NEEDS NIGERIA

NATIONAL ECONOMIC EMPOWERMENT AND DEVELOPMENT STRATEGY

MEETING EVERYONE'S NEEDS

National Planning Commission 2004

UNITY AND FAITH, PEACE AND PROGRESS

Meeting Everyone's NEEDS

National Economic Empowerment and Development Strategy NEEDS

National Planning Commission
Abuja 2004

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The National Economic Empowerment and Development Strategy (NEEDS) is the response to the development challenges of Nigeria. The main version of the NEEDS was launched on the 29th of May, 2004. This abridged version of the main document is meant to serve as a quick reference to educate the Nigerian populace on the economic reform agenda of the Government and its benefits. In 1999, most people grossly underestimated the extent of social, political, and economic decay of the country. Since 1999, we have succeeded in stabilising the polity, consolidated the democratic governance structure, and made modest progress in the social and economic spheres. Over the next few years (2004-07), NEEDS will consolidate the achievements of the previous five years and lay a solid foundation for sustainable poverty reduction, employment generation, wealth creation, and value reorientation.

Nigeria has all it takes (human and material resources) to become the strongest economy in Africa — and one of the leading economies in the world in the longer term. The goal of NEEDS is to mobilise the resources of Nigeria to make a fundamental break with the failures of the past and bequeath a united and prosperous nation to the generations to come.

I am particularly happy that if there is anything like a home-grown reform programme, NEEDS is it. For the first time, we have embarked on an extensive consultative and participatory process, involving major stakeholders in the design of NEEDS. It is this national ownership, together with the results already visible, that will ensure the sustainability of NEEDS beyond 2007. As we all know, it is only bad plans that do not allow for periodic amendments. NEEDS is a living document, and aspects of it may be modified in the light of implementation experiences. Nigerians have agreed, however, that the major thrusts of NEEDS are what Nigeria needs to move forward.

The reform programme is rightly ambitious. For one thing, we need focused goals and ambition to make progress. The programme reflects the impatience of Nigerians to see quick and dramatic changes and also the fact that Nigeria has immense potential waiting to be unleashed, talents to be tapped. Having lost some decades, we are in haste to cover lost ground, catch up with our contemporaries, and become the largest and strongest economy in Africa. We are, however, mindful of the need to sequence the reforms to minimise the cost and preventable pitfalls while maximising the benefits.

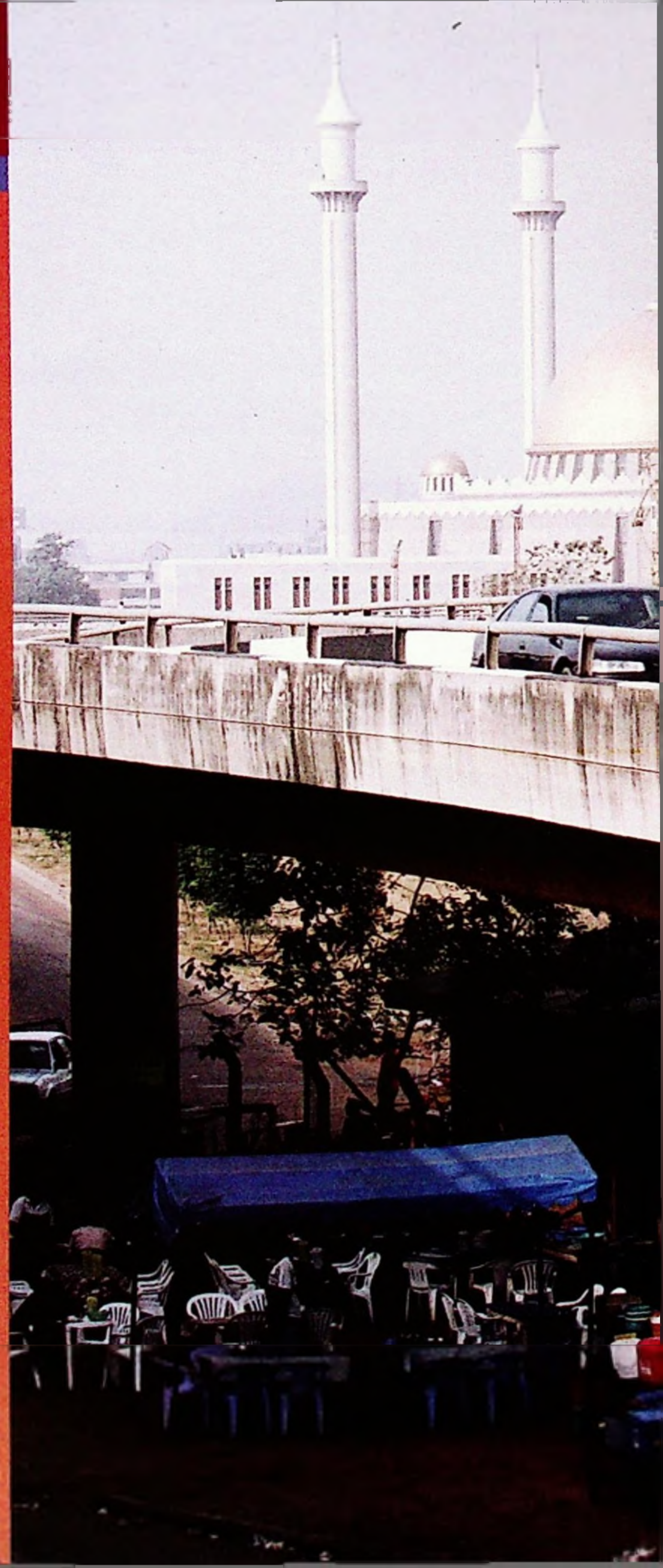
While we look forward to a better future under NEEDS, we are not unmindful of the long and difficult journey ahead. The economic and development agenda under NEEDS must of necessity be complemented by other reforms — especially in the electoral and political governance architecture that is consistent with deepening and sustaining democracy. The political class, legislature and judiciary also need to think about and act on reforms so that we all can build a more sustainable future.

Some state governments have already designed and are implementing their own State Economic Empowerment and Development Strategies (SEEDS). Other states still need to complete their own SEEDS, as necessary complements to NEEDS. As the saying goes, if you fail to plan, you plan to fail. Medium-term planning also needs to be mainstreamed at the local government levels, along with more effective accountability and transparency. For sustainable poverty reduction in Nigeria, the states and local governments also need serious reforms.

Finally, let me commend this abridged version of the NEEDS document to all Nigerians and to all stakeholders in the Nigerian economy. It is your plan: seize it with both hands. It should be our collective responsibility to ensure effective implementation and monitoring. Chapter 4 on implementation, details the roles of and responsibilities of everyone in ensuring effective implementation. Everyone has a role to play. If everyone plays it well, Nigeria will surely be great again — and soon. In my dreams I see a new Nigeria in the hands of God. As I traverse all parts of Nigeria, I feel a new Nigeria emerging. Let us therefore, join hands and make Nigeria even better.

Olusegun Obasanjo, GCFR
President, Federal Republic of Nigeria

contents



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What is NEEDS?

NEEDS - the National Economic Empowerment and Development Strategy - is Nigeria's plan for prosperity. It is the people's way of letting the government know what kind of Nigeria they wish to live in, now and in the future. It is the government's way of letting the people know how it plans to overcome the deep and pervasive obstacles to progress that the government and the people have identified. It is also a way of letting the international community know where Nigeria stands - in the region and in the world - and how it wishes to be supported.

Our goal is to
fight corruption to a standstill
President Olusegun Obasanjo

1

What is the vision for Nigeria? What kind of Nigeria do we want for ourselves, for our children, and for the rest of the world? These questions were our starting point in creating a plan for prosperity. In the three years it took to develop NEEDS, a consultation team travelled round the country, holding meetings and workshops to identify what the Nigerian people want for the future, what problems they face and what can be done to overcome them.

NEEDS is the people's plan. It is up to Nigerian citizens as well as their government to see that it is implemented.

A vision of **tomorrow's Nigeria**

The NEEDS vision is based on the Constitution; the Kuru Declaration (Box 1); previous initiatives, such as Vision 2010; and the widespread consultation and participation throughout Nigeria that was part of the NEEDS process. The programme s core values recognise the importance of respect for elders, honesty and accountability; cooperation, industry, discipline, self-confidence, and moral courage.

Before the restoration of democracy, Nigeria suffered setbacks that tarnished its reputation. A primary aim of NEEDS is to create a new Nigerian citizen who values hard work and who realises that one cannot have something for nothing. Achieving this aim may be the strongest action Nigeria can take to build a better future for its people.

Box 1 THE KURU DECLARATION

The 2001 Kuru Declaration embodies the vision we have for Nigeria: to build a truly great African democratic country, politically united, integrated and stable, economically prosperous, socially organised; with equal opportunity for all, and responsibility from all, to become the catalyst of (African) Renaissance, and making adequate all-embracing contributions, sub-regionally regionally and globally.

