KANO STATE ECONOMIC EMPOWERMENT AND DEVELOPMENT STRATEGY (K-SEEDS)

POLICY FRAMEWORK

SEPTEMBER 2004
FORE WARD

Before the assumption of office after election, the present administration engaged in consultations with all stakeholders in the State, and came up with a blue print of action on how to make Kano state a strong socio-economic force and a model in the country. The main aim was to develop a society that is self reliant cherishes self respect and good ethical conduct in all aspects of human endeavour. We also committed ourselves to providing a leadership style that is accountable at all levels, and run an open government that is accessible and responsive to peoples’ needs.

Therefore, the introduction of SEEDS as a compliment of the National Economic Empowerment and Development Strategy (NEEDS) initiative has enhanced our initial plan to introduce relevant socio-economic reform measures as well ensuring that all projects and programmes are properly planned and timely executed.

The State Economic Empowerment and Development Strategy (K-SEED), which is a medium term plan, is an integrative initiative for the economic and social development of the Kano State Citizens. It is our plan to implement KSEEDS with support from our development partners, over the next three years.

The K-SEEDS is focused on local needs, local priorities, local aspirations, local values, local development objectives/targets and local strategies. The program covers all the sectors we avowed to focus; agriculture, small and medium enterprises, health, education, environment, youth/women development, mineral resources and general infrastructure as well as public service reforms. The overall objective is anchored on poverty reduction, wealth creation, employment generation and societal re-orientation. Each of these objectives has been allotted specific targets and verifiable outputs to assist us in measuring our performance.

Finally, it is my ardent hope that implementing the projects and programmes contained in KSEEDS will result in the overall improvement of the living conditions of our people.

Malam Ibrahim Shekarau
Executive Governor
Kano State.

15th Rabi’ul Akhir, 1426AH (23rd May, 2005)
## Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADP</td>
<td>Agricultural Development Programme</td>
</tr>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>ARD</td>
<td>Anti Retroviral Drug</td>
</tr>
<tr>
<td>BHC</td>
<td>Basic Health Center</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development</td>
</tr>
<tr>
<td>DHCs</td>
<td>District Health Centers</td>
</tr>
<tr>
<td>DO</td>
<td>District Officer</td>
</tr>
<tr>
<td>DMO</td>
<td>Debt Management Office</td>
</tr>
<tr>
<td>EPC</td>
<td>Economic Planning Committee</td>
</tr>
<tr>
<td>FAAC</td>
<td>Federation Accounts Allocation Committee</td>
</tr>
<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
</tr>
<tr>
<td>FHI</td>
<td>Family Health International</td>
</tr>
<tr>
<td>EPZ</td>
<td>Export Processing Zone</td>
</tr>
<tr>
<td>GSM</td>
<td>Global System for Mobile Communications</td>
</tr>
<tr>
<td>IGR</td>
<td>Internally Generated Revenue</td>
</tr>
<tr>
<td>IMCI</td>
<td>Integrated Management of Childhood illness</td>
</tr>
<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
</tr>
<tr>
<td>HJRDBDA</td>
<td>Hadejia Jama’are River Basin Development Authority</td>
</tr>
<tr>
<td>KASCO</td>
<td>Kano State Agricultural Supply Company</td>
</tr>
<tr>
<td>KASTA</td>
<td>Kano State Transport Authority</td>
</tr>
<tr>
<td>KNARDA</td>
<td>Kano State Agricultural and Rural Development Authority</td>
</tr>
<tr>
<td>KSCG</td>
<td>Kano State Cotton Ginnery</td>
</tr>
<tr>
<td>KSUD</td>
<td>Kano State Urban Dairy</td>
</tr>
<tr>
<td>KSFS</td>
<td>Kano State Fire Service</td>
</tr>
<tr>
<td>KSHC</td>
<td>Kano State Housing Corporation</td>
</tr>
<tr>
<td>KSAQC</td>
<td>Kano State Asphalt and Quarry Company Limited</td>
</tr>
<tr>
<td>KSIP</td>
<td>Kano State Investment and Property Company</td>
</tr>
<tr>
<td>KSWB</td>
<td>Kano State Water Board</td>
</tr>
<tr>
<td>LACA</td>
<td>Local Action Committee on AIDS</td>
</tr>
<tr>
<td>LEEDS</td>
<td>Local Government Economic Empowerment and Development Strategy</td>
</tr>
<tr>
<td>LGAs</td>
<td>Local Government Areas</td>
</tr>
<tr>
<td>MB</td>
<td>Monitoring Bureau</td>
</tr>
<tr>
<td>MPB</td>
<td>Ministry of Planning and Budget</td>
</tr>
<tr>
<td>MDGS</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MM</td>
<td>Maternal Mortality</td>
</tr>
<tr>
<td>MMSH</td>
<td>Murtala Mohammed Specialist Hospital</td>
</tr>
<tr>
<td>MMR</td>
<td>Maternal Mortality Rate</td>
</tr>
<tr>
<td>MOH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>NA</td>
<td>Native Authority</td>
</tr>
<tr>
<td>NAPEP</td>
<td>National Poverty Eradication Programme</td>
</tr>
<tr>
<td>NEEDS</td>
<td>National Economic Empowerment Development Strategy</td>
</tr>
<tr>
<td>NECCO</td>
<td>Nigerian Engineering Construction Company</td>
</tr>
<tr>
<td>NERFUND</td>
<td>National Economic Reconstruction Fund</td>
</tr>
<tr>
<td>ODA</td>
<td>Overseas Development Assistance</td>
</tr>
<tr>
<td>PLACO</td>
<td>Participatory Learning and Action for Community Ownership</td>
</tr>
<tr>
<td>PLWHA</td>
<td>People living with HIV/AIDS</td>
</tr>
<tr>
<td>PMB</td>
<td>Project Monitoring Bureau</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnerships</td>
</tr>
<tr>
<td>PTF</td>
<td>Petroleum Trust Fund</td>
</tr>
<tr>
<td>PMTCT</td>
<td>Sexually Transmitted Infections</td>
</tr>
<tr>
<td>STIs</td>
<td>State Action Committee on AIDS</td>
</tr>
<tr>
<td>SACA</td>
<td>State Economic Empowerment Development Strategy</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and Medium Enterprises</td>
</tr>
<tr>
<td>STDs</td>
<td>Sexually Transmitted Diseases</td>
</tr>
<tr>
<td>SWAPS</td>
<td>Sector Wide Approaches</td>
</tr>
<tr>
<td>SWAAN</td>
<td>Society for Women and Aids in Nigeria</td>
</tr>
<tr>
<td>SMEIS</td>
<td>Small and Medium Enterprises Equity Investment Scheme</td>
</tr>
<tr>
<td>TA</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>TC</td>
<td>Transition Committee</td>
</tr>
<tr>
<td>UBE</td>
<td>Universal Basic Education</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>UTI</td>
<td>Urinary Tract Infection</td>
</tr>
<tr>
<td>VAT</td>
<td>Value Added Tax</td>
</tr>
<tr>
<td>VCT</td>
<td>Voluntary Counseling and Testing</td>
</tr>
<tr>
<td>VVF</td>
<td>Vesico Vaginal Fistulae</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
<tr>
<td>WRECA</td>
<td>Water Resources, Engineering and Construction Agency</td>
</tr>
<tr>
<td>REB</td>
<td>Rural Electrification Board</td>
</tr>
<tr>
<td>RUWASA</td>
<td>Rural Water Supply Agency</td>
</tr>
<tr>
<td>RVF</td>
<td>Rectum Vaginal Fistula</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organizations</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

The Kano State SEEDS Committee i.e. Economic Planning Committee (EPC) wishes to acknowledge the contributions of government ministries/agencies, the private sector, civil society organization/Non Governmental Organisations and individuals towards the successful completion of Kano State Economic Empowerment Development Strategy (K-SEEDS).

