the percentage of cases of GBV against women to 50% by 2018.
- To increase the percentage of women in elected political offices to 40% by 2018.
- To promote G&SI in all policy issues in the State.

6.2.9 Youths and Sports

Policy Thrust

The policy thrust on youth and sports is to ensure the gainful employment of youths and create opportunities for the development of their talents. During the plan period, AnSG will embark on the resuscitation of core values among youths, sustain youth economic empowerment initiatives and improve facilities for the development of sporting talents of young people in the State.

Outcomes

It is aimed that the following will be delivered during the period of the plan:

- Increased employment opportunities for youths in the State;
- Increased opportunities for the development of sporting talents of youths.

Targets

- To increase the percentage of youth benefiting from economic empowerment, skills acquisition and vocational training initiatives by 20% annually over the period 2014 to 2018.
- To increase the percentage of youth provided with opportunities to develop their sporting talents by 20% annually over the period 2014 to 2018.
- To increase the percentage of youth employed in public works initiatives by 10% at the end of each year from 2014 to 2018.

6.2.10 Local Governments

Policy Thrust

The policy thrust on Local Governments is to improve the effectiveness and efficiency of service delivery of that tier of government. AnSG shall continue to empower and support Local Governments to provide the leadership and guidance to State-led developmental activities at the local level.

Outcomes

The following will be delivered during the plan period:

- Improved conflict resolution through chieftaincy institutions and town unions;
- Improved joint planning with Local Governments and involvement of community associations in planning and budgeting.
- Strategic plans for Local Governments developed.

Targets

- To reduce the percentage of conflicts in communities to 5% at the end 2018.
- To fully engage Local Governments in joint development planning and involve community associations in planning and budgeting over the period 2014 to 2018.
- To increase community participation in the provision and maintenance of water, electricity and recreational facilities in the 21 LGAs by 10% per annum over the period 2014 to 2018.
- To ensure that strategic plans are developed by Local Governments by the end of 2015.

6.2.11 Power

Policy Thrust

To reduce average power outage through the generation and distribution of adequate electricity in the urban and rural areas in Anambra State, for residential, commercial and industrial purposes that would improve SMEs access to electricity.

Outcomes

During the plan period therefore, we will strive to deliver the followings:

- Reduced power outage through increased peak load;
- Improved SMEs access to electricity.

Targets

- To reduce average total power outage in the State from 20% in 2014 to 15% by end of 2015; further down to 10% by end of 2016 and then sustain the achieved 10% till the end of 2017 and then further down to 5% by the end of 2018 and sustain it thereafter.
- To increase access to electricity by residential, commercial and industrial users by 5% at end of 2015; then increase further by 3% by end of 2016 and maintain the 3% increment through end of 2017 and 2018.

6.2.12 Governance

Policy Thrust

The focus of the thrust of policy on governance over the plan period is to provide security to lives and properties to facilitate economic and social development in the State as well as introduce and implement reform measures to strengthen governance institutions, i.e. the Civil Service, the Legislature and the Judiciary.

Under the current development plan, the Civil Service shall evolve the platform and processes to effectively implement and manage the policies of the State towards the achievement of the desired outcomes for Ndi Anambra, undertaking governance reforms by applying improved and best practice systems and processes in governance including procurement, policy and strategy development, better planning processes, improved budgeting and overall public financial management, public service management reforms, M&E. A stable and well-coordinated Service with clear and common goals has been positioned to lead the effective and efficient implementation of government policies and programmes. The Civil Service shall be the *force-vitale* that shall drive service delivery and development in all its ramifications in the State and of the AnSDP in the next four years.

The Legislature and Judiciary shall also be supported to effectively and efficiently discharge their roles in the governance process.

a. Security

Outcomes

The following will be delivered during the plan period:

- Increased security of lives and property to promote commercial activities and investments in the State;
- Reduced crime rate;
- Improved mechanisms for intelligence gathering and early warning systems for prevention of crimes.

Targets

- To reduce the rate of armed crimes and kidnapping to 10% at the end of 2018.

b. The Civil Service

Outcomes

During the plan period, efforts will be directed at delivering the following:

- Improved general staff skills and competence in core skills in the service;
- Reduced duplication of mandates and responsibilities by MDAs;
- Appropriate compensation and welfare packages implemented;
- Improved financial management system to ensure effectiveness, efficiency and accountability in public spending.

Targets

- To reduce manpower shortages in the State workforce on sectorial and cadre basis to 20% by 2016.
- To reduce duplication of mandates and responsibilities of MDAs by 80% at the end of 2016.
- To ensure complete revision and implementation of compensation and welfare packages in the civil service by 2017.
- To reduce incidences of inappropriate cash management and lack of adherence to due process in public spending to 10% by 2015.

c. The Legislature

Outcomes

The following will be delivered during the period of the plan:

- Improved knowledge base of legislators on their duties and the budget process;

- Improved responsiveness and accountability of the SHoA to citizens in the State.

Targets

- To increase capacity building initiatives to enhance the knowledge base of legislators on the budget process by 30% annually over the period 2014 to 2018.
- To engage the legislature on improvement and accountability to citizens by 2015.

d. The Judiciary

Outcomes

The following will be delivered during the plan period:

- Reduced general crime rate;
- Improved access to justice.