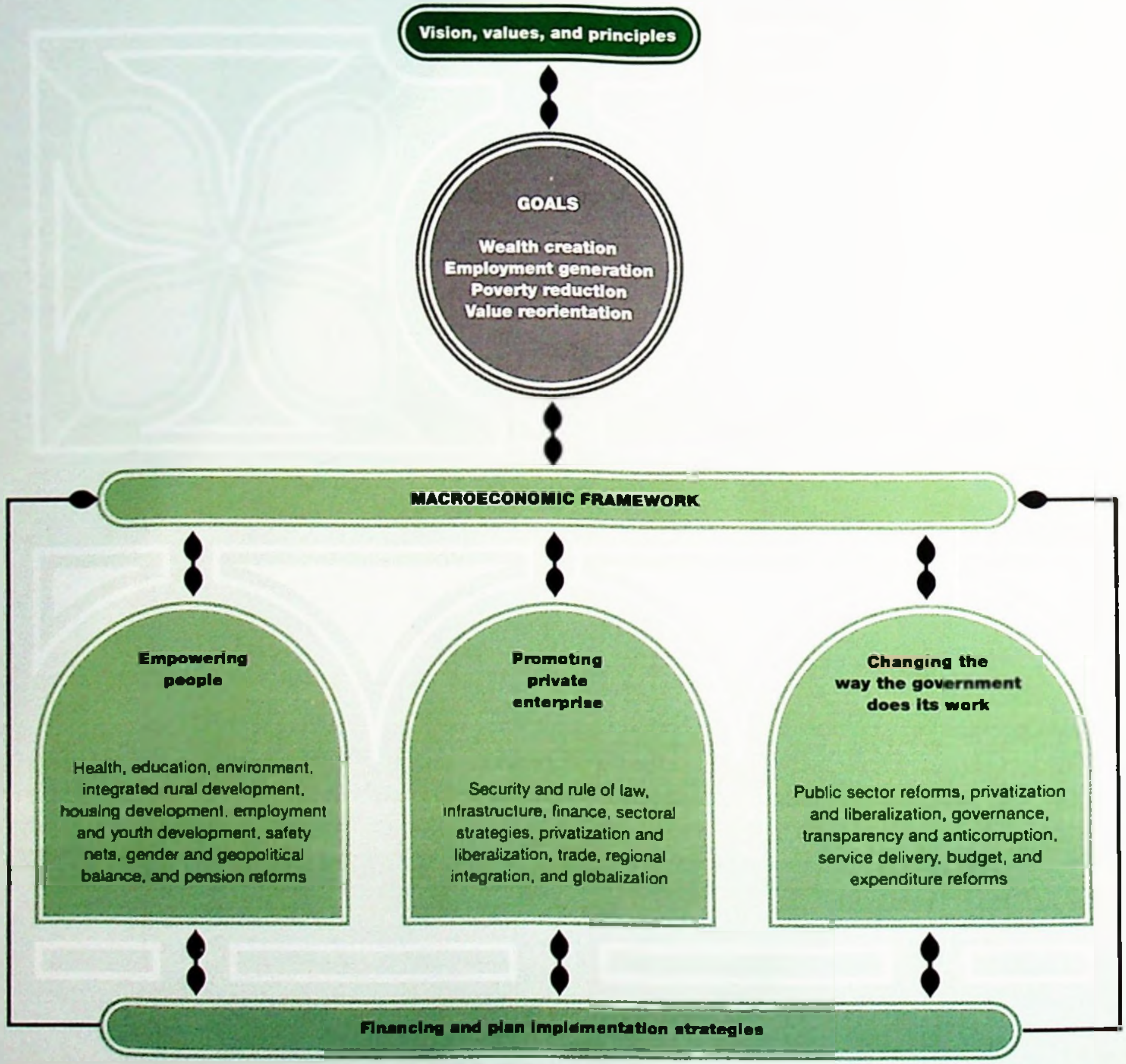


Figure 1 NEEDS at a glance

Although Nigeria is rich in natural and human resources, 7 of every 10 Nigerians live on less than US$1 a day. NEEDS wishes to make poverty a thing of the past in Nigeria. It aims to create a Nigeria that Nigerians can be proud to belong to and grateful to inhabit, a Nigeria that rewards hard work, protects its people and their property, and offers its children better prospects than those they may be tempted to seek in Europe or the United States. All citizens, regardless of gender, race, religion, or politics should feel that they have a stake in Nigeria's future and that their loyalty and diligence will be rewarded. The NEEDS vision is also one in which Nigeria fulfils its potential to become Africa's largest economy and a major player in the global economy.

How Can NEEDS **Help Realise This Vision?**

NEEDS focuses on four key strategies: reorienting values, reducing poverty, creating wealth, and generating employment. It is based on the notion that these goals can be achieved only by creating an environment in which business can thrive, government is redirected to providing basic services, and people are empowered to take advantage of the new livelihood opportunities the plan will stimulate (Figure 1).

NEEDS sets out far-reaching public reforms that will make clear that corruption and graft will be punished. The National Orientation Agency and its state-level counterparts will be strengthened to lead a campaign to re-instil the virtues of honesty, hard work, selfless service, moral rectitude, and patriotism. The campaign will draw on resources from a variety of government agencies, non-governmental organisations (NGOs), and community-based organisations, including schools, colleges, universities, and private sector, religious, social, cultural, and traditional organisations.

NEEDS is about the Nigerian people. Their welfare, health, employment, education, political power, physical security and empowerment are of paramount importance in realising this vision of the future.

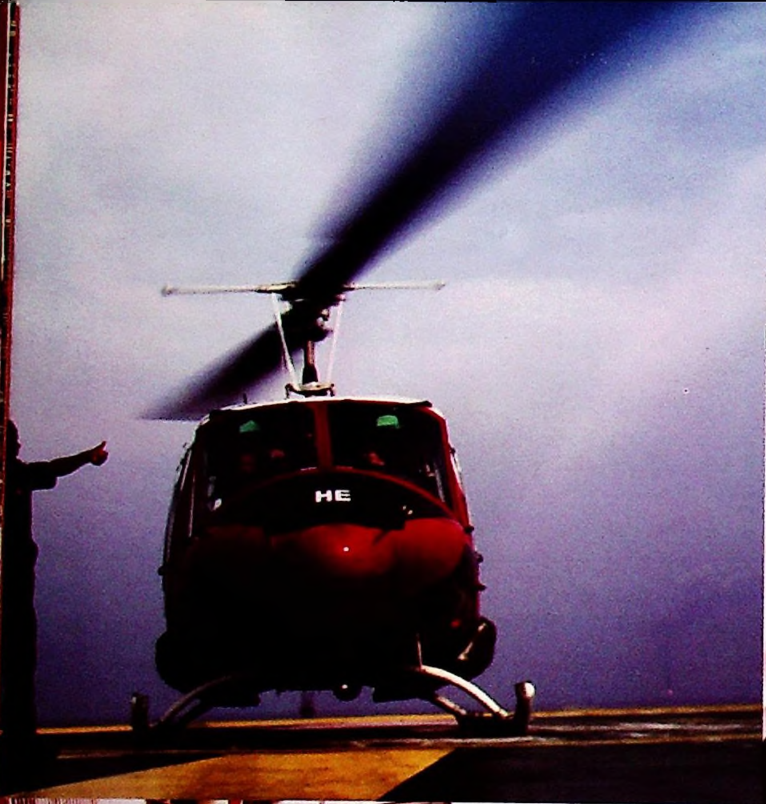
To reduce poverty and inequality, the plan proposes acting on several fronts:

- **Offering farmers improved irrigation, machinery and crop varieties will help boost agricultural productivity and tackle poverty head on, since half of Nigeria's poor people work in agriculture. Supporting small and medium-size enterprises will help create jobs. Together with the State Economic Empowerment and Development Strategies (SEEDS), NEEDS seeks to implement an integrated rural development programme to stem the flow of migration from rural to urban areas.**

- **Half of Nigerians are children, the bridge to a prosperous future. NEEDS recognises the importance of children by making the improvement of the education system a top priority.**

- **HIV/AIDS is a major social and health problem. It also threatens the country's productivity and economy. The plan is to improve the system of health care delivery, with emphasis on HIV/AIDS and other preventable diseases such as malaria, tuberculosis and reproductive health related illnesses.**

- **NEEDS calls for replacing the pension scheme, which is in crisis, with a contributory**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scheme. It proposes special programmes targeting people who have the weakest political voice and who are most vulnerable to the ravages of poverty. Laws and programmes will be implemented to empower women, children, the disabled and the elderly.

NEEDS emphasises the critical importance of improving infrastructure. More and more reliable electricity and a new and better maintained network of roads will encourage businesses to expand.

NEEDS gives special support to agriculture, industry, small and medium-scale enterprises and oil and gas. Under the plan, the government will seek long term capital for investment. Trade policy, so critical to Nigeria's stake in the regional economy, will be modified to unburden business of the red tape and complex procedures that hinder it from flourishing. NEEDS envisages forging stronger links between educational institutions and industry to stimulate rapid industrial growth and efficient exploitation of resources.

Empowering people

By allowing the private sector to thrive, NEEDS creates opportunities for employment and wealth creation. It empowers people to take advantage of these opportunities by creating a system of incentives that reward hard work and punish corruption by investing in education, and by providing special programmes for the most vulnerable members of society.

Promoting private enterprise

The private sector will be the engine of economic growth under NEEDS. It will be the executor, investor, and manager of businesses. The government will play the role of enabler, facilitator, and regulator, helping the private sector grow, create jobs and generate wealth. Deregulation and liberalisation will diminish governmental control and attract private sector investment.