The cooperation of all the heads of government ministries/agencies and input of their staff was very critical to the successful conduct of the K-SEEDS exercise. We must also acknowledge the contributions of two international development partners who participated at various stages of the K-SEEDS process. These are the United Nations Development Programme (UNDP) by fielding a team of 5 consultants with various specializations, to work with our team and British Government Department for International Development (DFID) who sponsored a consultant, to help edit the final version of the K-SEEDS and pledged to print the popular version of the documents.

The active participation and contribution of two Federal Institutions in the State the NDE and NAPEP, other Civil Society Organizations, the private sector and experts too numerous to name individually, were of great help to the entire K-SEEDS process in Kano State.

The foremost role of the State Ministry of Planning and Budget that was charged with the responsibility of the day to day entire coordination process, contributed immensely to the successful outcome of the K-SEEDS document.

Alh. Nour Sani Hanga,
Honourable Commissioner (MPB)
Chairman, Economic Planning Committee (EPC).
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

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PART 1:
INTRODUCING KANO STATE

Section 1.0 Historical Background

1.1 Introduction

Kano State is the centre of commerce, second most industrialized State in Nigeria, the economic nerve centre of the north and most politically active and sophisticated people in the northern part of the Country. Created along with eleven other States, Kano formally came into being on April 1, 1968. In 1991 Jigawa State was created and curved out of the old Kano State. The State is arguably the most homogeneous in the Nigerian Federation. It has a projected population of over 12 million people.

The State is located on 12° 37’ North, 9° 29 East, 9° 33 South and 7° 43 West. It is bordered on the East by Jigawa State, to the South are Bauchi and Kaduna States and to the West is Katsina while to the north are Katsina and Jigawa States. It has a daily mean temperature of 30°C to 33°C during March-May. Lowest temperature is 10°C during the autumn months of September to February. The rainfall pattern is uni-model; with an average rainfall of 600mm. Kano State has a total land area of 20,760 square kilometers with 1, 754, 200 hectares agricultural and 75,000 hectares forest vegetation and grazing land.

Situated in the Sahel savannah region of West Africa Kano State has a rainy season, which varies from year to year but which starts in May and ends in October of each year. The dry season, on the other hand starts from November to April.

1.2 Population

As noted earlier Kano State has an estimated population of over 12 million people with an almost equal distribution of male (51%) and female (49%). 76.6% of male children have access to education compared to 31.7% for female. 37.6% have access to portable water supply (that is pipe-bone water) while 75% have access to health services. 75% of the population lives in the rural area. Kano State has a 35% literacy rate and average school enrolment rate is 90% for primary education, 80% for secondary school education and 60% for tertiary education.

Female enrolment stands at 40%, 35%, and 20% for primary, secondary and tertiary institutions respectively. This shows a gap of approximately 44.9% between male and female enrolment, which could have significant consequences for women education, equality and access to economic and
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

social facilities in the State and the country in general. Majority of the people of Kano State are Hausa/Fulani while other ethnic groups constitute the minority. This is what has made Kano a cosmopolitan State.

Life expectancy in Kano State is 51 years for male and 52.2 years for female. The infant mortality rate is 110 per 1000 live birth. Maternal mortality on the other hand is 1700 per 100,000.

The people of Kano are known to be aggressively enterprising and industrious.

1.3 Economy

Agriculture is the mainstay of the economy involving at least 75% of the rural population. Before the oil boom of 1970s, Kano State was the main producer of groundnuts (producing at least 50% of the country’s total output). Other important crops produced in the State are cotton, guineacorn, maize, cowpeas and varieties of vegetables. There are occurrences of solid minerals in the crystalline basement complex routes in the southern parts of the State. These include tin, gold stones, lead, zinc, copper, porochlooe, woalfam and bauxite.

There are well over 300 large and medium industrial establishments in Kano spread across Bompai, Sharada and Challawa Industrial Estates. During the past three decades (1960 to 1990), modern manufacturing enterprises involving the processing of basic raw materials such as groundnut milling and other demand based industries like tanning, metal work, confectionery, textile goods and garment-making have been established.

In addition to the formal industrial sector, there are thousands of small-scale industrial and commercial activities that make up the Kano Economy. Furniture making is a significant industrial activity in Kano. Welding business, especially making doors and windows, gates, burglar proofs etc is waxing strong in the construction industry in the State. Thousands of block makers spread throughout the State complement this sector. There are also hundreds of thousands of household based production activities such as soap making, candle making, sewing and design that contribute significant portion to the GDP of Kano State as well as provide employment for hundreds of thousands of people.

And as the Centre of Commerce, Kano’s economy is dominated by commercial activities mainly in trading, banking, transportation, and insurance. The Kantin Kwari Textiles Market alone is reputed to be worth at least N20.0 Billion. Daily turnover in this market runs into several
millions of Naira. The essential commodity market in Ado Bayero Road, popularly called Singer Market, is another important part of the Kano Economy. As a result of the dominance of commerce in Kano, clear commercial enclaves have emerged along Ibrahim Taiwo Road, Zoo Road, Aminu Kano Way, Kofar Ruwa and of course the commercial nerve center of Kano – Sabon Gari – which houses the immense Abubakar Rimi Market, dealings in building materials, food and oilsmotor spare parts dealers, hotels, bookshops etc. This is in addition to the famous Fagge Currency Market.

There are an estimated 74 banks and bank branches in Kano supporting and benefiting from the commercial and industrial activities in the State. Two of these banks (Bank of the North and Tropical Commercial Bank) have their Headquarters in Kano with almost all the rest having a regional office.

The transport sub-sector is also very significant. Kano is the hub for access to other cities and States in the North. It is also a gateway to neighboring Niger and Chad Republics as well as other West African countries such as Mali, Burkina Faso and Cameroun. Consequently, there is a large and growing transport market for goods, fuel and people in Kano. This adds up to a multibillion Naira activity providing employment and market for drivers, mechanics, electricians, vulcanizers, panel beaters, spare parts and tyre dealers, commission agents, insurers and hundreds of thousands of other beneficiaries such as food vendors.

The economic growth potential to the State’s economy in establishing Export Processing Zone (EPZ) is very great. A sizeable proportion of the agricultural work force can be redeployed into the export processing activities thereby putting the labor force into productive use.

From the foregoing, it can be seen that Kano State is not merely an agricultural State but it has developed basic technologies for industrial activities. The size and number of SMEs in the State is a manifestation of accumulated knowledge and skills in industrial tools. Kano has excelled particularly in making agricultural tools. Local blacksmiths, for example, manufacture ploughs, tractor racks and hoes.

Kano State also has ample agricultural resources and vast cultivable land. Available minerals resources range from tin, gypsum, niobium, uranium, zinc, silver, kaolin, feldspar etc among others. Other natural resources include lakes, forests, dams, underground water etc. as can be seen below.
### a) Mineral Based Raw Materials