Targets

- To reduce the total duration for the discharge of cases in courts by 60% over the period 2016 to 2018;
- To reduce the time for awaiting trial by suspects in criminal cases by 50% over the period 2016 to 2018;
- To reduce the general rate of criminal cases by 20% annually over the period 2015 to 2018.

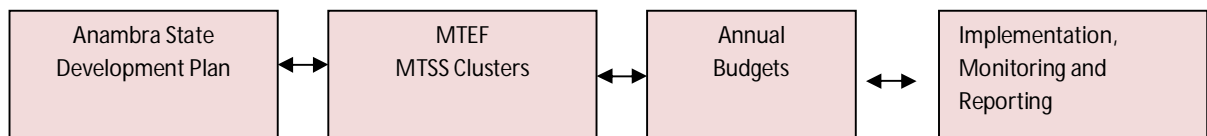
Chapter 7: Implementation Framework and Monitoring and Evaluation

This section of the AnSDP outlines actions to be taken to advance Anambra State, based on the “economic engine” and “enablers”, towards attaining the overall goal of the plan, which is enhancement of human capabilities and livelihood resulting in sustained poverty reduction. The overall responsibility for the implementation of the plan will be with the MEPB. This will be done through the framework of annual MTSS and budgetary process as well as M&E framework.

7.1 The Implementation Framework

Figure 2 below represents the basic hierarchy of planning and budgeting system operated by the State Government. The AnSDP sits at the apex of this system and frames the strategic direction for the subsequent layers of plans and budgets. Coordinated planning and budgeting are essential for effective policy decision-making and implementation, fiscal efficiency and improved service delivery.

Fig 2: Executing strategies



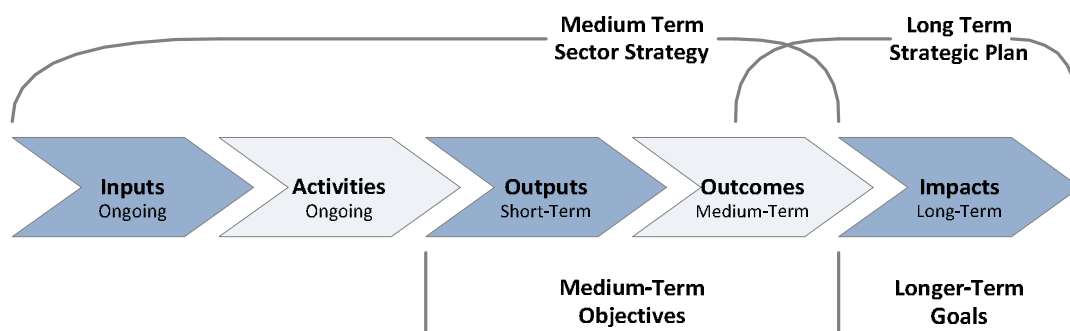
As a strategic plan the AnSDP does not present detailed programmes or projects for implementation. These are to be developed by sectors through their MTSS. The AnSDP is largely concerned with Impacts and Outcomes. Impacts are stated or implied in the Vision, for example, the wellbeing of the citizens and security and good governance. It is concerned with those things people can see or feel.

An outcome is a statement of a desired situation, an improved situation that leads to impacts. The Plan Outcomes thus flow from the Vision and the Strategic Direction of each Development Pillar of the AnSDP. These Outcomes are stated in the AnSDP and are brought forward for verification and confirmation by Sectors/MDAs before these outcomes are committed to actions. Sometimes impacts and outcomes are expressed as long term goals and objectives.

Outcomes need strategies and actions to be achieved. These strategies and actions are sometimes expressed as outputs, activities and inputs. Outputs and activities are subjects of MTSSs in the Anambra State planning and budgeting system.

Conceptually, the linkages then between AnSDP and MTSS are expressed in the form of a Results Chain as shown in Figure 3 below.

Figure 3: The Results Chain



In reference to the above diagram, the AnSDP only deals with Impacts and Outcomes – the WHAT of development. The rest – Outputs, Activities/Initiatives/Projects and Inputs (the HOW, WHEN, BY WHOM) are dealt with through the MTSSs. The MTSSs are the basis for preparing annual budget and thereafter open opportunities for monitoring activities.