Changing the way the government does its work

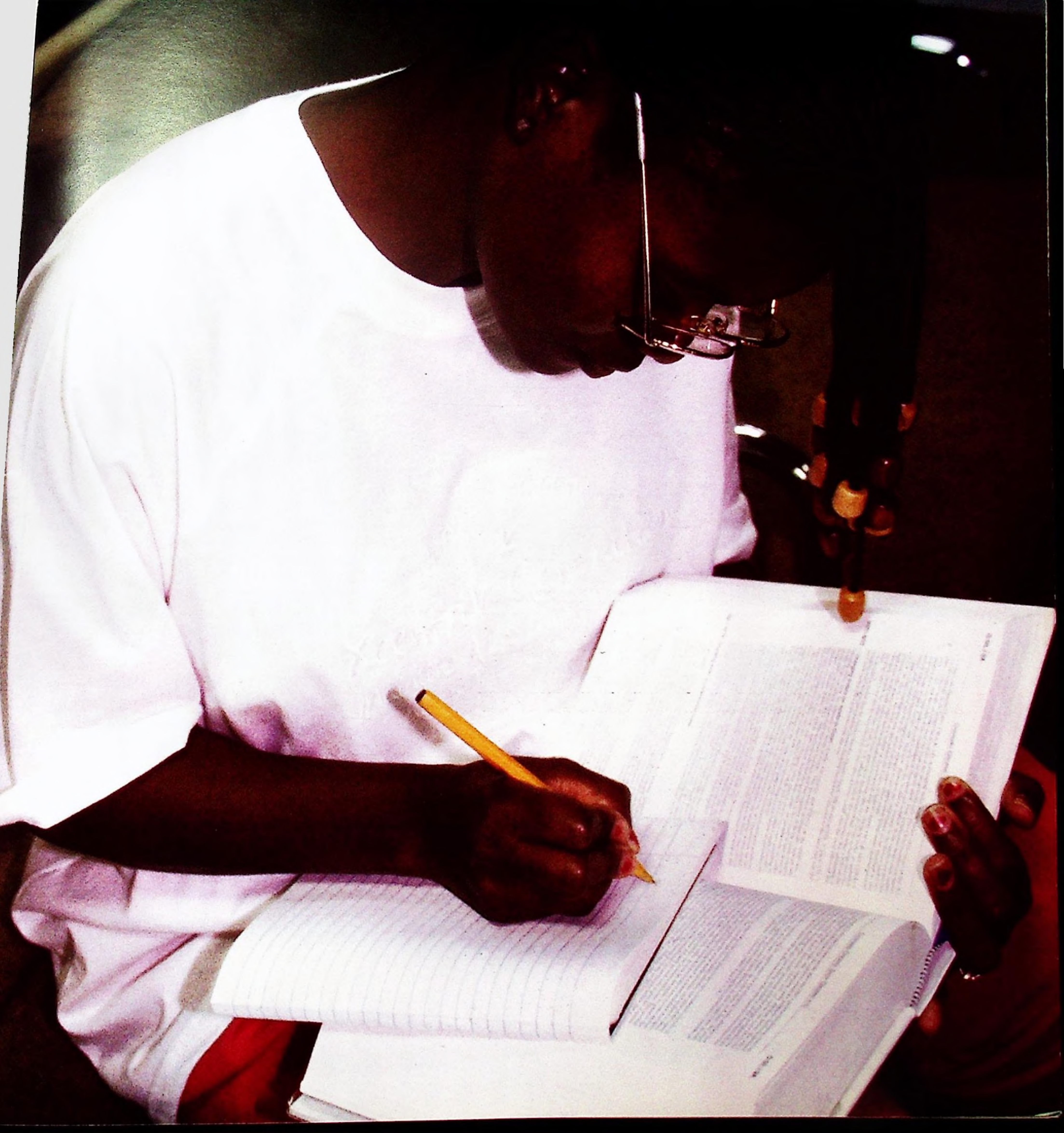
NEEDS aims to restructure the government to make it smaller, stronger, better skilled and more efficient at delivering essential services. It seeks to transform the government from a haven of corruption to an institution that spurs development and serves the people.

The number of government jobs will decline and the cost of running the government will fall dramatically as in-kind benefits for civil servants, such as subsidised housing, transport, and utilities are monetised. Reforms and regulations will be implemented to ensure greater transparency and accountability, and corrupt practices will be outlawed. Government activities and budgeting will be informed by a framework that connects policy with government income and expenditure.

Our Future, **Our Plan**

NEEDS is Nigeria's development plan, inspired by current challenges for change and vigorous growth. It identifies the major problems we face today and suggests how we can begin to solve them over the next four years and beyond. It sets realistic targets for progress and outlines a way of funding activities to achieve them.

NEEDS is a development plan that integrates economic development efforts at the federal, state, and local government levels. It does not confine itself to specific sectors or limit itself to addressing only the major challenges identified. Instead, it looks at the big picture, examining how



BOX 2 WE ARE ALREADY MAKING PROGRESS

NEEDS builds on the progress made between 1999 and 2003. It used the information and insights generated during the two-year effort to prepare the Interim Poverty Reduction Strategy Paper and the wide consultative and participatory processes associated with it.

The government has already delivered significant benefits.

INTERNATIONAL RELATIONS

- Nigeria has reintegrated with the regional and international community.
- Nigeria is a founding member of the New Economic Partnership for African Development and the Economic Community of West African States (ECOWAS).
- Nigeria is the current chair of the Office of the Commonwealth.
- Nigeria has shown that it has strategic importance in Africa and is a source of stability in West Africa. It led an international peacekeeping force to Liberia and Sierra Leone and is playing a continuing peace-keeping role in the sub-region.

INFRASTRUCTURE DEVELOPMENT

- Electricity generation in Nigeria has doubled since 1999.
- The number of telephone lines rose from just 400,000 in 1999 to about 3 million in 2003.

ECONOMIC DEVELOPMENT

- Government support to agriculture has boosted productivity. According to the UN food and Agriculture Organization, Nigerian agriculture grew by an unprecedented 7 percent in 2003.
- Industrial capacity more than doubled, from 29 percent in 1999 to 60 percent in 2003.
- Income grew at an average rate of about 5 percent between 1999 and 2003 - a significant increase over the 2.8 percent rate of growth during the 1990s.
- Unemployment fell from 18 percent in 1999 to 10.8 percent in 2003, and 3.5 million new jobs were created.
- Foreign direct investment in the non-oil sector grew at an average annual rate of 3.6 percent between 1999 and 2003.

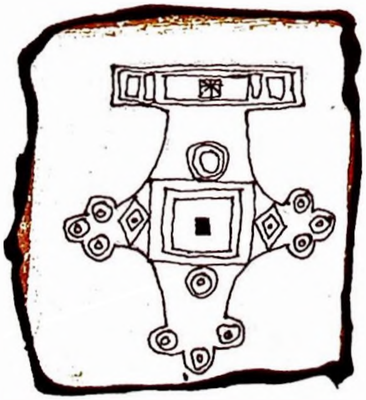
SECURITY

- The police force doubled in size between 1999 and 2003.

The government is committed to consolidating and expanding these achievements under NEEDS.

the challenges identified in each sector affect one another.

The plan enjoys widespread commitment, from the President to village chiefs. The government has set up a monitoring framework at the federal, state, and local government levels through commercial enterprises and community-based organisations. Using this framework, it can check the progress it is making against the targets set out in NEEDS.



Nigeria's **natural potential**

With wise management, Nigeria could become Africa's largest economy and play a significant role in the global economy. Our country is large and diverse. At 924,768 square kilometres, Nigeria is larger than Sweden, Norway and Denmark put together. Our landscapes range from the mangroves and wetlands in the south to tropical rainforest in the central area and savannah to the north. Nigeria is blessed with abundant natural resources including arable land, natural gas, petroleum, tin, columbite, iron ore, coal, limestone, lead, zinc, kaolin, gold, gemstones, graphite, marble, tantalite, uranium, salt, soda and sulphur.

Nigeria produces 2 million barrels of oil per day, we are the sixth largest producer in OPEC. Our proven reserves of oil amount to 32 billion barrels, enough to last for 37 years at the current rate of production. Our proven natural gas reserves amount to 174 trillion cubic feet, the equivalent of 30 billion barrels of crude oil. About 20 per cent of this gas is used to generate electricity; at this rate of production, our gas will last another 110 years. Our rivers produce nearly half of the electricity we consume.

Cocoa and rubber account for 60 per cent of our non-oil merchandise exports but we have greater agricultural potential. Of our 98 million hectares of land, roughly 74 million hectares is arable (roughly three-quarters of our land area). But our agriculture is still rain-fed and we cultivate just 40 percent of the available farmland. The UN Food and Agriculture Organization estimates that most of our arable land would be of medium to good productivity if properly managed.

We are **Nigeria**

We numbered 125 million people in 2001, accounting for nearly one quarter of the population of sub-Saharan Africa. It is estimated that one in every six black persons in the world is a Nigerian. Our culture is astonishingly rich; in addition to the three major tribes of Igbo in the east, Hausa in the north and Yoruba in the west, we have more than 200 ethnic groups who speak more than 500 languages and dialects.

Our 60-plus universities have produced an educated labour force but adult literacy remains at 49 per cent. It is estimated that, today, more than 15 per cent of the labour force may be underemployed or unemployed. Although 76 per cent of children of primary school age attend school, participation drops to 20 per cent for

children of secondary school age. Much therefore remains to be improved in the field of education.

Independent estimates suggest that more than two million educated and prosperous Nigerians have chosen to emigrate to the US or Europe, removing large amounts of capital in the process. Repatriating the interest earned on their assets alone could enable Nigeria to reap US$2.3 billion per annum, a 'return' foreign direct investment (FDI) that is 2-3 times the current inflow of FDI. Recognising this potential, NEEDS recommends appropriate policies and an enabling environment to induce such action from wealthy Nigerians living abroad.

How Is **This Plan Different?**

NEEDS differs from earlier development plans in three important ways. First, it really is the people's plan for prosperity. The process of writing this NEEDS plan reflects true partnership between the government and the people.

The process began in 2001, when people from all walks of life and all parts of Nigeria were given the chance to tell the government about their needs and ambitions. Information collected from farmers, labourers, factory owners, teachers and university professors, community-based organisations, charities, and other stakeholders was used to draft an Interim Poverty Reduction Strategy Paper.

NEEDS builds on the information gathered for that strategy paper. We continued to consult with stakeholders in preparing the first draft of NEEDS. The government circulated the draft NEEDS in March 2004, asking the people for their comments and suggestions. This process gives us confidence that the final version of NEEDS reflects the true feelings of the Nigeria people about where the country stands today and how it should develop and grow over the next three years.

Second, NEEDS coordinates action at the federal and state levels. It connects problems on the ground with programmes at the federal and state levels. Each state drafts its own State Economic Empowerment and Development Strategy, which identifies priority programmes for key areas of development.

This coordination is critically important when it comes to financing development programmes. For the first time in Nigeria, government and key beneficiaries will work at the national level to develop sector-wide strategies for key sectors, including agriculture, manufacturing, solid minerals and small and medium-scale enterprises. The federal government will be able to budget accurately for development programmes at the national and state levels.

Finally, NEEDS is a feasible plan. The fact that Nigerians have spent so much time and effort giving their views allowed the drafting committee to write a plan based on a thorough understanding of what life is like for people at all levels of society. The targets for progress are realistic, not 'pie in the sky' objectives that will never be achieved. The targets are achievable because they were set after taking into account the extent of the problems, the skills and funds needed to address them and the amount of funding and expertise that can be mobilised over the next four years and beyond.


ISTOW

2

What prevents **progress**

Despite great natural wealth, Nigeria is poor and social development is limited. If present trends continue, the country is not likely to meet the Millennium Development Goals.