<table>
<thead>
<tr>
<th>S/N</th>
<th>RAW MATERIALS</th>
<th>LOCATION</th>
<th>USER INDUSTRIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gemstones</td>
<td>Karaye, Kibiya, Doguwa and Gwarzo</td>
<td>Ornamental jewellery and electrical industries</td>
</tr>
<tr>
<td>2</td>
<td>Granite</td>
<td>Wudil, Sumaila, Rano, Kiru, Kura, Dawakin Kudu, Tudun Wada, Minjibir, Doguwa, and Rimin gado LGAs</td>
<td>Decorative stones, also in building and construction industries</td>
</tr>
<tr>
<td>3</td>
<td>Glass sand</td>
<td>Kurna in Dambatta and Makoda LGAs</td>
<td>Glass manufacturing, Foundry and ceramic industries</td>
</tr>
<tr>
<td>4</td>
<td>Gold</td>
<td>Rimi in Sumaila LGA</td>
<td>Jewellery, Ornament and electric industries</td>
</tr>
<tr>
<td>5</td>
<td>Lead, Zinc Ore (Galena)</td>
<td>Ririwai in Doguwa LGA</td>
<td>Lead and Zinc for battery manufacturing and electronic industries</td>
</tr>
<tr>
<td>6</td>
<td>Columbine</td>
<td>Ririwai in Doguwa LGA</td>
<td>Special steels, Ferroalloys, electric tube, filaments in Rocket and Aircraft manufacture</td>
</tr>
<tr>
<td>7</td>
<td>Illmentie</td>
<td>Ririwai in Doguwa LGA</td>
<td>Production of Titanium dioxide, pigment and steel industry</td>
</tr>
<tr>
<td>8</td>
<td>Copper</td>
<td>Zakirai in Gabasawa, Bunkure and Ririwai LGAs</td>
<td>Ammunition, Communication and steel industries</td>
</tr>
<tr>
<td>9</td>
<td>Rear Earth Meals (REE)</td>
<td>Ungogo LGA</td>
<td>Paper making, paint, Rubber, pharmaceuticals</td>
</tr>
<tr>
<td>10</td>
<td>Kaolin</td>
<td>Gwarzo, Shanono, Tsanyawa and Bichi LGAs</td>
<td>Soap, Textile, Insecticide, Animal feeds, Welding electrodes Fertilizer, etc</td>
</tr>
<tr>
<td>11</td>
<td>Feldspar</td>
<td>Karaye and Rogo LGAs</td>
<td>Glass and ceramic manufacture, foundry etc</td>
</tr>
<tr>
<td>12</td>
<td>Cassiterite</td>
<td>Ririwai in Doguwa LGA</td>
<td>Tin plating, hardening of copper and led alloys</td>
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</tbody>
</table>

*Source: Raw Materials Research and Development Council*

### a) Agro Based Raw Materials

<table>
<thead>
<tr>
<th>S/N</th>
<th>RAW MATERIALS</th>
<th>LOCATION</th>
<th>INDUSTRIAL USES</th>
<th>USER INDUSTRIES</th>
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<tbody>
<tr>
<td>1</td>
<td>Sorghum</td>
<td>All over the State</td>
<td>Flour, Sorghum grit, Malted Sorghum</td>
<td>Feed millers, Beverage industries</td>
</tr>
<tr>
<td></td>
<td>Product</td>
<td>Local Government Areas</td>
<td>Uses</td>
<td>Industries</td>
</tr>
<tr>
<td>---</td>
<td>--------------</td>
<td>-----------------------------------</td>
<td>-----------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>2</td>
<td>Locust beans</td>
<td>Most of the local Governments areas in the State</td>
<td>Seasoning</td>
<td>Food industry</td>
</tr>
<tr>
<td>3</td>
<td>Maize</td>
<td>Doguwa, Tudun Wada, Kiru, Kura, Bebeji and Wudil LGAs</td>
<td>Corn flakes, Maize grits, Maize bran, Germ oil, Flour, Malted Maize, Starch, Glucose, Dextrose</td>
<td>Feed millers, Flour mills, beverage industries etc</td>
</tr>
<tr>
<td>4</td>
<td>Cassava</td>
<td>All over the State</td>
<td>Cassava chips, Flour Starch, Garri and Tapioca</td>
<td>Feed millers, Flour mills, Soft drink industries</td>
</tr>
<tr>
<td>5</td>
<td>Sugar cane</td>
<td>Wudil and Rogo LGAs</td>
<td>Molasses, Burgesses, Sugar</td>
<td>Bakery/Confectioneries, Soft drink etc</td>
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<tr>
<td>6</td>
<td>Wheat</td>
<td>Kura and Kiru LGAs</td>
<td>Flour, Bran</td>
<td>Flour mills</td>
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<tr>
<td>7</td>
<td>Groundnut</td>
<td>All over the State</td>
<td>Groundnut oil, cake</td>
<td>Oil mills, Confectioneries</td>
</tr>
<tr>
<td>8</td>
<td>Tomato, Mango</td>
<td>Kura, Kiru, Bebeji and most local Governments areas in the State</td>
<td>Mango/Tomato juice mango pulp, jam, puree/plums</td>
<td>Food industry</td>
</tr>
<tr>
<td>9</td>
<td>Cotton</td>
<td>Gwarzo, Shanono and Karaye</td>
<td>Cotton seed cake oil, cotton wool</td>
<td>Feed and oil millers, textile industries</td>
</tr>
<tr>
<td>10</td>
<td>Livestock</td>
<td>All over the State</td>
<td>Meat, Yoghurt, ice cream, powdered milk butter, cheese, milk etc</td>
<td>Meat, dairy, bakery/beverage industries</td>
</tr>
<tr>
<td>11</td>
<td>Lemon</td>
<td>Kura, Kiru, Bebeji LGAs</td>
<td>Lemon oil, Tea, juice</td>
<td>Food industry, bakery, Confectioneries, and Tea industries</td>
</tr>
</tbody>
</table>

The finances of the State depend on incomes from internal and external sources. Internal sources relate to funds from internally generated revenue (IGR) which is classified under the following sources:

i. State taxes  
ii. Fines and Fees  
iii. Licenses  
iv. Sales of State Assets (e.g. land allocation, privatization etc).  
v. Income from investment (including funds placement in banks)  
vi. Rent on Land and Government properties  
vi. Fees on leased proprieties  
ix. Miscellaneous  
x. Internal loans

External sources are funds realizable from Statutory Allocation through the Federation Account, Value Added Tax (VAT), grants, and external loans. Like most of the States in the Federation, Kano State relies heavily on
external sources, mainly the Statutory Allocation, for its finances. Indeed external sources represent nearly 85% of the State’s finances.

Another source of income for the State is capital receipts, which are funds that have direct linkage with capital projects and programmes. These include funds from lending and donor agencies like World Bank, UNICEF, UNDP etc.

1.4. **Government**

In accordance with the Federal and Presidential System of Government, there are Three Arms of Government in Kano State – Executive, Legislature and Judiciary. There are two tiers of Governments in the State – State and Local Governments.

Presently, there are 44 LGAs in the State, 40 State Constituencies, 24 Federal Constituencies and 3 Senatorial Districts. The State Assembly has 40 Members (one each for the State Constituencies). 24 Members in the Federal House of Representatives and 3 Senators in the Federal Senate represent Kano State at the Federal Level.

The Native Authority (NA) introduced by the Colonial Administration under the Indirect Rule System at the apex of which was the Emir continues in a modified way today. It is now referred to as the Traditional Institution (the Emirate Council/System) and plays a significant role in governance though exercises no judicial authority. The Emir of Kano is head of this Institution. There are 44 District Heads – Hakimai - (one each in the Local Government Headquarter) who are supported by Dagattai / Village Heads and Ward Heads – Masu-Unguwan.

State Government activities are organized around 15 key ministries namely:

1. Agriculture,
2. Commerce, Industries and Cooperatives,
3. Education,
4. Environment,
5. Finance,
6. Health,
7. Information, Youth and Sports,
8. Justice,
9. Land and Physical Planning,
10. Local Government.
11. Planning and Budget,
12. Transport and Tourism,
13. Water Resources and Rural Development,
14. Women Affairs and Social Development,
15. Works and Housing,

This is in addition to other Government agencies and Parastatals such as Kano State Polytechnic, Rural and Water Sanitation Agency (RUWASA), Water Resources and Engineering Construction Agency (WRECA), Kano State Transport Authority (KASTA), etc, which are under the supervision of ministries and other autonomous Parastatals such as the Triumph Publishing Company, Kano State Investment and Properties, etc.

1.5 Conclusion
Despite the abundance of natural wealth and endowments of Kano State, the State faces a number of problems that militate against its capacity to achieve the Millennium Development Goals (MDGs). Chief among these problems are the following:

- Over 75% of Kano population live in rural areas and continue to flood major urban centers, thus causing complications and putting strain on service delivery efforts.