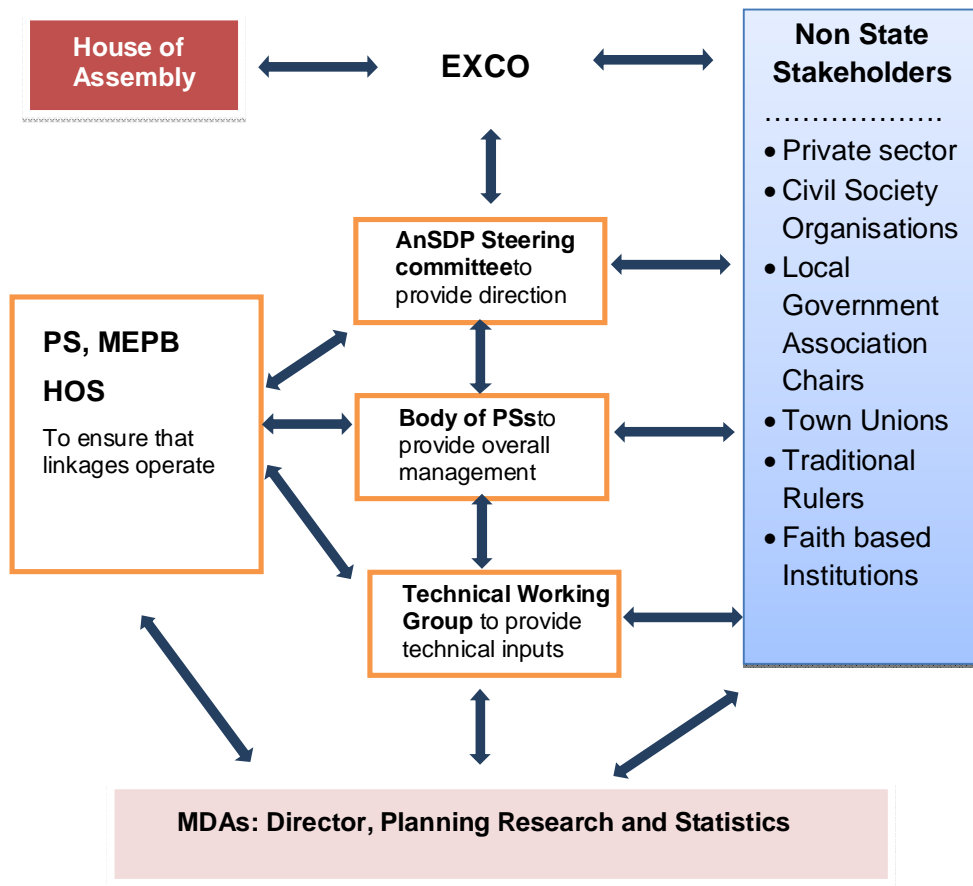
In order to provide clear guidance and direction to MTSS development, the AnSDP has developed a Results Framework (RF) that is shown in Appendix 3. The purpose of the RF is to provide a structure and set of indicators that will enable the performance of the AnSDP to be assessed and evaluated. As such it provides a guide to the M&E of the AnSDP. The RF will need on-going refinement in terms of data to define baselines and targets. MDAs and Parastatals will continue to assist in its refinement. Data gaps in a RF are not peculiar only to Anambra State but are a real problem faced by other states and many African countries. It means that the performance of plans may not be gauged in every respect, or may only be measured partially. However, showing these gaps it helps to identify the problem and get data collection re-oriented.

7.2 Institutional Arrangements for Implementation

The operational context for the AnSDP lies mainly, but not exclusively, within the confines of state and Local Governments. It is at these levels that the main coordinating drive for development occurs and where the public experience the delivery of services. Ongoing reforms play an important part of ensuring success in these areas. The planning, coordination and execution of services are vital to the well-being of the people and also play a major role in attracting new investment.

The AnSG has the responsibility to oversee the implementation of the AnSDP and to take the initiative in developing communication with non-state sectors about the AnSDP. In order to undertake these tasks, some additional institutional arrangements are necessary. Figure 4 illustrates the required arrangements for effective delivery of the ANSDP.

Figure 4: Institutional arrangements for implementing the AnSDP



The Executive Council (ExCo)

ExCo is the highest relevant body. They are concerned that all Outcomes of the AnSDP are achieved but pay special attention to Outcomes related to the Vision and Mission. They approve the Plan and receive the main reports on performance and related issues. They are informed of any important developments and respond to the need for any resolutions that are recommended by the Body of Permanent Secretaries (PSs). They ensure that the relationships with other players, e.g. the House of Assembly and non-state Development Partners, are appropriate and effective.

The Body of Permanent Secretaries

The Body of Permanent Secretaries advises and supports ExCo through the Steering Committee of the AnSDP. They in their turn are supported and advised by a Technical Working Group (TWG) that is situated within the Ministry of Economic Planning and Budget. Terms of Reference (ToR) for all these bodies should be clearly articulated and approved.

Ministry of Economic Planning and Budget (MEPB)

The MEPB is the lead Ministry for the AnSDP and has a responsibility of ensuring that all that needs to be done is done and the different parts of the system are working and effective. Specifically, its role is to ensure that:

- TWG is working and prepares reports of progress of AnSDP which are sent to the Body of Permanent Secretaries and eventually to ExCo on a regular basis
- All MDAs understand and act on their roles and responsibilities in the implementation of the AnSDP.
- Strong linkages between MTSS, Budget and Monitoring systems are developed and strengthened. In this regard the State Bureau of Statistics will play a major role.

MEPB should work in close liaison with other key MDAs to integrate the AnSDP into its existing administration, planning and development systems and to ensure the congruence and impact of the AnSDP is felt.

Ministries, Departments and Agencies (MDAs)

MDAs are at the core of the implementation process. The AnSDP sets the long-term strategic perspective for the more detailed planning undertaken by the MDAs which make up the main implementation agencies of the State. Individual MDA will need to harmonise their MTSS (or equivalent plan) with the broad parameters of the AnSDP and then reflect the aims and direction of the Pillars and Enablers in their annual plans and annual budgets.