The goal of NEEDS is to mobilise the resources of Nigeria to make a fundamental break with the failures of the past and bequeath a united and prosperous nation to the generations to come.

President Olusegun Obasanjo

2

Despite great natural wealth, Nigeria is poor and social development is limited. If present trends continue, the country is not likely to meet the Millennium Development Goals (Box 3). Three main problems hamper progress:

- **Not all our people enjoy the same chance of prosperity;**
- **Past governments in Nigeria, instead of focusing on delivering essential public services, assumed control of major sources of national income. In the process, corruption thrived in public service and gained a strong foothold in society;**
- **Although the environment for private enterprise is improving, there are still many challenges.**

Poverty **and Inequality**

The plan for prosperity must address a startling paradox: about two-thirds of the Nigerian people are poor, despite living in a country with vast potential wealth (Table 1). Although revenues from crude oil have been increasing over the past decades, our people have been failing deeper into poverty. In 1980, an estimated 27 percent of Nigerians lived in poverty. By 1999, about 70 percent of the population had income of less than US$1 a day — and the proportion has risen since then.

Poverty levels vary across the country.

Why are so many of our people poor? Poverty is dynamic and has many dimensions. People may move in and out of poverty as a result of natural disasters or health problems, lack of access to credit, or the lack of natural resources. Poor people are more likely to live in rural areas, be less educated and have larger families than the rest of the population.

Poverty has many causes, all of which reinforce one another. One source of poverty is the lack of basic services such as clean water, education and health care. Another is lack of assets, such as land, tools, credit and supportive networks of friends and family. A third is lack of income, including food, shelter, clothing and empowerment (political power, confidence, dignity). Some of these factors directly affect poverty. Others contribute indirectly by producing inequality — by stifling the political power of certain

BOX 3 NEEDS AND THE MILLENNIUM DEVELOPMENT GOALS

NEEDS specifically addresses the International Development Targets (IDTs), which were set in 1996 to improve economic well-being, social and human development and ensure environmental sustainability and regeneration. In September 2000, 149 world leaders adopted the United Nations Millennium Declaration, which listed a series of Millennium Development Goals (MDGs). These embrace most of the IDTs and add poverty concerns related to hunger, water, disease, AIDS orphans and urban poverty.

The Declaration commits UN Member States to achieving the following Millennium Development Goals (MDGs) by 2015.

1. To halve the proportion of people whose income is less than one dollar a day and who suffer from hunger.

NEEDS thrust

- 6 percent annual growth of GDP as a result of widespread reforms.
- Develop public-private partnerships to stimulate rapid infrastructure development, including the provision of water for domestic and commercial use.
- Draw up a social charter, or contract, between government and electorate to ensure the voices of the poor are heard and their concerns addressed.

2. Achieve universal primary education

NEEDS thrust

- Reduce number of unqualified primary school teachers by 80 per cent.
- Mobilise community and private-sector involvement in education.
- Completion of universal basic education programme.

3. Reduce maternal mortality by three-quarters and under-five child mortality by two-thirds. Halt and begin to reverse the spread of HIV/AIDS, malaria and other major diseases. Provide special assistance to children orphaned by HIV/AIDS

NEEDS thrust

- Setting up of comprehensive health centres
- Government immunisation and inoculation programme
- Introduction of new health-insurance scheme based on personal contributions
- Reduce the 'disease burden' attributable to priority diseases and health problems, including malaria, tuberculosis, HIV/AIDS and reproductive health.

4. Significantly improve the lives of at least 100 million slum dwellers by 2020

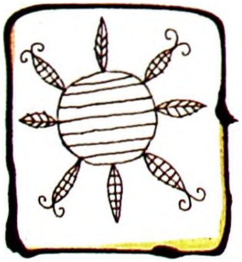
NEEDS thrust

- Provision of affordable housing, water and sanitation
- Programmes to build skills and entrepreneurial development
- Improve access to credit
- Improve access to adult education and offer scholarships

Table 1 Dimensions of Poverty in Nigeria in 1995, 1999 and 2001

POVERTY DIMENSIONS AND INDICATORS	1995	1999	2001
INCOME			
Population below US$1 per day (%)	70.2		
Population below minimum level of dietary energy consumption (%)	13		7
SERVICES			
Schooling			
Primary school enrolment (female %)	47.8	45.9	
Primary school enrolment (male %)	52.2	54.1	
Youth literacy (% ages 1524)	81.1		87.8
Health			
Access to essential drugs (% of total population)		10	
Access to physicians (per 100,000 people)		<30*	
Nigerians living with HIV/AIDS (millions)		>5	
Prevalence of HIV, female (% ages 15-24)			5.8
Incidence of tuberculosis (per 100,000 people)			305
Under 5 mortality rate (per 1,000)	187		183
Infant mortality rate (per 1,000 live births)	112		110
Immunisation, measles (% of children under 12 months)	44		40
Immunisation, full (% of total children)		17	
Maternal mortality (modelled estimate, per 100,000 live births)	1100	704*	
Clean water			
Access to safe drinking water (% of population)		50	
Access to safe drinking water (% of urban population)		80	
Access to safe drinking water (% of rural population)			40
Access to improved water source (% of population)			62
Access to improved sanitation (% of population)			54
EMPOWERMENT			
Proportion of seats held by women in national parliament (%)			3
GENERAL			
Population (millions)	111.3		125
Average annual growth in GDP		2.9	2.9

Source: World Bank
*baseline data upon which reform projections are based



sectors of the population, for example, or denying them their dignity or human rights. All of these factors are affected by the environment in which people live. Discrimination on the grounds of gender, race, disability, age or ill health increase vulnerability to poverty. So do natural or human-caused shocks — droughts, floods, market collapses or conflicts.

The many strands of poverty intertwine and can pull people into a downward spiral. Because tackling one factor may not be enough to lift a family out of poverty, an effective poverty-reduction strategy must attack poverty on all fronts at the same time. Poverty is not the same as inequality, but solving the problems of inequality can help lift people out of poverty. One of the key ways in which NEEDS is different from previous development plans is that it relies on a holistic view of the social and economic challenges facing Nigeria and offers a multipronged approach to tackling them.

Weak and Inappropriate **Public Sector**

Nigeria s legacy of mismanagement and corrupt governance has encouraged many people to seek ways of sharing the national cake instead of helping to bake it. By 1999, corruption was practically institutionalised. Government was widely regarded as a provider of large contracts, distributed by officers in power to people wealthy enough to buy their influence. This was particularly so in the case of the oil industry. Over time, the judiciary became intimidated, as the rich and powerful manipulated laws and regulations to their advantage. Instead of engaging in productive activities that would help our economy grow, people chose instead to peddle their influence and position. The legitimacy and stability of the state suffered as people began to devise ways to survive that lay outside the law.

Poor **Economic Management**

Perhaps the greatest hindrance to progress has been the boom-and-bust mode of economic management, encouraged by the dominance of oil in the economy. Past governments allowed oil income to influence spending: when income was high, spending was high, while dips in oil prices were treated as temporary. Together with poor coordination between federal and state governments in budgeting and expenditure, this practice led to spiralling debt. Today all tiers of government spend far more than they earn: the deficit for the past five years alone amounts to more than 1 trillion naira. With external and domestic debt of 70 percent of GDP, current revenue is largely eaten up just by debt service.

Nigeria has one of the weakest economies in the world and it has lost decades of development as a result of slow economic growth. Despite oil export earnings of about US$300 billion since the mid-1970s, average income in 2000 was 20 percent lower than in 1975. Despite the mounting debt burden, past governments did not control public expenditure. Policies were not coordinated within federal departments or between federal and state governments. As a result, the national plan and budget have little relevance today as a guide to funding and implementing development programmes.

Hostile Environment for **Private Sector Growth**

Overdependence on oil and traditional sectors, such as agriculture and services, is partly due to the hostile business environment. Businesses wishing to operate in Nigeria face many constraints, including poor infrastructure, particularly road networks and electricity supply; inadequate physical security; corruption; weak enforcement of contracts and the high cost of finance. These factors have deterred foreign entrepreneurs from investing in Nigeria and induced many Nigerians to take their money and skills abroad.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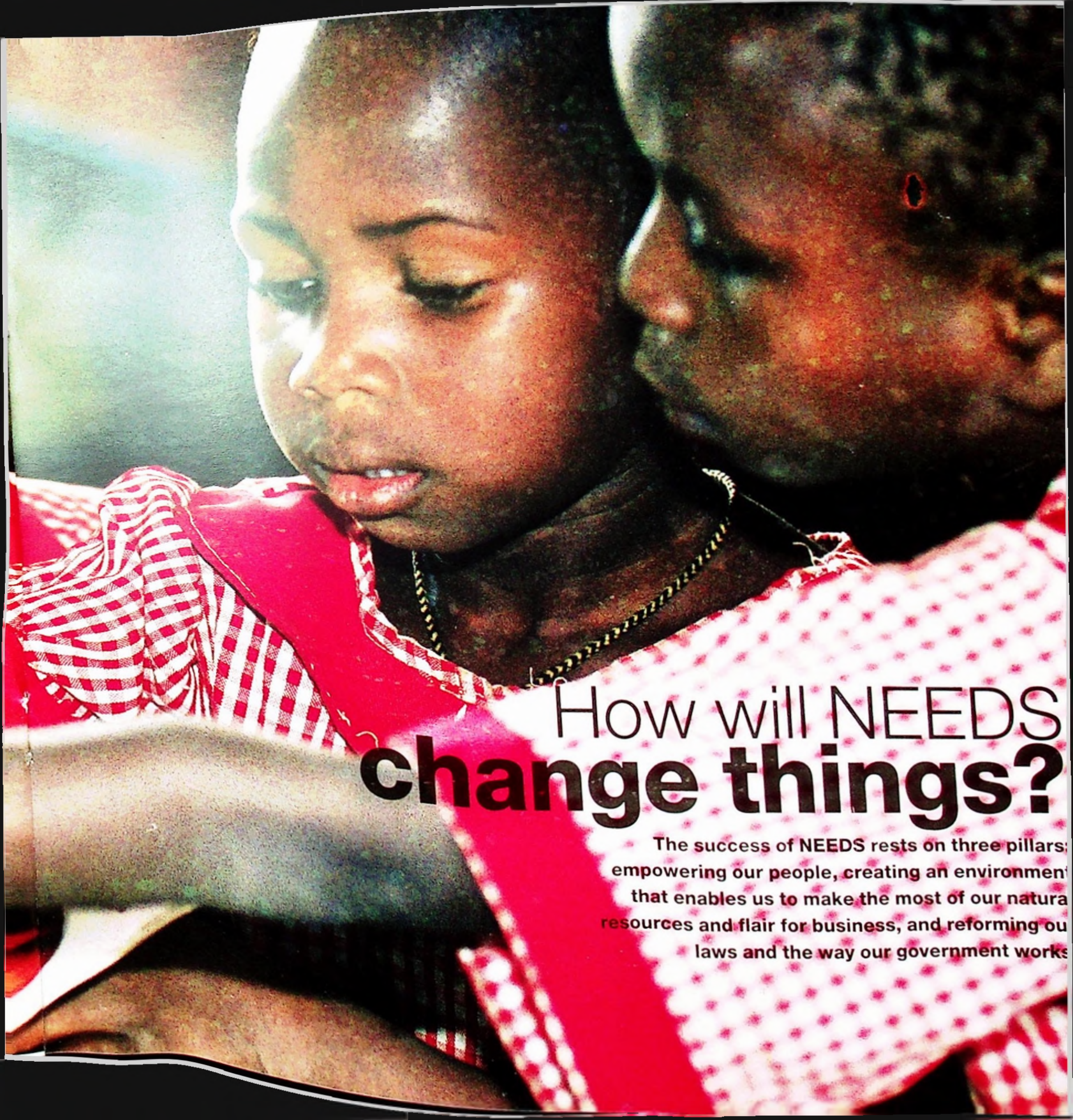