- Closed industries and factories operating at low capacity

- Poor infrastructure epitomized by epileptic power and water supply

However, there is hope: the present Administration has shown interest and determination and is indeed committed to solving these problems by providing the needed leadership and making the required reforms to ensure that Kano State takes its proper place in history as the engine of political and economic transformation of Northern Nigeria.
Section 2.0
K-SEEDS Policy Framework

2.1 Introduction to K-SEEDS
The broad objective of this Policy Framework is to outline a realistic, coherent, achievable and socially consistent path to human development for Kano State. K-SEEDS Document is the State Government development policy initiative – a medium term plan – that outlines Government’s development agenda for the period 2005-2007.

The document is consistent with the broad guidelines of Federal Government’s National Economic Empowerment and Development Strategy (NEEDS), which the Governors of the 36 States endorsed in 2004 at a National Economic Council Meeting. The overall task is to engender an economic reform programme at all levels, which will ensure sustainable development and poverty reduction in Kano State and Nigeria as a whole.

2.2 Methodology for Preparing K-SEEDS Document
To prepare the Document, Government sets up a Committee, which followed a set of procedures that articulate and formulate up the economic and social objectives of Kano State. The K-SEEDS process was sensitive to the need for a shared vision of national development, which gives flexibility for States to address their priorities/peculiarities and at the same time meet the widely accepted minimum content and thrust of NEEDS priorities in agriculture, Small medium Enterprises (SME’s), infrastructure (electricity, water, communication, etc), reform of public finance and public sector management.

To accomplish this important task, the State Economic Planning Committee (EPC), after due consultation with Government and its Agencies, the Private Sector, Civil Society Organizations, Traditional Institutions, NGOs, Labor Unions etc. identified eight priority sectors. Thereafter, the Ministry of Planning and Budget constituted sub-committees that draw up relevant proposals in tune with the provisions of the transition programme of this Administration. The sub-committees were drawn from relevant ministries, agencies, NGOs, and CBOs.

The purpose, as noted above, was two fold; first is to complement the Federal Government’s reform effort and secondly to formulate a 3-year Medium Term Development Plan, which meets the aspirations of the people and Government of Kano State within the NEEDS framework. Indeed, the K-SEEDS initiative was a pleasant coincidence as the State Government has already resolved to draw up a development plan for the state prior to the introduction of NEEDS/SEEDS.
The document provides a policy guide and direction for the people and Government of Kano State. The document focuses on the implementation of the following key policy priority areas in pursuit of Government's policy on Human Development:

- Implementation of Shari’ah and Societal Reorientation Programme
- Mass food production (inputs procurement, fertilizer, skills acquisition on farming, use of local raw materials, mechanized agriculture, improved seeds etc)
- Water Supply (borehole based schemes, diesel supply, independent power supply etc.)
- Health (staff, drugs, equipment and provision of access to basic health)
- Security (basic security, support for security agencies and commissioned groups)
- Education (more schools, staff, teaching materials etc)
- Development of the (Private) Business Sector especially SMEs, reducing poverty, creating wealth and generating employment especially for women and the youth.

The above-mentioned priority areas were selected for inclusion in the K-SEEDS Document based on the human development agenda of this Administration. The areas were also partly identified during the electioneering campaign, developed during the transition and subsequently articulated in line with the thoughts and vision of this Administration, the aspirations and expectations of the Kano electorate, as well as other socio-economic considerations.

The data needed to prepare the K-SEEDS were gathered through several methods as follows:

- Briefing on K-SEEDS as the State based development strategy linked to NEEDS: What it is, what it is aimed at and how it differs from previous development strategies. In particular, its emphasis on popular ownership, transparency and accountability were emphasized.
- Setting up of committees and sub-committees consisting of senior civil servants (State and federal) from ministries, agencies and other
Parastatals as well as members of civil society organizations.

- Capacity building was conducted for members of the drafting committee on document design and method of mainstreaming critical development issues such as gender, HIV/AIDS etc.
- Continuous interaction between the various sub-committees and consultants.

2.3 **K-SEEDS Expenditure Framework**

The K-SEEDS is formulated in a three-year Rolling Plan (2005-2007). Projects were selected based on policy objectives of the present administration and targets set during the period. Adequate counterpart funding has been provided for projects with external finance components. The planned financing is based on estimated Internally Generated Revenue, Statutory Allocation, Loans, Grants and other receipts.

The projected financial position is based on the assumption that Independent Revenue and Statutory Allocation will grow at 7.5% and 30% respectively. Similarly the growth of recurrent expenditure has been pegged at 10% per annum throughout the plan period 2005 – 2007. The recurrent expenditure is made up of personnel cost; overhead cost including public debt charges (debt repayment) pensions & gratuity as well as the 10% appropriated IGR for Local Governments.

The total size of the programme is ₦105 billion against the projected resource profile of ₦87billion. This shows a deficit of ₦18.5 billion to be financed either through borrowing, cost sharing or by savings, which is expected from ongoing Government reform effort.
Section 3
Situation Analysis
Strengths, Weaknesses, Opportunities and Threats (SWOT)

3.0 Sectoral SWOT Analysis:

Policy formulation as envisioned in K-SEEDS necessarily begins with a clear understanding of *where we are now.* This lays the foundation to articulate *where we want to be.* This section presents a brief summary of Kano State's position in key areas where Government intends to focus on in order to get to *where the State should be* – the envisioned future of the State, as desired by the Administration of Malam Ibrahim Shekarau, if Allah wills.

3.1. Ministry of Commerce, Industry and Cooperatives

3.1.1 Introduction

Kano State has been a center of industrial and commercial activities for centuries. The inhabitants of the ancient city of Kano are known to have excelled in not only merchandizing but also engaged in burgeoning small scale industrial activities manifested in handcrafts, blacksmithing and agricultural activities among others. With the coming of modern economic activities, the State has witnessed remarkable progress in commercial and industrial activities resulting in the development of modern manufacturing activities and establishment of market outlets.

The main thrust of the State industrial and commercial policy is to ensure even development in all areas of the State and provide for effective participation by the Government, the Private Sector (foreign and local businesspersons) and the people. In this connection, Government will provide guidelines, necessary facilities and incentives to encourage the organized private sector to engage in and expand economic activities under a conducive and enabling business environment.

The focus of the new policy is as follows: -

- To eliminate obstacles and pave the way for the smooth development of the industrial and commercial sectors of the State economy.
- To achieve an orderly and co-coordinated industrial and commercial development in the State
- To domesticate industrial process through the promotion of local sourcing of industrial raw materials and the development of domestic technological capabilities
- To encourage synergistic interaction between the economic sector and other sectors of the economy for the overall benefit of the general public
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

- To promote non-oil exports

- To ensure the spread of development projects and opportunities throughout the State, especially through a well planned and carefully coordinated Cottage Industry Development Scheme (CIDS).