The Local Government

Local councils are potentially better placed to respond to community needs and services. The State should continue to bring development and governance closer to its citizens by strengthening the 21 LGAs. In order to achieve this goal, the State will:

- Allocate adequate resources to LGAs;
- Involve LGAs in formulating development policies, decision-making as well as in monitoring and evaluation;
- Ensure necessary capacity at LGAs for the delivery of quality public services with focus on achieving the MDGs, and by extension, the AnSDP.

The Private Sector

Of all the sectors, the private sector has the largest and most independent role to play in realising the Oil and Gas Development aspects of the AnSDP. By its nature, the private sector is not homogeneous and is not well geared to interact with the State on a broad strategic level. private sector players are many and varied. Full use should be made of those bodies that seek to represent the various interests of the private sector such as the Chamber of Commerce and Industry, and Manufacturers Association of Nigeria. At individual enterprise level, the private sector will relate directly to the outcomes of the relevant sector. For example, those investing in the Industry and Oil and Gas sectors will refer to the Outcomes assigned to these sectors in

the results framework. The private sector is already used to the relationships through PPP programmes.

Regular advice will be provided by the TWG (subject to the approval of the Body of PSs on the AnSDP) to assist the Ministry of Industry, Trade and Commerce to manage and undertake the linkage between the AnSDP and the Private Sector.

The Civic Sector

The civic sector is large and complex. It includes civil society organisations (CSOs), town unions, traditional rulers and faith-based institutions. No one arm of state government has overall responsibility for dealing with this sector. Rather, the issues, concerns and interaction of the civic sector with development in the State should be dealt with by the relevant Ministries in the specific areas that civic sector bodies operate. A Briefing Note on how MDAs should interact with civic organisations to achieve the outcomes of the AnSDP should be issued by the TWG (subject to the approval of the Body of PSs on the AnSDP) and sent to all MDAs.

External Development Agencies

The relationship between the AnSDP and external development agencies, such as the World Bank, DFID and so on will be overseen by the MEPB through the instrumentality of a Development Partnership Steering Committee and a coordination framework. MEPB will ensure that all existing and prospective development partners are aware of the AnSDP and that the contribution of such partners to achieving the outcomes of the AnSDP will be welcomed.

7.3 The Monitoring and Evaluation System

The monitoring of plan implementation shall be a continuous process, within the context of this plan. The MTSS (or equivalent strategic plan) and annual budgets will be the basis for operationalising and implementing the plan. MDAs are at the core of the implementation process. The AnSDP sets the long-term strategic perspective for the more detailed planning undertaken by the MDAs which make up the main implementation agencies of the State. Individual MDAs will need to harmonise their MTSS with the broad parameters of the AnSDP and then reflect the aims and direction of the Development Pillars in their annual plans and annual budgets.

MDAs will therefore need to:

- Identify the relevant and appropriate AnSDP Outcomes;
- Develop strategies to realise these Outcomes. It is suggested that this exercise begins when the MDAs are reviewing and rolling-over their MTSS.

MDAs will need substantial guidance and support in doing this and this guidance will come from MEPB either in the form of training, circulars or guidance notes.

There will be a focus on the implementation of planned activities in relation to the established timetables, services used by beneficiaries, infrastructure and other inputs. The process of evaluation, on the other hand, will involve selective exercises. The exercises will be designed to systematically and objectively assess progress towards the achievement of planned outcomes. It is expected that the process of M&E will facilitate informed decision making and support substantive accountability to the citizens of Anambra State and ultimately improve performance and indicate results achieved over the plan period.

7.4 Performance Reviews of Medium Term Sector Strategies

At the beginning of each financial year, MDAs shall undertake the process of reviewing the performance of the previous year. The review will be based on reports from both external and internal stakeholders in the sector, i.e. the public and the MDA. A performance report will be forwarded to the State ExCo and the relevant committees of the SHoA, through the Honourable Commissioner for Ministry of Economic Planning and Budget. The report will be reviewed by ExCo after which directives will be provided on follow up actions as necessary. The result of the performance review would then determine revisions to the rolling medium term sector plans (MTSS). Such reviews will also establish the contributions that MDAs make to each of the AnSDP development pillars.

In each MDA, the monitoring function shall be the responsibility of the respective Departments of Planning, Research and Statistics (DPRS) of the MDAs. The DPRS will submit annual reports to the MEPB, focusing on the MDA contributions to AnSDP. In the MEPB, the Director of M&E shall synthesis annual reports collected and submits the overall report to the ExCo through the Honourable Commissioner as stated earlier.

For each **AnSDP Outcome** the RF provides **key performance indicators (KPIs)** and **targets** to be achieved between 2014 and 2018. Medium Term (2016), and Plan end (2018) targets are adopted so that the performance of the Plan can be assessed and adjustments made after the medium two year period and an evaluation made at the end of the Plan period of the overall achievement towards the Vision, which is the overarching goal of the Plan. As far as possible targets are stated or derived from the AnSDP. Baseline information on the KPIs will be compiled by the Director M&E in MEPB. The Director will also collate information from various sources annually to update the database on KPIs. The compiled data on KPIs will be published by the MEPB annually.