How will NEEDS **change things?**

The success of NEEDS rests on three pillars: empowering our people, creating an environmen that enables us to make the most of our natura resources and flair for business, and reforming ou laws and the way our government works

The economic and development agenda under NEEDS must of necessity be complemented by other reforms — especially in the electoral and political governance architecture that is consistent with deepening and sustaining democracy.

President Olusegun Obasanjo

3

Meeting the needs of our people and nation is the primary aim of the plan for prosperity. NEEDS insists that every Nigerian has the right to adequate water and sanitation, nutrition, clothing, shelter, basic education, and health care, as well as physical security and the means of making a living. NEEDS proposes a contract between the Nigerian people and their government in the form of a social charter, or bargain. The charter recognises the people's rights to government services that provide basic needs for life. In return, the people agree to work hard and honestly to make NEEDS a success. In formalising the contract between the people and the government, NEEDS empowers the people to challenge the government if it does not keep its side of the bargain.

Empowering **People**

NEEDS recognises that poverty has many strands and must therefore, be tackled from several different directions at once. It recognises that the government must work not only to improve incomes but to address the many other social and political factors that contribute to poverty. These are very difficult to separate and are therefore often thought of as a bundle of factors that result in social exclusion. A poorly educated farmer is less likely to know how to keep his family healthy and less able to find alternative employment. As a result, he is more vulnerable to external shocks, such as drought or failing market prices. NEEDS empowers the poor by tackling social exclusion head on, paying particular attention to generating jobs to improve incomes, housing, health care, education, political power and physical security.

To improve the lives of the Nigerian people, NEEDS includes plans for creating jobs, creating affordable housing, improving health care services, strengthening the skill base, protecting the vulnerable and promoting peace and security.

Creating jobs

At 5.3 percent, the rate of urbanisation in Nigeria is among the highest in the world. Since manufacturing is stagnant, there are few jobs for the growing urban population and urban unemployment is currently estimated at 10.8 percent. The major focus of NEEDS is therefore,

Table 2 Projected Sources and Means of Employment Generation under NEEDS

SOURCES OF GROWTH	MEANS OF EMPLOYMENT GENERATION
Agriculture and Rural Development	Increased productivity of small farmers New jobs in rural areas arising from improved rural infrastructure Increased employment from commercial agriculture
Manufacturing, small and Medium-size enterprises	Increased production through coordinated programme by the federal and state governments Federal-state collaboration in the development of industrial clusters and parks
Solid minerals	New investment Improved infrastructure at mining sites Implementation of National Strategy for Solid Minerals (expected to create at least 500,000 new jobs)
Information and communications telecommunication	Expansion of telecommunications industry and the coming on board of second national carrier
Services (especially tourism)	Increases in distributive trade as a consequence of growth in the production sectors and services New focus of tourism (which will lead to more direct and indirect employment at the Obudu Cattle Ranch, for example) Growth in entertainment industry, especially export of domestic videos
Oil and gas	Enforcement of local content policy Growth in gas sector
Power	Increased participation of independent power providers, which will expand productivity and lead to greater demand for both skilled and unskilled women in all sectors of the economy
Education	Universal basic education and the increasing growth of private provision of education and skill training
Public works and housing	Use of public works in construction of roads and other public utilities, especially by state and local governments New and continuing boom in housing construction all over the country
Intervention schemes Environment	Microcredit and concessional credit to provide start-up capital for new businesses Divestiture of responsibility for waste management to private sector (Waste to Wealth initiative) Forest cottage industries (such as manufacture of cane products) Extraction processing and marketing of non-timber forest products, including fire wood and medicinal plants

economic empowerment. NEEDS policies will create about 7 million new jobs by 2007 by making it easier for private enterprises to thrive, by training people in skills relevant for the world of work, and by promoting integrated rural development in collaboration with the states (through their SEEDS programmes).

Creating affordable housing

Nigeria needs more houses that average Nigerians can afford. To address the problem, NEEDS will take several steps:

- Make it easier for developers to buy land on which to build affordable houses.
- Cut the cost of building houses by encouraging the use of local building materials.
- Train a new generation of architects in designing low-cost housing.
- Enable construction companies and local and state governments to assume responsibility for providing low-cost housing.

Improving health care services

NEEDS will fully review health care services in order to design a strong national health system that can deliver effective, good-quality and affordable services to all Nigerians. The new policies will target priority diseases, such as malaria, tuberculosis, HIV/AIDS and reproductive health-related illnesses. A stronger emphasis on health education will help make Nigerians more aware of their rights and obligations regarding health services as well as promote disease prevention. NEEDS will also prioritise the creation of a National Health Insurance Scheme and a Blood Transfusion Service. It will support the establishment of a strong manufacturing base for essential drugs and reagents. Antenatal, postnatal and family planning services and outlets will receive targeted support in order to reduce material and infant mortality.

Strengthening the skill base

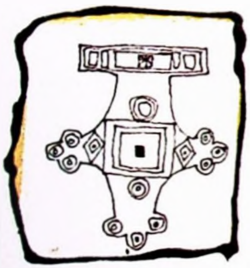
Nigeria's future prosperity depends on producing children who are well prepared to take their place in tomorrow's society. The NEEDS strategy therefore seeks to implement the Universal Basic Education law in order to increase school enrolment and provide better schools and colleges and better trained teachers and trainers. Specifically, NEEDS will ensure that more funds are spent on:

- Providing courses that build vocational and entrepreneurial skills
- Building technical schools and buying equipment
- Improving training and exposure to information and communication technology at all levels
- Making French compulsory from primary through secondary schools
- Providing special distance-learning programmes for specific segments of the population, including nomadic peoples

NEEDS will promote strict adherence to the University Autonomy Act, which permits universities to attract private sector funding and institute new mechanisms to cover their operating costs. The courses taught at universities will be changed to reflect the priority demands of the economy. Science and technology, particularly information and communications technology, will be mainstreamed. Innovative approaches will be developed to ensure that lecturers have access to continuing professional development so that they remain at the cutting edge of their disciplines. Wages will be linked to performance and students will be exposed to mobilisation and reorientation campaigns that emphasise the critical importance of hard work, discipline and selfless service.

Table 3 Targeted instruments for Protecting Vulnerable Groups

GROUP	INSTRUMENTS AND INTERVENTIONS
Rural poor	Access to credit and land; participation in decision making; agricultural extension services; improved seeds, farm inputs and implements; strengthening of traditional thrift, savings, and insurance schemes
Urban poor	Labour intensive public works schemes; affordable housing, water and sanitation; skills acquisition and entrepreneurial development; access to credit; scholarships and adult education
Women	Affirmative action (to increase women's representation to at least 30 percent) in all programmes; education, including adult education; scholarships; access to credit and land; maternal and child health
Youth	Education; entrepreneurial development; skill acquisition; access to credit; prevention and control of HIV/AIDS and other sexually transmitted diseases
Children	Children's Parliament; juvenile justice administration; universal basic education; education for girls; care of orphans and vulnerable children (children affected by HIV/AIDS); prevention and treatment of childhood diseases
Rural communities	Water; rural roads; electricity; schools; health facilities; communications

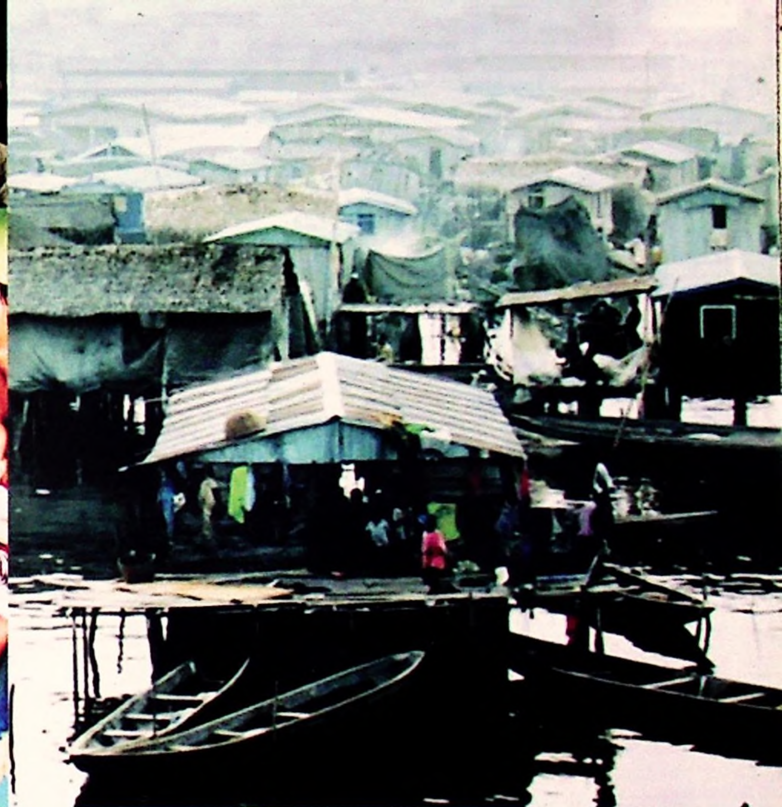


Protecting the vulnerable

In addition to these comprehensive measures, special attention must be paid particularly to vulnerable groups. NEEDS provides a safety net that will prevent people from becoming poor or poorer. Special programmes will protect the rural and urban poor, people living with HIV/AIDS, women, widows and widowers and victims of ethnic violence, crime, unemployment, or loss of income (Table 3).