3.1.2 Situational Analysis – Commerce and Industry

For easy comprehension the state of commercial and industrial activities in Kano could be explained using SWOT Analysis. This, for both Commercial and Industrial development of Kano State, is depicted as follows:

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>STRENGTH</th>
<th>WEAKNESS</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMERCE</td>
<td>Strong market base</td>
<td>- Decline of merchandizing</td>
<td>Establishment of Kano Free trade zone</td>
<td>- Smuggling of foreign goods</td>
</tr>
<tr>
<td></td>
<td>Conducive environment for Business transaction</td>
<td>- High exchange rate to local currency</td>
<td>Proposal for upgrading specialized markets</td>
<td>- Corruption</td>
</tr>
<tr>
<td></td>
<td>Private sector led economy</td>
<td>- Lack of consistent policy direction both at the State &amp; Federal levels</td>
<td>- Cash crop commodities (Export)</td>
<td>- Lack of poor investment culture</td>
</tr>
<tr>
<td></td>
<td>Peace and Stability</td>
<td>- Lack of adequate awareness on modern business concepts</td>
<td>- Modernisation of Kano international Airport</td>
<td>- Decline of activities at Kano International Airport.</td>
</tr>
<tr>
<td></td>
<td>Hospitality and accommodating culture of Kano people</td>
<td>- Dwindling production capacity of industries</td>
<td>- Abundance solid mineral potentials in commercial quantity.</td>
<td>- Public private sector relationship (not encouraging)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- High cost of funds</td>
<td></td>
<td>- Sporadic communal riots</td>
</tr>
</tbody>
</table>
3.2.1 Sectoral SWOT Analysis: Ministry of Education

Education is a veritable means of development. The educational sector suffered serious neglect for over 2 decades (1980s to date). As a result of such neglect, many problems beset the sector, chief among which are:
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

1. Dilapidated infrastructures.
2. Inadequate teaching and non-teaching staff.
3. Inadequate teaching/learning materials in schools.
4. Poor motivation (including poor remuneration) of staff.
5. Inadequate teachers/students' furniture.
6. Inconsistency in implementing educational policies by previous Governments.
7. Insufficient Government accommodation for teachers/students in boarding institutions.

(Please see table below for additional details).

SWOT ANALYSIS ON EDUCATION

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>STRENGTH</th>
<th>WEAKNESS</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
</table>
| Education | i) Even equitable distribution of schools throughout the State to cover the 44 Local Government Areas.  
ii) Present Government is determined to make infrastructure available to enhance teaching/learning activities in schools.  
iii) Government education policies are development oriented. | i) Shortage of academic and non-academic manpower at all levels of our educational system i.e. Primary, Secondary and Tertiary.  
ii) Poor remuneration and motivation to teaching and non-teaching staff. For instance, lack of implementing ‘Teachers Salary Scale’ at Primary and Secondary levels.  
iii) Poor community participation in Educational policies and Development.  
iv) Inadequate orientation of professionals and others to achieve the target goals.  
v) Low performance of students in Senior Secondary School Certificate Examinations due to large number of students in classes.  
vi) Misconception of goals, objective and aims of education sector to different stakeholders.  
vii) Low budgetary allocation to education especially in Capital Expenditure.  
viii) Conflicting policies due to frequent regime changes.  
ix) Emergence of numerous mushroom unregistered Private Institutions especially at Primary and Secondary levels.  
x) Inadequate Education Management and Information Technology System at all levels. | - The State teachers Service Board employs teaching staff to man the schools.  
- There is a policy that encourages on-the-job training and re-training of both teaching and non-teaching staff at all levels.  
- Good governance is highly anticipated in a democratic system. This gives room for donors like UNICEF, UNDP UNESCO, etc to participate actively in education sector.  
- Teachers have the opportunity to rise through the ranks i.e. from primary school teacher to a university don or from classroom teacher to the rank of permanent secretary in the Ministry of Education. | - Enrolment of under aged enrolment of pupils and students especially those from private schools.  
- Significant number of dropouts especially at secondary level.  
- Increased number of immigrants coupled with rural to urban migration. Over-stretch of infrastructures in schools.  
- Prevalence of a number of mushroom schools makes it easy to have fake certificates.  
- Increased immoral and unethical behaviour in our schools.  
- Huge sums are spent every month for feeding students in boarding institutions at the expense of teaching/learning materials. |
### SECTORAL SWOT ANALYSIS: Ministry of Health

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>STRENGTH</th>
<th>WEAKNESS</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
</table>
| HEALTH | - Appreciable coverage of health facilities throughout the State, which provide communities with adequate health care services  
- Improved infrastructure and equipments in the secondary facilities.  
- Effective and sound policies to address identified shortcomings in the health sector. | - Poor dissemination of organizational objectives and goals to various levels of the Ministry  
- Weak Primary Health Care system at grassroots level coupled with ineffective linkage with secondary level.  
- Paucity of manpower at all levels.  
Inadequate remuneration and motivation derive to personnel.  
- Poor orientation of professional and other service providers to meet the needs of patients/clients.  
- Inadequate resources allocation to health sector, especially for preventive and promotional purposes. | - Enlightened communities who are receptive to rational concepts and programmes.  
- Availability of trained manpower in the State who could be employed at various levels, but brain-drained.  
- New initiatives at State level to revolutionize the overall health care system in the State, especially new MFU concept and PLACO implementation.  
- Democratic environment, which provide an open system for donor support in health care delivery e.g. International Agencies. | - Inconsistency of policy and programmes by successive administrations.  
- Increased prevalence of diseases that are hitherto insignificant in the population e.g. non-communicable disease, HIV/AIDS etc.  
- Poor water supply system in the State, which pose danger to human and plant life. Particularly, its attendant consequences in terms of contribution to infectious diseases and increased presence of harmful substances in unacceptable quantities  
- Fake and substance drug circulation in the market.  
- Influx of population into the State, which could stretch the capacity of health care system and importation of infectious diseases. |
### 3.4.1 SECTORAL SWOT ANALYSIS: Ministry of Water Resources

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>STRENGTH</th>
<th>WEAKNESS</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER</td>
<td>I. 16 Earth Dams with abundant impounded water for drinking and irrigation.</td>
<td>i. Some of the dams are either partially utilized or not utilized at all.</td>
<td>i. There are two Universities and a polytechnic in Kano.</td>
<td>vi. Inability of NEPA to provide power 24 hrs a day is forcing the use of standby generators thereby increasing cost of production to a level that Government could not sustain.</td>
</tr>
<tr>
<td></td>
<td>ii. Availability of trained human resource.</td>
<td>ii. Poor maintenance culture resulting in dilapidation of existing infrastructures.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>iii. Existence of Infrastructures (18No. WTP and pumping stations).</td>
<td>iii. Insufficient and untimely flow of fund for maintenance and upgrading to meet rising demand.</td>
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</tr>
<tr>
<td></td>
<td>iv. Availability of well-equipped workshops for maintenance purpose.</td>
<td>iv. Inability to send personnel, particularly, overseas for professional training/course</td>
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<td></td>
<td></td>
<td>v. Long period of embargo on employment created a gap, which is difficult to fill.</td>
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<td></td>
<td></td>
<td>vi. Poor training compared to the 70s and 80s, which may result in inability of officers to properly maintain or repair the modern machines now installed.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>vii. Inadequate transportation is making supervision and prompt response to breakdown or emergency difficult.</td>
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<td></td>
<td></td>
<td>viii. Absence of long and medium term plan and or failure to adhere to planned programmes. This leads to projects being abandoned.</td>
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<tr>
<td></td>
<td></td>
<td>ix Inadequate budgetary provision and untimely release also hampers development at the right time.</td>
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</tr>
</tbody>
</table>
### 3.5.1 SECTORAL SWOT ANALYSIS: Housing Sector

<table>
<thead>
<tr>
<th>SWOT INDICATORS</th>
<th>STRENGTH</th>
<th>WEAKNESS</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
</table>
| Housing         | - Availability of land for development  
                 - Govt. Funding | - Scarce resources  
                 - Uninformed polity | - High demand for houses  
                 - Availability of building components | - Imported materials and services  
                 - Low earning power of prospective homeowners. |
4.0 Section
Operational Philosophy of Shekarau’s Administration

4.1 Introduction
One of the foremost pledges of the present Government is that it would pursue a program of societal re-orientation so that the human capital of Kano State can once again take the path of sustainable growth. To achieve this Government is committed to working hard to instill a sense of purpose, patriotism and discipline in the people.

Accordingly, this Administration as a champion of societal re-orientation would pursue a style of leadership that is both transactional and transformational: transactional, because while working with the people, Government would find ways for ordinary folks to earn their livelihood and become self-reliant. Transformational, in the sense that Government would strive to elevate the people to new levels of morality and to inspire them to live up to their responsibilities to themselves and to society.