7.5 Publication of Projects and Results

Under the direction of the Honourable Commissioner for Economic Planning and Budget, the Director of M&E shall publish details of contracts issued, project locations, project costs and detailed descriptions of the work to be done. Communities that receive this information would be expected to hold contractors and the implementing department to account. This would ensure that the projects are completed and a positive impact on the lives of citizens would be achieved.

7.6 Responsiveness and Consultation

It is expected that in the implementation of the plan, the Office of the Honourable Commissioner for Economic Planning and Budget will make sector and economy-wide performance reports available annually to the public. Such reports would indicate whether the plan is being implemented as planned and whether the plan implementation is creating the desired effects on the lives of the citizens. The reports would also afford members of the public, especially NGOs and CSOs, the opportunity to review performance and evaluate them in their perspectives. In addition, members of the public would also indicate whether the development initiatives have effect on them.

Appendices

Appendix 1: Population of Anambra State by Local Government Area, 2006

Local Government Area	Male	Female	Total
Aguata	187,262	182,710	369,972
Anambra East	77,539	74,610	152,149
Anambra West	85,833	81,470	167,303
Aniocha	142,961	141,252	284,215
Awka North	57,219	54,973	112,192
Awka South	96,902	92,752	189,654
Ayamelum	81,065	77,087	158,152
Dunukofia	49,476	47,041	96,517
Ekwusigo	80,053	78,376	158,429
Idemili North	219,223	211,782	431,005
Idemili South	105,830	100,986	206,816
Ihiala	152,200	150,077	302,277
Njikoka	73,869	74,525	148,394
Nnewi North	77,517	77,926	155,443
Nnewi South	118,532	114,830	233,362
Ogbaru	115,678	107,639	223,317
Onitsha North	61,588	64,330	125,918
Onitsha South	71,348	65,843	137,191
Orumba North	84,996	87,777	172,773
Orumba South	93,199	91,349	184,548
Oyi	85,694	82,507	168,201
Total	2,117,984	2,059,844	4,177,828

Source: 2006 Population Census

Appendix 2: Indicative Sector Capital Expenditure Ceilings, 2015-2018

	2014 Allocation	Proposed Sectoral Allocation	2015 Allocation	2016 Allocation	2017 Allocation	2018 Allocation
Sector	(N)	%	(N)	(N)	(N)	(N)
Agriculture	9,720,969,000	6%	5,436,759,029	5,980,436,816	6,578,478,425	7,236,326,267
Industry (including Science & Technology)	3,095,850,000	2%	1,731,451,920	1,904,597,712	2,095,056,823	2,304,562,506
Trade & Commerce	7,135,934,250	5%	3,990,996,676	4,390,097,726	4,829,105,977	5,312,016,575
Oil & Gas	1,547,925,000	1%	865,725,960	952,298,856	1,047,528,412	1,152,281,253
Infrastructure (Roads, Bridges, Power & Energy)	48,759,637,500	32%	27,270,367,740	29,997,413,964	32,997,144,965	36,296,859,462
Education	18,482,224,500	12%	10,336,767,962	11,370,448,341	12,507,489,235	13,758,238,158
Health	13,900,366,500	9%	7,774,219,121	8,551,643,727	9,406,805,136	10,347,485,650
Environment	6,005,949,000	4%	3,359,016,725	3,694,919,561	4,064,410,237	4,470,851,261
Water & Sanitation	5,804,718,750	4%	3,246,472,350	3,571,120,710	3,928,231,544	4,321,054,698
Lands, Housing & Urban Development	3,978,167,250	3%	2,224,915,717	2,447,408,060	2,692,148,018	2,961,362,820
Women Affairs & Social Development	1,547,925,000	1%	865,725,960	952,298,856	1,047,528,412	1,152,281,253
Youth & Sports	1,547,925,000	1%	865,725,960	952,298,856	1,047,528,412	1,152,281,253
Information, Culture & Tourism	1,486,008,000	1%	831,096,922	914,206,902	1,005,627,275	1,106,190,003
Finance	5,773,760,250	4%	3,229,157,831	3,552,074,733	3,907,280,975	4,298,009,073
Governance	26,005,140,000	17%	14,544,196,128	15,998,620,781	17,598,477,315	19,358,325,046
Sub-Total	154,792,500,000	100%	86,572,596,000	95,229,885,600	104,752,841,160	115,228,125,276
Planning Reserve			4,328,629,800	4,761,494,280	5,237,642,058	5,761,406,264
TOTAL			90,901,225,800	99,991,379,880	109,990,483,218	120,989,531,540