Promoting peace and security. To promote peace and security, a national action plan will:

- Reform the security sector.
- Reorient police officers to offer more people-friendly service.
- Establish an early warning and response system that will detect conflicts.
- Provide a fairer allocation of revenues and responsibilities between federal and state governments.
- Mainstream conflict prevention by establishing structures and processes that promote a peaceful culture

BOX 4 MAINTAINING THE ENVIRONMENT

Nigeria is endowed with a rich and diverse natural environment but over the years it has reaped its riches with insufficient care for the livelihoods and well-being of future generations. NEEDS will address several areas of concern:

- Waste production and disposal. Development has proceeded with no regard for waste management or pollution control. Cities have inadequate systems for the safe disposal and treatment of waste. As rural emigration to urban areas grows, the problem worsens.
- Deforestation. Some 92,000 hectares – a quarter of our land – was once covered by forest. Today, just half of our forests remain, and the potential for their future exploitation is extremely limited. Deforestation has been followed by erosion and desertification in some areas.
- Conservation of unique habitats. Nigeria has two-thirds of Central Africa's mangrove stands and wetlands. These are among the most important mangrove habitats in the world, but they are under threat from exploitation of timber, oil spills, gas flaring and the impacts of increasing coastal urbanisation.
- Pollution and other problems. Our environmental laws are inadequate and are not enforced. We do not know how much biodiversity has been lost as a result of oil and gas development.

NEEDS aims to turn this bleak picture around by establishing a regulatory agency to enforce environmental laws, monitor industry compliance, conduct environmental audits and impact assessments and set standards. NEEDS seeks to develop a private-public sector partnership scheme to address the increasing problems of waste management.

Promoting **Private Enterprise**

If the private sector is to become Nigeria's engine of growth, its motor needs to be primed. The government has to make certain fundamental changes to create an environment in which business will thrive. In the language of economists, it has to create a macro-economic framework – a kind of overarching, national housekeeping budget – that will ensure that Nigeria makes the most of what it earns as a nation, that it spends only what it can afford and that all levels of government use the same budget.

NEEDS proposes that the government does not spend more than it takes in, does not pay for unbudgeted programmes or projects, does not purchase goods or services that do not contribute to Nigeria's development. It also suggests increasing tax revenues to pay for basic services. Under NEEDS, the government will try to stabilise the value of the naira and create a system to ensure that it has sufficient foreign exchange to buy the goods it needs from other countries.

Under NEEDS, the government will:

- Diversify the economy away from oil and solid minerals in order to increase economic stability and generate jobs.
- Privatise, deregulate and liberalise publicly owned industries to promote competition, expand industries, generate employment, create wealth and receive value for money.
- Develop infrastructure, particularly power generation, transport and telecommunications infrastructure to stimulate growth of the private sector.

NEEDS proposes the following strategies to stabilise and nationalise public spending, increase domestic savings and private investments and address the issue of public debt:

- Adopt a Medium-Term Expenditure Framework to ensure predictable and sustainable public financing at all levels of government.
- Implement tax reforms to increase revenues.
- Enact a Fiscal Responsibility Pact to ensure the coordination of government expenditure across all tiers of government.
- Adopt an oil price-based fiscal rule and a fund for excess revenues from crude oil sales.
- Adopt a public expenditure rule that prohibits the deficit from exceeding 3 percent of GDP.

Many of Nigeria's laws and regulations stifle private enterprise. NEEDS seeks to simplify import and export procedures to make importing and exporting a less daunting prospect and to increase the turnover of businesses in the sector. The reform programme will also:

- Increase access to credit.
- Implement a coherent and consistent trade policy.
- Implement the comprehensive tax reform bill to eliminate multiple taxation and remove barriers to the growth of a vibrant private sector.
- Hold regular dialogue with private sector operators and participate in economic planning based on market principles.
- Grant land use rights and facilitate private sector development in the area of social and environmental responsibility (Box 4).
- Empower indigenous small and medium-size enterprises by imposing minimum quotas for local produce in tendering and procurement processes.

Improving infrastructure

Reforms in the transport sector aim to complete the 3,000 kilometre network of roads and strengthen the Roads Maintenance Agency, which oversees the repair and rehabilitation of some 500 roads. The government aims to develop the country's sea ports to handle modern shipping activities, upgrade the railways and achieve total radar coverage of Nigerian airspace.

Power alone accounts for 5 percent of new business start up costs. Simply providing more and more reliable power could triple the amount Nigerian industries produce by 2007. Under NEEDS, the National Electric Power Authority – a government enterprise – will be unbundled into distinct business units, which will eventually be privatised. The industry will be regulated by a new regulatory agency and a fund will be set up to increase access to electric power in rural areas.

Many people in Nigeria spend one to three hours a day collecting water for domestic use. Providing them with access to safe water can offer them the chance to use those hours in more economically productive activities. NEEDS aims to increase access to safe drinking water for at least 60 percent of the population.

Promoting industry

NEEDS proposes developing the industrial sector by relying more on local resources and less on imports. It will be guided by a local research and development strategy that seeks to promote science and technology – based small and medium-size enterprises. These enterprises will be developed in science and technology parks and technology incubation centres. They will focus on food processing, industrial chemicals, information and communication technologies, biotechnology, electronics and space technology and energy, oil and gas.

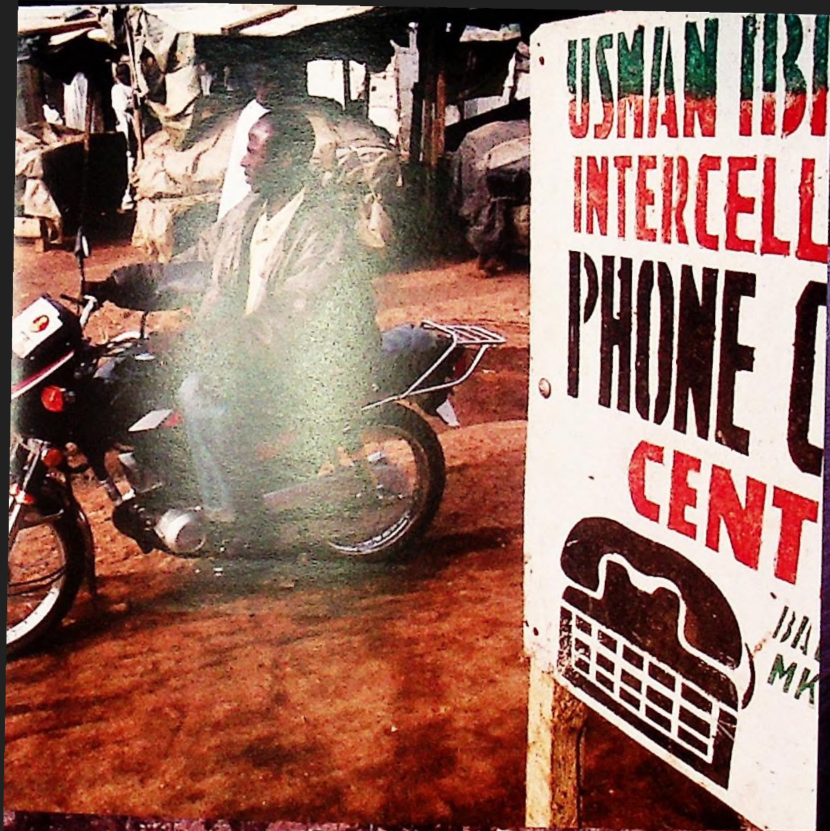
A major policy thrust of NEEDS is the idea that Nigeria should stop squandering its natural resources by selling them as crude products. The more these products can be processed within Nigeria, the more jobs they will create and the more export earnings they will generate. NEEDS sets ambitious targets for the sector: 7 percent annual growth, 70 percent capacity utilisation and 70 percent of investment made by the private sector by 2007.

Improving agriculture

Agriculture is Nigeria's second largest source of national wealth, after oil. NEEDS will promote the cultivation of improved, higher yielding crop varieties and provide extra support to agricultural research and training. NEEDS aims to encourage business interests to provide credit and supply and distribute agricultural inputs such as seeds, fertilisers and machinery. Silo complexes will be refurbished to increase the capacity of the food-reserve programme and move closer to food security.