To meet these aspirations, the Government would run an open door policy. This is not to say that Government offices shall be left wide open so that individuals can swamp them with their personal needs and demands. Rather, the Administration will listen to and accommodate a wide range of views from the people. It is believe that this openness will engender transparency, which will put Government in better position to be able to command respect and cooperation and thus inculcate ethical and moral values in the people.

The Shekarau’s Administration is being accessible to the people in order to gain their cooperation and to persuade them to live up to their social/civic responsibilities. It is in the field mixing with and listening to the people. The Government will participate in local activities and initiatives. In addition, it would appoint competent men and women to run the affairs of State because we believe there is a strong correlation between competence and performance.

To ensure our success, we have designed and intend to launch and vigorously pursue three campaigns; first, is the need to build a coalition of Government and People to champion and guide the choice of and provide support for public projects and programs. Second, is the need to sensitize the public to see themselves as active stakeholders in governance and not merely passive service receivers? Third, is the need to sustain the ongoing effort to resist and or counter any move intended to frustrate Government
initiatives or to stop any community or group taking active part in public affairs.

It must be remembered that as believers we are all accountable to Allah who has made consultation a heritage by describing true believers as those who “...conduct their affairs by mutual consultation...” (Qur’an: Chapter 42 Verse 38). Doing so, with Allah’s help, we as a people may discover that the most important ingredients required for repulsing societal disorientation; restoring hope, order and respect for the individual; as well as building a new society based on social justice, equity, and the fear of Allah, lie within ourselves.

4.2.0 Mission and Vision Statements

4.2.1 Introduction

Given this commitment, it is necessary to articulate a vision and mission to guide our journey to history and to our designed destination. Having considered the situation, participated in several meetings and consultations, this Administration envisions the future of Kano State and its role thereto as follows:

- **Mission of Government of Kano State:** To make Kano State self-sufficient in food production and an advanced society that has self-pride and practices good ethical conduct in all its affairs.

- **Vision of Government of Kano State:** To transform Kano State into a God-fearing, Disciplined, Honest And Transparent State

- **Goals/Objective of Kano State Government:** To Become the Benchmark in terms of economic development and social justice in the country

- **Strategy of Kano State Government:** Provide Transparent and Accountable Leadership at all levels running an open Government that is accessible and responsive to peoples’ needs.
PART 2
ECONOMIC EMPOWERMENT PROGRAMS

Section 1.0 Empowerment Program of Kano State

2.1.0 Agricultural Programmes

2.1.1 Introduction
For many years, Kano State has been known for and is associated with commercial activities. This would appear to be only a secondary activity as majority of its citizens are employed in Agriculture. The farmers of Kano State are well experienced in both rain-fed and irrigated agricultural production.

Agriculture is very important to the State economy. Development of the small-scale irrigation scheme and Fadama irrigation has strengthened the economic role of agriculture. Major roles of agriculture in the State include:

- Food production to feed the teeming population.
- Provision of employment particularly during dry season
- Supply of industrial raw materials. This has over the years influenced to establishment of many agro-industries (tanneries, oil mills, textile mills, ginnery etc).

There are different soil formations types found in the State, which affects its potential for agric production. In general, soils are yellowish/reddish, deep, well drained, with texture ranging from coarse in the north to fine in the south. Horizon differentiation is based on increasing clay content in the subsoil. The Kano plains were classified as area of poorly drained impermeable clays or shallow soils over impermeable substrata (Wall, 1979).

Rain-fed agricultural production is supported with irrigated production widely practised in Fadama areas, small irrigation schemes and Hadejia Jama'are River Basin Development Authority (HJRBD). The availability of these resources has increased agricultural cultivation intensity by about 200 percent over the last several years.

Crop production is widely undertaken by almost every household at the smallholder level. Large-scale farming is practised in the higher rainfall
areas of Doguwa and Tudun Wada local Government areas. Several types of crops are grown under rain-fed season, the dominant ones include: -

Cereals - Sorghum, millet, maize and rice  
Legumes - Groundnut, cowpea, soybean  
Vegetables - Tomatoes, peppers, onion

Irrigated crops, on the other hand include: -

Cereals - Wheat and maize  
Legumes - Cowpea  
Vegetables - Tomatoes, peppers, onion

Livestock population for the new Kano State (after Jigawa was carved out) has not been determined. However, as a guide toward understanding the situation, the figures provided by the Federal Livestock Department for Kano and Jigawa States are 1,014,000 cattle, 2,567,000 sheep and 273,800 goats.

Livestock production is predominantly pastoral. Cattle are mainly owned and reared by nomadic Fulani while settled Fulani and Hausa farmer’s rear sheep and goats.

Two prominent breeds of cattle (Bunaji/white Fulani and Rahaji) are found in the State while Kano brown breed of goat and 'Yankasa breed of sheep are found in every part of the State. Majority of the sheep and goats roam about with limited husbandry by the owners. Fattening of intact bulls, rams and castrated bucks is widely practised in the State particularly in its northern and eastern parts.

The productivity (meat, milk and manure) of the pastoral system is low and animals are threatened by insufficient feed with the right quality. The fattening and animal traction activities also suffer from poor productivity. However, there is room for considerable improvement in the performance of this sub-sector.

2.1.2 Constraints to Agricultural Production

There are many constraints that bedevil agricultural production in the State. The most pressing and urgent ones are: -

i. Wavering Policy Formulation and Implementation

Over the years successive Governments have formulated and implemented conflicting policies to support agricultural production. However, these policies could not be sustained due to their high resource content, which
Government could not continue to provide. Other possible explanations are failure of Government to honour funding arrangement such as payment of counterpart funding.

**ii. Poor Inputs Supply and Distribution System**

In addition to the emerging private inputs supply companies, the State Government has in the past supported its farmers supply company (KASCO) to ensure adequate supply and distribution of inputs to all parts of the State. This approach had facilitated procurement of inputs by farmers within a short walking distance. And it had led to mass adoption of improved production technologies. This useful supply and distribution system has collapsed in the early 1990s. The result has led to scarcity, high cost and adulteration of inputs.

**iii. Credit Supply**

Credit supply to most of the smallholder farmers comes from friends and local moneylenders. Interest rates from the moneylenders can be as high as 40-45 percent. In some instances, if it were to be paid in kind (grains), it may reach up to 100%. Credit given by commercial banks is difficult to come by because of the need for collateral. Government supported credit supply, which attract a low interest rate is normally out of reach of smallholder farmers.

**iv. Climatic Biotic and Edaphic Conditions**

The semi-arid nature of the State and its proximity to Sahara desert becomes manifest in the high daily temperatures, short rainfall season, prevalence of animal diseases and pests and low soil fertility. The combined effect of these conditions and lack of application of appropriate technologies to remedy the situation has worsened the agricultural production scenario.

**v. Poor Socio-Economic Status of Farmers**

Because of poor financial position, an average smallholder farmer in the State is lacking assets endowment. His farm size is small and hardly gets sufficient money to purchase recommended quantities of inputs for a profitable agricultural production.
vi. **Insufficient Institutional and Infrastructure (Road, Water, Electricity, Storage Facilities) Support**

Insufficient institutional and infrastructure facilities affect agricultural production in so many ways. These would include inadequate number of cottage industries, poor transportation and poor marketing arrangements especially for export produce.

vii. **Inefficient Technology Transfer System**

The technology transfer aspect of agricultural development is related to the issues of extension worker/farmer training, effective linkage with research institutes and inputs supply organizations and improvement in the mobility status of Extension Agents. Poor technology transfer dwarfs effective adaptation, dissemination and adoption of improved production technologies, among our farmers. This can lead to low food production and supply of agro-based industrial raw materials.