Source: Projections by Anambra State Ministry of Budget and Economic Planning

Appendix 3: Projected Funding Plan for the Development Pillars

Development Pillars	2014 (billion Naira)			2015 (billion Naira)			2016 (billion Naira)			2017 (billion Naira)			2018 (billion Naira)		
	AnSG	Private Sector	Total	AnSG	Private Sector	Total	AnSG	Private Sector	Total	AnSG	Private Sector	Total	AnSG	Private Sector	Total
Agriculture	9,720,969,000	4,860,484,500	14,581,453,500	5,436,759,029	2,718,379,514	8,155,138,543	5,980,436,816	2,990,218,408	8,970,655,224	6,578,478,425	3,289,239,212	9,867,717,637	7,236,326,267	3,618,163,133.67	10,854,489,401
Industry (including Science & Technology)	3,095,850,000	1,547,925,000	4,643,775,000	1,731,451,920	865,725,960	2,597,177,880	1,904,597,712	952,298,856	2,856,896,568	2,095,056,823	1,047,528,412	3,142,585,235	2,304,562,506	1,152,281,252.76	3,456,843,758
Trade & Commerce	7,135,934,250	3,567,967,125	10,703,901,375	3,990,996,676	1,995,498,338	5,986,495,013	4,390,097,726	2,195,048,863	6,585,146,589	4,829,105,977	2,414,552,989	7,243,658,966	5,312,016,575	2,656,008,287.61	7,968,024,863
Oil & Gas	1,547,925,000	773,962,500	2,321,887,500	865,725,960	432,862,980	1,298,588,940	952,298,856	476,149,428	1,428,448,284	1,047,528,412	523,764,206	1,571,292,617	1,152,281,253	576,140,626.38	1,728,421,879
Total	21,500,678,250	10,750,339,125	32,251,017,375	12,024,933,584	6,012,466,792	18,037,400,377	13,227,431,110	6,613,715,555	19,841,146,665	14,550,169,637	7,275,084,819	21,825,254,456	16,005,186,601	8,002,593,300	24,007,779,901

Source: Projections by Anambra State Ministry of Budget and Economic Planning

Appendix 4: Projected Public Sector Funding of the Economic Enablers

Economic Enablers	2014 (Naira)	2015 (Naira)	2016 (Naira)	2017 (Naira)	2018 (Naira)	Total 2014-2018 (Naira)
Infrastructure (Roads, Bridges, Power & Energy)	36,569,728,125	27,270,367,740	29,997,413,964	32,997,144,965	36,296,859,462	163,131,514,256
Education	13,861,668,375	10,336,767,962	11,370,448,341	12,507,489,235	13,758,238,158	61,834,612,070
Health	10,425,274,875	7,774,219,121	8,551,643,727	9,406,805,136	10,347,485,650	46,505,428,509
Environment	4,504,461,750	3,359,016,725	3,694,919,561	4,064,410,237	4,470,851,261	20,093,659,534
Water & Sanitation	4,353,539,063	3,246,472,350	3,571,120,710	3,928,231,544	4,321,054,698	19,420,418,364
Lands, Housing & Urban Development	2,983,625,438	2,224,915,717	2,447,408,060	2,692,148,018	2,961,362,820	13,309,460,052
Women Affairs & Social Development	1,160,943,750	865,725,960	952,298,856	1,047,528,412	1,152,281,253	5,178,778,230
Youth & Sports	1,160,943,750	865,725,960	952,298,856	1,047,528,412	1,152,281,253	5,178,778,230

Information, Culture & Tourism	1,114,506,000	831,096,922	914,206,902	1,005,627,275	1,106,190,003	4,971,627,101
Finance	4,330,320,188	3,229,157,831	3,552,074,733	3,907,280,975	4,298,009,073	19,316,842,799
Governance	19,503,855,000	14,544,196,128	15,998,620,781	17,598,477,315	19,358,325,046	87,003,474,270
Total	99,968,866,313	74,547,662,416	82,002,454,490	90,202,671,523	99,222,938,675	445,944,593,416

Source: Projections by Anambra State Ministry of Budget and Economic Planning

Appendix 5: Projected Private Sector Funding of the Economic Enablers

Economic Enablers	2014 (Naira)	2015 (Naira)	2016 (Naira)	2017 (Naira)	2018 (Naira)	Total 2014-2018 (Naira)
Infrastructure (Roads, Bridges, Power & Energy)	18,284,864,063	13,635,183,870	14,998,706,982	16,498,572,483	18,148,429,731	81,565,757,128
Education	6,930,834,188	5,168,383,981	5,685,224,170	6,253,744,617	6,879,119,079	30,917,306,035
Health	5,212,637,438	3,887,109,560	4,275,821,863	4,703,402,568	5,173,742,825	23,252,714,254
Environment	2,252,230,875	1,679,508,362	1,847,459,781	2,032,205,119	2,235,425,630	10,046,829,767
Water & Sanitation	2,176,769,531	1,623,236,175	1,785,560,355	1,964,115,772	2,160,527,349	9,710,209,182
Lands, Housing & Urban Development	1,491,812,719	1,112,457,859	1,223,704,030	1,346,074,009	1,480,681,410	6,654,730,026
Women Affairs & Social Development	580,471,875	432,862,980	476,149,428	523,764,206	576,140,626	2,589,389,115
Youth & Sports	580,471,875	432,862,980	476,149,428	523,764,206	576,140,626	2,589,389,115
Information, Culture & Tourism	557,253,000	415,548,461	457,103,451	502,813,638	553,095,001	2,485,813,551
Finance	2,165,160,094	1,614,578,915	1,776,037,366	1,953,640,488	2,149,004,536	9,658,421,400
Governance	9,751,927,500	7,272,098,064	7,999,310,390	8,799,238,657	9,679,162,523	43,501,737,135
Total	49,984,433,156	37,273,831,208	41,001,227,245	45,101,335,761	49,611,469,338	222,972,296,708