Promoting other sectors

NEEDS will promote programmes that develop information and communication technology, tourism and entertainment and financial services. Proposed trade policy reforms will aggressively promote exports and harmonise tariffs with regional trade organisations while protecting local industries. The plan also envisages developing a deep sea port, free-trade zones and a shipbuilding facility in order to boost coastal shipping, international trade and regional integration.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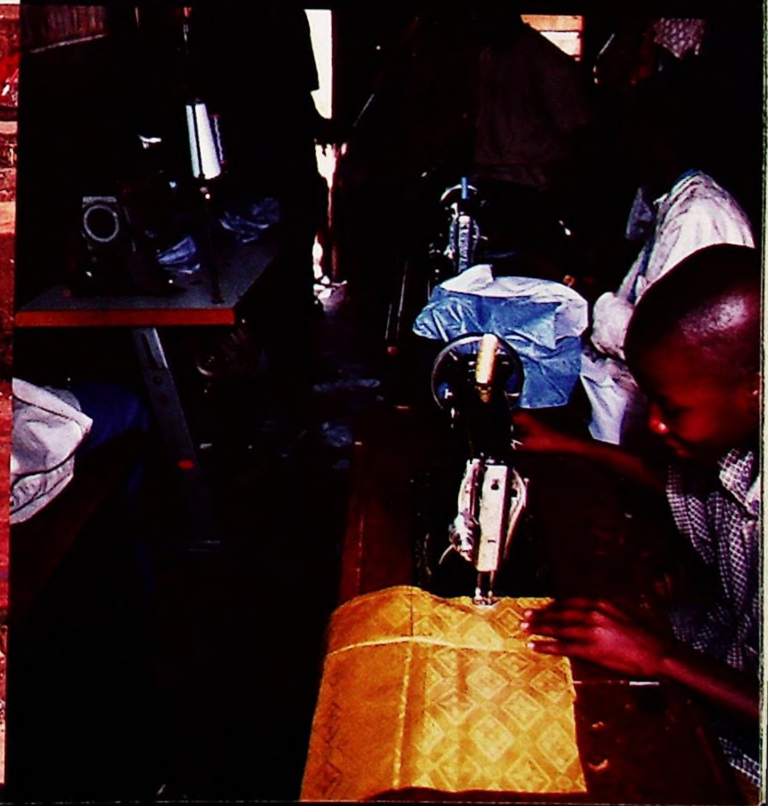


Changing the Way **the Government Does Its Work**

NEEDS seeks to restore trust in government as a facilitator of development, an institution that creates or maintains an environment that enables Nigerians to implement livelihood strategies and achieve personal goals. The government has to stop trying to run businesses and redirect its effort to providing essential services. It must sell off the businesses currently under its control in order to free up labour and funds that it can use to improve basic services.

Changing the way the government works is a colossal task, but NEEDS will build on processes that have already begun to make a difference. The administration has already put several essential building blocks in place.

In privatisation and liberalisation, the government has auctioned licences and begun the process of attracting private investment in areas such as power generation and infrastructure development. To prevent nepotism, favouritism and corruption, the government has transformed the process by which private companies bid for government contracts. It established the new Budget Monitoring and Price Intelligence Unit, which reviews, oversees and certifies government contracts to ensure value for money. Commonly known as 'due process', this mechanism has already saved the Treasury hundreds of millions of naira.

The government has also instituted massive anti-corruption campaigns and established the Independent Corrupt Practices and Other Related Crimes Commission and the Economic and Financial Crimes Commission, which outlaw corrupt practices. The government is committed to the Extractive Industries Transparency Initiative, which encourages oil companies to fully disclose revenue and costs of operations. The government's televised auction of digital mobile licences was hailed as one of the most transparent licence auctions in the world.

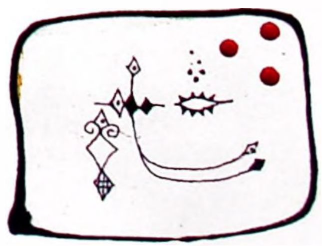
Under NEEDS, the government will build on these efforts by:

- Strengthening and modernising the anti-corruption organisations it has established.
- Exposing unethical and illegal practices and punishing those who engage in them.
- Encouraging organisations to adopt and publish formal codes of ethics.
- Establishing formal training in ethics and fostering leadership by example.
- Enacting a Fiscal Responsibility Pact and a Right to Information Act. The Fiscal Responsibility Pact will require government agencies to publish annual audited accounts within six months of their financial year and set up a revenue stabilisation fund into which windfall revenues will be transferred. The Right to Information Act will promote openness and feedback.

To reform the bureaucracy, the government has begun cutting civil service benefits. The government has monetised benefits such as utility services, domestic assistance and drivers and reduced the incentive for corruption by offering civil servants higher wages, bonuses and improved working conditions.

NEEDS policies will encourage all levels of government to adopt an annual budget framework and guidelines. The guidelines will promote balanced budgets, implementation of priority programmes, budget discipline, cost effectiveness and the generation of internal revenues and savings. A peer-review mechanism will enable heads of government agencies to compare their performance and nurture a

common culture of excellence. The Joint Planning Board, the Joint Tax Board, and the National Economic Council will work together to achieve a more effective system of economic management. The NEEDS period should be characterised by the punctual release of annual budgets. As participants in the plan for prosperity, the Nigerian people will be kept informed of how well these measures are performing by the press and by special reports.



What happens **next?**

4

As we have seen, NEEDS is a holistic plan that applies policy and finance to the problems identified on the ground. It relies on excellent coordination of efforts of federal, state and local governments. Its success in helping us to realise the vision for Nigeria therefore relies on ensuring that the policies and programmes defined by NEEDS are implemented effectively.

"In my dreams I see a new Nigeria in the hands of God. As I traverse all parts of Nigeria, I feel a new Nigeria emerging. Let us therefore, join hands and make Nigeria even better."

President Olusegun Obasanjo

4

Each state government is developing a State Economic Empowerment and Development Strategy (SEEDS). Local governments are also being encouraged to develop medium-term development programmes, specifying benchmarks, targets, deliverables, timelines and implementation guides. These plans will complement SEEDS and NEEDS.

The Secretariat of NEEDS is located at the National Planning Commission, which will coordinate implementation. Other critical agencies are the Joint Planning Board, the National Council on Development Planning and the National Economic Council. NEEDS recognises the critical importance of an institutional framework to coordinate these various efforts, avoid duplication and waste in the delivery of services and facilitate integrated rural development and poverty reduction (Figure 2).

Institutional framework

State governments – through the National Economic Council and the National Council on Development Planning – are an integral part of the implementation, monitoring and evaluation framework. This framework facilitates synergy between all implementing agencies and provides for interaction between all stakeholders. At the apex are the President, the Vice-President and the National Assembly. The Federal Executive Council and the National Economic Council consider all matters pertaining to implementing NEEDS and SEEDS and present periodic reports to the President and the National Assembly.

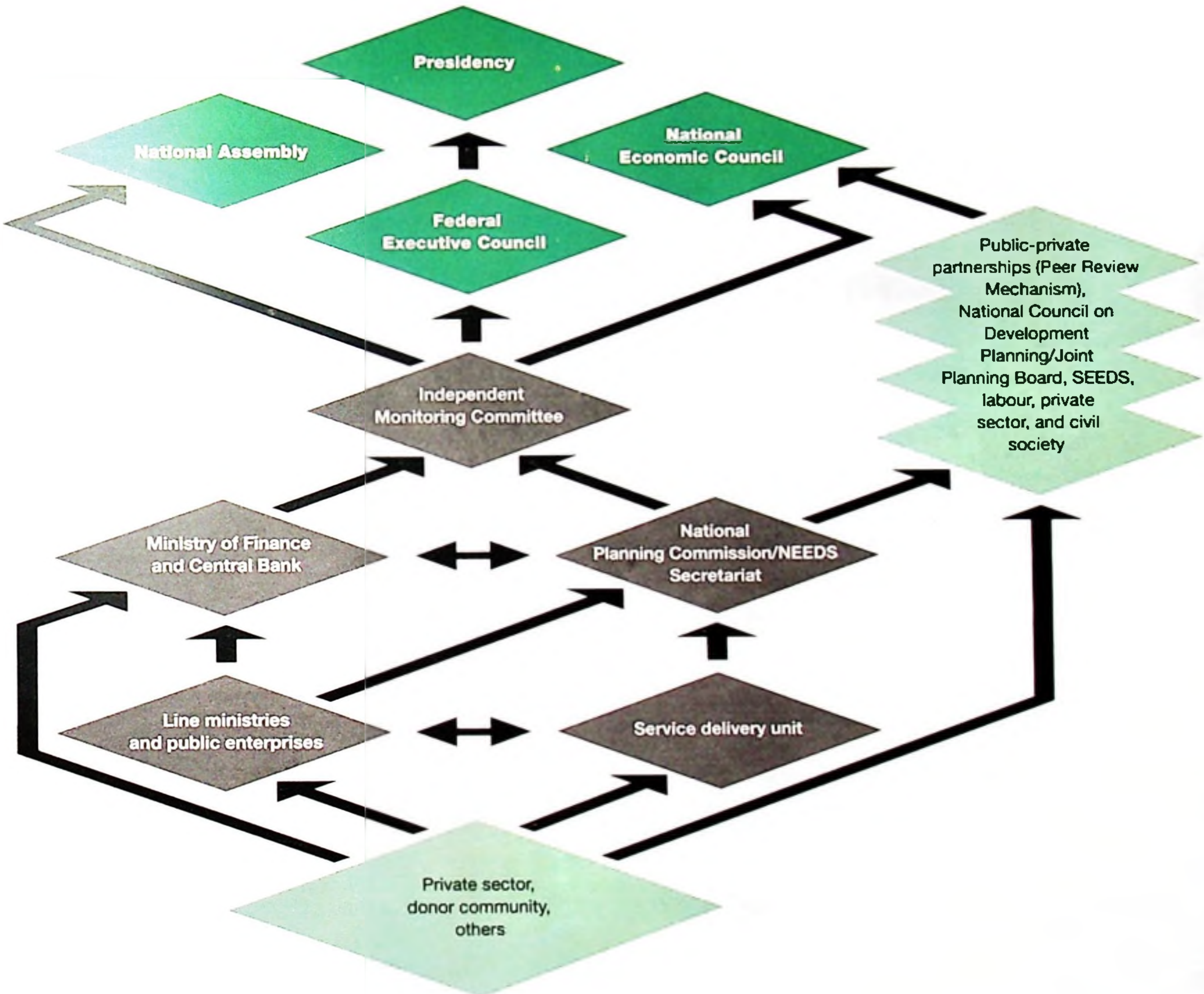


Figure 2 Institutional Framework

How Will NEEDS **Be Financed?**

NEEDS targets minimum annual GDP growth rates of 5 percent in 2004, 6 percent in 2005 and 2006, and 7 percent in 2007 (Table 4). While ambitious, it is the minimum needed to achieve adequate per capita income and improve welfare. To finance the programme, the government will curb waste by plugging all leakages in public expenditure and sources of revenue and by reforming institutions. Other essential measures include selling assets, reforming the tax system, increasing the efficiency of resource use, mobilising domestic savings and attracting foreign direct investment and overseas development assistance. It will also seek debt relief from creditors.