### 2.1.3 Policy Targets

The broad policy initiative of Shekarau’s Administration is to enhance the performance of this important sector of the economy in order to make the State self-sufficient in food production. To do this effectively and efficiently, the Government has set the following specific targets:

- a) Increase food production by 200% by 2007
- b) Increase the volume of credit facility to farmers by 100% by 2006
- c) Double the number of farmers who have access to credit facilities by 2007
- d) Double the rate of transfer of technology by 2007
- e) Reduce wastage by half by year 2007
- f) Increase Agric productivity by 50% by 2007
- g) Double the disposable income of farmers by 2007
- h) Double poultry production in the State by 2007

### 2.1.4 Strategies for Achieving Agric Sector Objectives

Government intends to achieve the above stated targets through the under-listed strategies:

- Timely supply of subsidized inputs to farmers. In order to meet these needs the Government would make a large order of fertilizers and chemicals. And it would also improve the services of the fertilizer blending plants and possibly establish a separate company.
Improving the capacity of the farmers through efficient and continuous extension services. This is because it is the key to agricultural development since it is the linkage between the farmer and research. It also needs to be effective at the farm level or else it will be a total failure. It should also be noted that it was this method of effective extension and cooperation between the Government and farmers that brought about self-sufficiency in other societies that experienced severe shortages. One of such countries was Indonesia where self-sufficiency in rice was achieved through effective Government cooperation with farmer’s associations. Farmer’s capacities shall also be improved by encouraging them to organize themselves into cooperative groups so that they could benefit from credit facilities thus expanding their income base. Cooperative farming is a successful “application of ideal brotherhood” and if properly coordinated it could be “an efficient arrangement for agricultural production”. The administration will encourage and facilitate the utilization of facilities at the National Agricultural and Rural Development Bank by our farmers and their cooperatives.

Rehabilitating existing dams and constructing and reactivating irrigation structures. The success of the Fadama scheme will be consolidated and every year more sites shall be brought under the project so as to expand all year employment opportunities for our teeming youths.

Improving the performance of Kano Agricultural and Rural Development Authority (KNARDA) and Kano State Agricultural Supply Company (KASCO) by, among other ways, encouraging them to work with international organizations such as SASAKAWA for professional and technical assistance.

Introducing mass demonstration farm schemes at all Local Government Areas to help incorporate our teeming unemployed youths for the purpose of making them self-reliant and boosting food production.

Rehabilitation of existing tractors and machinery as well as purchasing new ones:

Improving the micro-finance schemes in the agricultural sector because of the effectiveness of such schemes in other sectors and other societies while at the same time noting their shortcomings. In this respect, the administration shall make local Government councils to provide at least 50 loan packages of one pair of work bull, a ridger and optimal animal drawn cart. This will cost a local Government about ₦2, 250,000 per annum. The State Government is expected to provide the training for work bull handling at the cost of ₦2,750,000 per annum for 2,200 farmers annually.
• Provision of adequate fund for the training of 100 blacksmiths annually on modern fabrication techniques for hand tools and animal drawn implements. The facilities in Dambatta and Tukwui can provide such training. (There are also many blacksmiths who have the capacity but require training for example, the blacksmiths in Gurji village in Minjibir Local Government Area who fabricate several dozens of animal drawn carts annually).

• Massive advocacy campaigns to mobilize women to participate in poultry production and other members of the society to engage in horticulture, fishery, plantation and storage projects, which have been tried in other parts of the world through the introduction of new and affordable techniques. Even in Nigeria the success of the Dawanau market in Kano State is informed by its ability to provide storage facilities. Government is committed to providing storage facilities to boost agric productivity. To this end Government has already rehabilitated all the storage facilities in the 44 Local Government Areas of the State.

• Consolidating the gains of the Petroleum Trust Fund (PTF) project for grazing reserve and stock routes with due consultation with local communities, traditional leaders and community based organizations. This will help in resolving conflicts between farmers and cattle herders. A good example is the village head of Makoda who is also an active member of Miyetti Allah: he used his dual role at one time to resolve a conflict between the herders from Niger Republic and local farmers and,

• Improving veterinary services by providing revolving fund for drugs and mass vaccination of cattle herds since Kano is an important supplier of this product to various parts of the country. The administration shall also rehabilitate the Nigerian Meat and Allied Products Company at Challawa with the view of making it ready for privatization.
The table below provides a summary of how these strategies are to be implemented.

### 2.1.5 Implementation Strategies

<table>
<thead>
<tr>
<th>S/N</th>
<th>TYPE OF ACTIVITY</th>
<th>LOCATION</th>
<th>SIZE OF OPERATION</th>
<th>PROJECT CYCLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Improve Agricultural Input Supply and distribution</td>
<td>44 LGAs</td>
<td>128 Retail outlets</td>
<td>42 stores</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>42 stores</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>42 stores</td>
</tr>
<tr>
<td>2</td>
<td>Narrow the extension worker - farm family ratio</td>
<td>44 LGAs</td>
<td>Recruit additional extension workers (OND/HND)</td>
<td>220</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>130</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>130</td>
</tr>
<tr>
<td>3</td>
<td>Enhance Irrigated Crop Production: -</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Formal</td>
<td>6 LGAs</td>
<td>300 hectares</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>- Fadama</td>
<td>24 LGAs</td>
<td>3000 hectares</td>
<td>1500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5000</td>
</tr>
<tr>
<td>4</td>
<td>Formation of Farmers’ Cooperatives</td>
<td>44 LGAs</td>
<td>18 000 cooperatives</td>
<td>9000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3000</td>
</tr>
<tr>
<td>5</td>
<td>Establish Farm Mechanisation Agency</td>
<td>1</td>
<td>3 zones to cover the whole State</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>Establish State Food Corporation</td>
<td>1</td>
<td>To stock 75 000 tons of assorted</td>
<td>30000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>25000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20000</td>
</tr>
<tr>
<td>7</td>
<td>Establish A revolving micro finance fund</td>
<td>1</td>
<td>N7500000.00</td>
<td>5000000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1500000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1000000.00</td>
</tr>
<tr>
<td>8</td>
<td>Promote Income Generation Activity for women: -</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Poultry (layers)</td>
<td>44 LGAs</td>
<td>4400 women</td>
<td>2600</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1400</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td>- Small ruminants</td>
<td>44 LGAs</td>
<td>4400 women</td>
<td>2600</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1400</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td>9</td>
<td>Rejuvenate stock route</td>
<td>44 LGAs</td>
<td>1000 kilometers</td>
<td>450 km.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>350 km.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>200 km</td>
</tr>
<tr>
<td>10</td>
<td>Establish veterinary drug revolving fund and annual vaccination programme.</td>
<td>One central fund at MANR</td>
<td>N5,000,000</td>
<td>2,500,000</td>
</tr>
</tbody>
</table>
2.2.0 Societal Reorientation

2.2. 1 Introduction
Up to the 1980s, the following core values are identified and acknowledged in the people of Kano State throughout the country:

- Self- Pride – each indigene is self-reliant and could be seen practicing his/her Arts or Craft as a means of earning a decent livelihood.

- Tolerance – accommodating all races/tribes and religious beliefs

- Patriotism – Striving towards achieving the National goals of our country, Nigeria.

- Industry – capable of utilizing material and Human Resources to generate or create wealth, etc.

Suddenly, the wind of global moral decadence swept across the country and Kano indigenes found, especially its youth, imbibing questionable moral attitudes leading to loss of pride and, therewith, economic opportunities. The Shekarau’s Administration is determined to reverse this trend.

2.2.2 Policy Statement
The Societal Reorientation Program of Shekarau’s Administration intended to be a sustainable and community targeted program. It is built around the ideas of uprightness, good manners, patriotism, and respect for law and order. The immediate task is to mobilize and commit each citizen to the rationale for building a God-fearing and better society where everyone can pursue his interests without trampling on the interest of others and without forgetting his responsibility to his community.