Source: Projections by Anambra State Ministry of Budget and Economic Planning

Appendix 6: The AnSDP Results Framework

Guidance in filling the results framework

This annex presents the results framework for AnSDP. This matrix provides a framework for clearly articulating the desired activities and the expected outputs/outcomes in the AnSDP. It ensures that there is a logical flow between the subject area/sector activities and the expected outcomes from implementing the activities. It also allows the definition of clear indicators of performance, which will show the direction of performance and the progress being made in implementing activities.

Key performance indicator(s)

The framework has been produced for each AnSDP focus area – vision/mission, pillars and enablers. For each sector, an outcome or set of outcomes are defined. A key performance indicator(s) is then defined for each outcome that will show whether or not the desired results are being achieved.

Baseline

For each indicator, a baseline should be established, that is, the current situation in respect of the indicator. It is important to indicate the year of the baseline as it serves as a reference for measuring progress against the indicator and hence the outcome. Information on baseline was not available in the course of developing this framework. It is expected that the M&E director of the MEPB will facilitate the collection and population of the baseline in the course of implementing the plan.

Target

For each outcome, a target should also be defined, that will show the incremental progress needed to achieve the outcome. Given that the AnSDP would be implemented over an average four-year period, it is important that the targets are realistic and related to the baseline and outcome stipulated. Targets should thus be defined for mid-period of implementation (2016), leading to the outcome year (2018).

The Framework

Vision: Anambra will become the first choice investment destination and most preferred location to site new industries.

Mission: To create a socially stable, business friendly environment that will attract both indigenes and foreigners to seek wealth creating opportunities in Anambra State

Development Plan Outcomes, KPIs and Targets

Subject Area/ Sector	Outcome	Outcome Key Performance Indicator	Baseline	Target 2016	Target 2018
Well-Being	Anambra state citizens living standards improved and poverty reduced	Poverty rates (numbers in poverty as a proportion of total population.)	62.6% (NBS/WHO)		
Social Stability	GDP Growth reflecting real growth and allowing for a surplus of wealth to be spent on infrastructure, social services and protecting the environment	GDP Growth rate per annum	n.a.		
	Majority of workforce employed in paid work	Paid employment as a proportion of total employment	n.a.		
		Unemployment rate	16.8% (NBS 2008)		
	Improving perceptions by Anambra citizens of service delivery by the State	Proportion of households expressing satisfaction with State delivery of services	n.a.		

Development Plan Pillars: Outcomes, KPIs and Targets

Subject Area/ Pillar	Outcome	Outcome Key Performance Indicator	Baseline	Target 2016	Target 2018
Agriculture	Optimum agricultural production	mean yield of crops, livestock and fishery	Crops=1,294,610 metric tonnes Livestock=1,408 metric tonnes Fishery=75,315 metric tonnes Mean yield=457,111 metric tonnes		
		Proportion of Anambra GDP from Agriculture	30%		
	Anambra is food secure	Quantity/volume of high level of strategic food reserves	n.a.		
	Increased contribution of raw materials for agro-processing and export	Proportion of agro industrial raw materials produced locally	n.a.		
Trade and Commerce	An Anambra Business Environment that is conducive to expanding existing enterprises of all sizes and encourages new inward investment	Average time taken to register new business	24HRS		
		Ease of doing business in major Anambra Cities	n.a.		
	Increased volume of trade	Value of trading activities in the state's major markets	n.a.		
	Improved import and export opportunities in the State	Value of imports and exports in the state	55%		
	Increased contribution of trade and	Proportion of GDP and IGR from trade and	IGR= N19,500,000		

	commerce to GDP and IGR of the State	commerce			
Industrialisation	Serviced land available for industries increased	New special zones (Free Trade Zones, Enterprise Zones, Industrial Parks) established	7		
	Industrial sectors position within the Anambra State economy	Proportion of GDP and IGR from industrial sector	n.a.		
	Effective Partnership between the Private, Public and Civic Sectors	Public/Private Partnerships Agreements	n.a.		
	Improved employment generation from industrial activities	New employments in the sector	0		
		Unemployment rate	80%		
	Improved mechanisation/ automation of other productive sectors through manufacturing	Uptake of mechanisation/ automation by other productive sectors	Human Being=40% Automation =60%		
	Improved import and export opportunities from industrial activities	Value of imports and exports from industrial activities	n.a.		
Oil and Gas	Increased employment opportunities generated by the oil and gas sector	New employments in the sector	0		
		Unemployment rate	100%		
	Creation of functional refinery and hub for refined petroleum products in the State	Functional refinery in place	0		
	New investments in the oil and gas sector in the State	Value of investments in the sector	\$29m		

		No of national international oil companies coming into the sector	1 National 0		
	Increased contribution of oil and gas sector to the State's Economy	Proportion of GDP and IGR from the oil and gas sector	n.a.		
		Derivation account allocations from FGN	n.a.		