NEEDS envisions several new forms of coordination and partnership, from matching grants to a peer- review mechanism and public-private partnerships.

Matching grants scheme

Under a proposed financing scheme, the federal government would provide matching grants to states and local governments for programmes that are national priorities but are best handled at the state or local level. An ad hoc committee will be set up to take a census of federal government projects in the states and determine which can be passed on to communities, local governments or states, or sold outright. This committee will also identify the areas for direct intervention by the federal government and areas for facilitation or coordination and application of matching grants.

Peer-review mechanism and public-private partnership

A peer-review mechanism will operate at all levels of implementation – within and between ministries and agencies at the federal and state levels; at the federal, state and local government levels; between the public and private sectors and civil society organisations and within the framework of aid coordination. NEEDS also intends to mainstream public-private partnership at all levels of government for interaction with private sector associations, NGOs and civil society organisations.

How Will We Know **Whether NEEDS Is Working?**

An Independent Monitoring Committee — chaired by the Secretary to the Government of the Federation and composed of government officials, representatives of the private sector, the press and civil society — will monitor and evaluate implementation of NEEDS and SEEDS programmes and projects. It will inform the National Assembly of its findings and report to the President and the National Economic Council for appropriate action. The committee will post quarterly reports on performance on the Nigerian economy website (www.nigerianeconomy.com). A summary of the findings will also be disseminated to the Nigerian people through print and electronic media. Members of the National Economic Council will use the results of the monitoring and evaluation to fine tune implementation in their states. The reports of the National Economic Council review will also be forwarded to the National Assembly and the President.

Restructuring the National Statistical System

The success of the monitoring and evaluation exercise depends on access to reliable data. NEEDS recognises that Nigeria s national statistical system is weak. The current system is governed by the 1957 Statistics Act, which is obsolete. Timely and reliable statistics are critical to effective planning, monitoring and evaluation. A new master plan has been developed for the national statistics systems and the government has increased funding for the Federal Office of Statistics.

The Success of NEEDS **Depends on Each of Us**

NEEDS is an excellent plan, but it is only a plan. However well thought out, plans remain merely thoughts on paper unless they are implemented. Our President and his key advisers and ministers, our governors and their key staff, are all fully committed to the reform programmes and massive changes that NEEDS calls on us to make. Because it is a result of three years of consultation and participation, NEEDS has widespread support not only at government level but throughout our society and at all levels. We all have a stake in making NEEDS a success; without NEEDS we cannot build a new and economically vibrant Nigeria that can support us to fulfil our ambitions and those of our children. We have a contract under NEEDS to ensure that the reforms take place and are turned into action. We have a responsibility to keep our side of the bargain by working hard to make NEEDS a success.

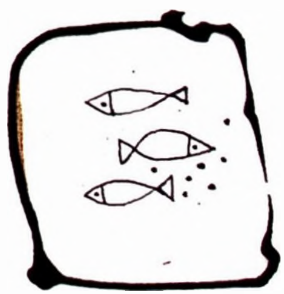


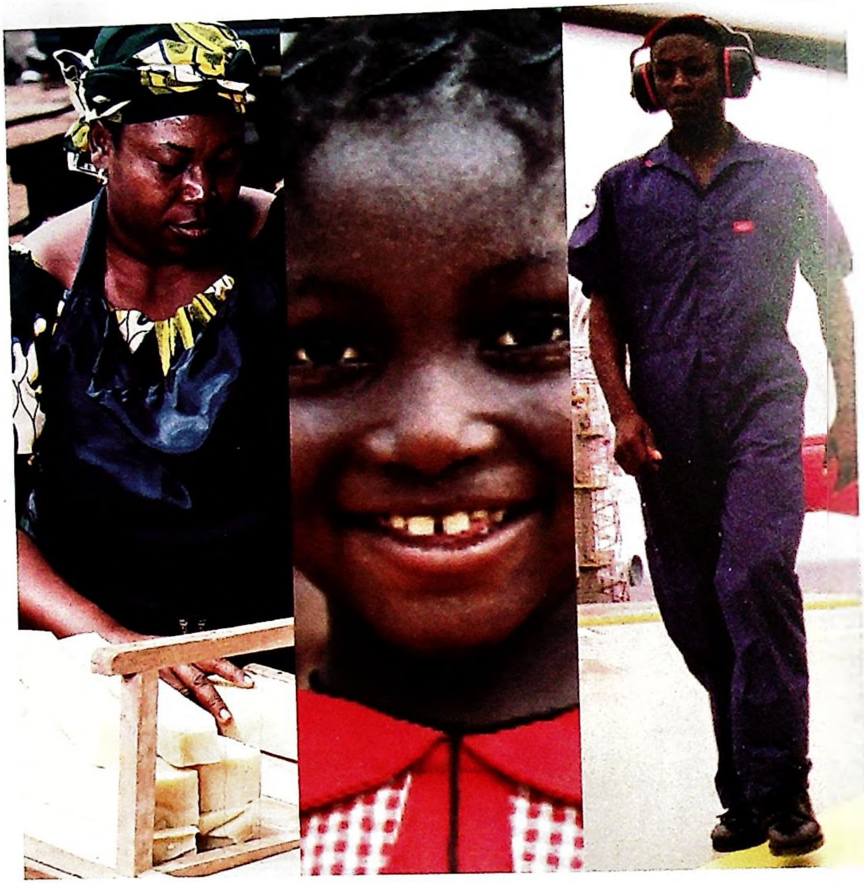
Table 4 Selected Targets under NEEDS, 2003-07

	2003	2004	2005	2006	2007
Macroeconomic					
Growth in real GDP (percent)	10.2	5.0	6.0	6.0	7.0
Growth in oil sector (percent)	23.0	0.0	0.0	0.0	0.0
Growth in non-oil sector (percent)	3.3	7.3	8.5	8.3	9.5
Reduction in poverty incidence (percent)	5.0	5.0	5.0	5.0	5.0
Minimum number of new jobs (millions)	-	1.0	2.0	2.0	2.0
Growth in real private consumption (percent)	-	4.8	4.8	4.8	4.8
Growth in real private consumption, per capita (percent)	-	2.0	2.0	2.0	2.0
Inflation rate (percent)	15.0	10.0	9.5	9.5	9.0
Sectoral					
Growth in agricultural sector (percent)	7.0	6.0	6.0	6.0	6.0
Growth in manufacturing sector (percent)	-	7.0	7.0	7.0	7.0
Manufacturing capacity utilisation (percent)	53.0	-	-	-	70.0
Number of tourist visitors (percent)	-	10.0	10.0	10.0	10.0
Communication (teledensity)	1.40	-	-	-	1.25
Solid minerals	Self-employment for at least 500,000 Nigerians				
Agricultural exports (US$ billions)	-	-	-	-	3.0
Environment	Reduce all forms of environmental degradation by 30% of 2004 levels by 2007				
Fiscal					
Maximum public deficits (percent of GDP)	-	3.0	3.0	3.0	3.0
Maximum ways and means (%) of previous revenue	12.5	10.0	10.0	10.0	10.0
Total expenditure (percent of GDP)	25.1	23.5	23.4	22.9	22.3
Recurrent expenditure (percent of total budget)	70.0	65.0	60.0	60.0	60.0
Capital expenditure (percent of total budget)	30.0	35.0	40.0	40.0	40.0
External Sector					
External reserves (US$ millions)	7,187	7,687	8,687	9,687	10,687
Growth in imports (percent)	-	15.0	18.0	25.0	30.0
Growth in exports (percent)	-	10.0	20.0	25.0	30.0
Earning from non-oil exports (percent of total exports)	<5	-	-	-	>10
Food (percent of total imports)	14.5	-	-	-	7.5
Unrequited transfers	At least US$3 billion a year from remittances				
Financial					
Growth in credit to private sector (percent)	30.0	30.0	30.0	30.0	30.0
Education					
Adult literacy rate (percent)	57.0	-	-	-	65.0

Table 4 Selected Targets under NEEDS, 2003-07 *continued*

	2003	2004	2005	2006	2007
Health					
HIV/AIDS prevalence rate (percent)	6.1	-	-	-	5.0
Immunisation coverage (percent)	39.0	-	-	-	60.0
Access to safe water (percent)	64.1	-	-	-	70.0
Access to adequate sanitation (percent)	53.0	-	-	-	65.0
Infrastructure					
Power generation (megawatts)	-	4,000	5,000	7,000	10,000
Roads (rehabilitation, maintenance and new roads)	3,000	3,500	3,500	4,000	4,000
Public sector reforms					
Public sector reform	Review the nature and relevance of collected data				
Economic coordination and institutional reforms	Restructure and strengthen the institutional capacity and professionalisation of the statistical system				
Public-private sector partnership					
Security and administration of justice	Ensure production of timely, reliable and relevant statistics				
Judicial service reforms					
Prison reforms					
Eliminating corruption; improving transparency and accountability					
E-Governance					
Strengthening of National Statistical System					
Millennium Development Goal targets					
Literacy rate of girls	Work still ongoing on determination of the targets				
Primary school enrolment and completion					
Maternal mortality					
Infant mortality					

Note: The GDP growth projections are very conservative. The growth potentials are huge – not only in terms of the abundant human and material resources but also for the fact that Nigeria mimics a post-conflict economy with lots of idle resources. With the various targeted presidential initiatives on agriculture, the increased coordination with the states on key priority sectors – agriculture, small and medium-size enterprises, infrastructure and social sectors – the growth effects are expected to be substantial. However, the projections are kept low, with clear possibilities that they could be exceeded.



S.O. AJAYI
Head. Information
Unit
9/5/2005

NEEDS is Nigeria's home-grown strategy for economic empowerment and development. It is Nigeria's plan for prosperity and reflects the aspirations of Nigeria's government and people. This booklet gives the vision we have for Nigeria, the obstacles that currently prevent us realizing that vision and strategies for overcoming them.

National Planning Commission 2004

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