Development Plan Enablers: Outcomes, KPIs and Targets

Subject Area/ Pillar	Outcome	Outcome Key Performance Indicator	Baseline	Target 2016	Target 2018
Education	Quality education is provided at all levels	Early child care enrolment rates	65.5%		
		Primary, junior and senior secondary school enrolment rates	90.2%		
		Senior secondary school enrolment rates	9%		
		Proportion of SS students that pass SSCE with five credits including English and Mathematics	32%		
		Enrolment in technical colleges by gender	M=2794 F=1947		
		% of enrolled students that graduate from Technical and Vocational Education Colleges (TVEC)	35%		
	Boy child education is	School enrolment	M = 487,006		

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	improved	by gender	F = 498,495		
	Literacy is improved in the state	Literacy rate	92.8%		
Health	Improved health care services that are available and accessible to its citizens	Percentage of electoral wards with at least one primary health care facility (PHC) providing minimum healthcare package	PHC=539 32.9%		
	Improved quality and affordable health care services	Maternal mortality ratio	4.97 per 1,000		
		Infant mortality ratio	66 per 1000		
	Reduction in HIV, TB and Malaria	HIV prevalence rates	8.7%		
		TB prevalence rates	36.95%		
		Malaria prevalence rates	4.97%		
	Life expectancy is increased	Life expectancy rate	52.11 Years		
Environment	Efficient and effective management of the Environment to ensure sustainability	Level of compliance with environmental laws and regulations	1%		
	Effective and efficient sanitation systems operative throughout Anambra State	Septic tanks usage	n.a.		
	A beautiful, green and attractive State	Trees planted	108,800		
		Parks and landscaped areas	3		
	Environmental Pollution reduced to internationally accepted levels	Proportion of companies meeting the SON emission standard	1%		
	The adverse effects of gully erosion within the State minimised	Communities affected by erosion and flooding	177		
		Flooding land area reclaimed per year	5%		
Lands	A physical environment with	Level of compliance to physical planning	n.a.		

	sufficient land allocated to meet the future needs of the economy and the people	policy			
		Proportion of households and other entities with security of tenure certification (C of O)	45%		
	Land administration is improved	Geographic information system for land in place	n.a.		
	Increased contribution of land sub-sector to IGR of the State	Proportion of IGR that is from lands sector	N4,000,000		
Housing and Urban Development	Increased housing delivery to citizens in the State	Housing units constructed by public and private agencies	882,875 (NBS, 2006)		
	Increased development control	Level of compliance with housing laws and regulations	n.a.		
	Urban design and development	No of cities in the state that are redesigned	0		
Water	The State provides sufficient and equitable potable water to all its citizens	Met demand for water	64.3%		
	Reduction in water related disease	Incidence of water-borne diseases	None		
Infrastructure	Improved road network across the state	Kilometre of new roads constructed (urban and rural)	83.241km (SYB 2012)		
	Anambra has a reliable, adequate, affordable and sustainable power supply that propels development and attracts investment	Proportion of households connected to electricity	n.a.		
		Proportion of business investment using generators as back-up	n.a.		
	Improved facilities for water transportation	New investments in water transportation	0		
	Airport and air transportation facilities developed	New investments in air transportation	0		

Women and Social Development	Women are economically empowered and self-reliant as well as effectively participate in state development programmes – sports, art, culture, music and development enterprises	Number and types of skills acquisition schemes targeting women	18 SKILLS		
		Proportion of women who used acquired skills for business	710 Participants		
		Proportion of women who occupy political positions			
Youth and Sports	Reduced number of unemployed youth	Youth unemployment rate	n.a.		
	Opportunities for development of sporting talents in youths	New talents discovered disaggregated by sex and typology of sport	M=158 F=152		
Local Government	Improved conflict resolution through chieftaincy institutions and town unions	Alternative dispute resolution (ADR) mechanisms in place and used	0		
	Improved joint planning with Local Governments and involvement of community associations in planning and budgeting	Number of joint planning initiatives undertaken on budgeting	3 (from DPRS MoLG)		
	Strategic plans for Local Governments developed	No of LGAs with strategic plans	0 (from DPRS M o L G)		
Security	Increased security of lives and property to promote commercial activities and investment in the State	Peoples' perception (effective neighbourhood watch security) <ul style="list-style-type: none"> Community crime perception Response/availability and; Coverage/number of 	n.a. n.a. n.a. 10 per group		

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		personnel			
	Reduced crime rate	Number of reported crimes	96 (NBS 2007)		
	Improved mechanisms for intelligence gathering and early warning systems for prevention of crimes	Mechanism in place for early warning on crimes	1		
Legislature	Increased knowledge base of legislators on their duties and the budget process	Number of public hearings on budgets	1		
		Level of citizens' satisfaction with performance of legislature	0		
	Improved responsiveness and accountability of the SHoA to citizens in the State	Extent of passage and implementation of key legislation that underpins good governance – e.g. fiscal responsibility, public procurement etc.	2		

Sources: Anambra State Ministries, Departments and Agencies; WHO and Nigeria Bureau of Statistics.

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