The Programme was launched on September, 11, 2004, by the Executive Governor Malam Ibrahim Shekarau which he named “A Daidaita Sahu”, an acronym meaning “Societal Reorientation”. At the launching he made the following remarks

"We must realize that our State operates in a challenging environment. I do not mean challenging only in terms of inadequate funding, broken infrastructure, long neglected school system, dwindling trade and closed factories. But, trying times in the sense that together we chose to implement the Shari’a. And Shari’a by its nature is integrative, it is undivided and unbroken. It means a novel way of doing things, it means restoring confidence in Government, and it means emphasizing the importance of community, protecting the dignity of the common man, and
so on. This is another reason why, as a first step, we need to reorient the people”.

2.2.3 **Broad Policy Objectives:**

Societal-Reorientation, as a concept, represent a systematic and deliberate effort to instill and or enforce desirable values and qualities such as, discipline, honesty, piety, hard-work, sacrifice and selflessness in the citizenry. It entails a firm commitment to putting in place the required institutions and procedures, that over time will result in a God-fearing, enterprising and cultured society. It is expected to bring about positive attitudinal changes that will engender love for the State, foster societal harmony, minimize social menace, and spur development while at the same time preserving, protecting and advancing acceptable societal norms and values.

Given the scope and pervasiveness of the problem, the proposed societal re-orientation programme is necessarily broad in scope. As already mentioned, the values that need to be instilled in the people include the Fear of Allah, love for the State, truthfulness, selflessness, philanthropy, justice, moral uprightness, probity and accountability, sense of community, good neighborliness, respect of law and order, environmental cleanliness, self-reliance, cooperative spirit, respect for leadership, proper upbringing, accommodation of differences, respect for women and commitment to youths.

Towards the realization of our objective, the Kano community was categorize into 7 (seven) Target Groups, viz.: -

(1) Urban Community
(2) Rural Community
(3) Women
(4) Youths
(5) Educational Institutions
(6) Business Community
(7) Public Servants

2.2.4 **Policy Targets**

Specific targets to be achieved under this programme include the following: -

i. Achieve 40% improvement in general behaviour by 2007

ii. Eliminate/Minimize the incidences of corruption in Public Service by 2007
iii. Minimize/Eliminate incidences of religious and or ethnic intolerance by 2007

iv. Achieve equality before the law for all citizens regardless of their race/tribe, religion and or economic/social class by 2007

v. Improve the citizens’ literacy rate from its current 35% to 45% by 2007

vi. Eliminate/Minimize incidences of nepotism, favoratism by 2007 and encourage, instead, a culture of meritocracy

vii. Achieve 75% improvement in the behaviour of road users (including pedestrians) by 2007

viii. Reduce by half the number of accidents, number of casualties by 2007

ix. Become credible in words and deeds and ensure same throughout the Public Service by 2007

2.2.5 Strategies for Achieving Societal Reorientation Targets.

In the name of Allah the most Beneficent the most Merciful Cognizant of the fact that all power belongs to Allah (S.W.T) and whosoever is entrusted with it should exercise same according to Allah’s injunctions, the Kano State Executive Council and Special Advisers to the Governor held a retreat from 29th -31st August 2003 and resolved As follows :-

1. That all Government action and programmes shall be guided by the Shari’a;
2. That all public officials shall conduct the affairs of their offices on the principles of honesty, probity, openness and transparency;
3. That all heads of government organisations shall lead by good example;
4. That the primary focus of the administration shall be Human Development;
5. That Government is committed to a massive programme of Societal Re-orientation;
6. That all programmes and projects of the government shall be properly planned and timely executed earnestly;
7. That annual budgets shall be realistic and strictly adhered to;
8. That the Executive arm shall maintain cordial relations with the Legislative and Judicial arms of government;
9. That there shall be synergy among the various agencies of the government;

The main strategy for achieving Societal reorientation is to sustain Government initiative as enunciated above and further articulated in Adaidaita Sahu first by leading by example and then upholding and enforcing social values and Shari’a.

2.3.0 Poverty Alleviation
In its basic and elementary form, poverty is a state of having little or no money with which to buy one’s basic need. In development context, poverty is also associated with poor or lack of access to basic necessities of life such as clean water, functional health service and education. One is also adjudged poor if one lacks access to justice or equality before the law, lacks security or is simply unemployed.

According to the World Bank, globalization of capital and technology, coupled with free market has lifted hundreds of people throughout the world out of poverty. This is, ironically, at a time when the population of the poor has been increasing in Nigeria. Specific Data on poverty profile is difficult to obtain due to absence of reliable data. Current poverty alleviation programmes are either inadequate or unsustainable. However, new initiatives by Government indicate its commitment to minimize poverty in Kano State.

2.3.1 Policy Target for Poverty Alleviation
Government policies outlined in K-SEEDS seek to introduce reform measures that will regenerate various socio-economic activities across the State with the aim of reducing poverty. Job and wealth creation schemes are being focused on to achieve the following specific targets:

a) Increase per capita income of Kano State indigenes from the present $350 per annum to $500 per annum by 2007
b) Create additional 15000 jobs by 2007
c) Improve literacy rate among the poor by 50% by 2009
d) Increase the number of registered cooperative societies by 25% by 2006
e) Increase access to and volume of credit to the poor by 50% by 2007
f) Eliminate/Minimize incidences of discrimination and rejection of the poor by 2007
g) Eliminate street begging by 2010
h) Improve access to social services such as water, education, health, sanitation service, justice and security to the poor by 2007

2.3.2 Strategies for Achieving Poverty Alleviation Targets
This administration has embarked on poverty alleviation programmes to empower the citizens in order for them to participate in actualizing its vision and mission for the State. The main strategies to be implemented to ensure success are:

a) Skills acquisition,
   Micro-enterprises development,
b) Youth development and
c) Non-formal education.
d) Establishing and registering CBOs, trades, artisans, women, farmers groups and cooperatives.
e) Building capacity for dealing with the myriad and daunting challenges of poverty, ill - health and
f) Provision of special support for widows to minimize incidences of women having to fend for themselves and their children.
g) Promoting desirable qualities such as discipline, honesty, hard work, good neighborliness and patriotism in the State.

2.4.0 The Health Sector

2.4.1 Introduction.
Women and children are the most vulnerable members of the society. The World Health Organization (WHO) estimates that half a million women die every year as a result of complications arising during pregnancy and childbirth, and that 99% of these deaths take place in developing countries. The reported national figure for Nigeria is between 704 and 1500 maternal deaths for every 100,000 live births, compared with 2 to 9 maternal deaths for every 100,000 live births in the UK. In Kano the figures are even grimmer. Studies done locally have shown that 1,700 women die out of every 100,000 that give birth. Also as many as 17,000 per 100,000 are left with serious disabilities such as Vesico Vaginal Fistulae (VVF) Rectum Vaginal Fistulae (RVF), infertility as well as uterine prolapsed at the end of the pregnancies. These disabilities lead to adverse social consequences like divorce and ostracization from the community and family.

Maternal Mortality (MM) is just the tip of the iceberg. In addition to the 585,000 women who died annually world wide, about 64 million women are affected by debilitating injuries and chronic illnesses resulting from pregnancy-related complications. Maternal morbidities vary in severity.
They include fistulas, lacerations, anemia, uterine prolapsed, damage to bladder or urethra, pelvic or urinary tract infections (UTI), and infertility. In the developed world the ratio of maternal morbidities to mortality is about 30 to 1. However, a study conducted by Family Health International (FHI) in some Developing countries demonstrated that maternal morbidities were much more common. For instance, in Egypt there were 1000 episodes of illness for every maternal death; 700 in Bangladesh; 600 in India. The figures for Nigeria would be much higher considering our very high maternal mortality ratio.

Research has clearly documented that maternal morbidities, such as anemia, reduce economic and domestic productivity and compromise quality of life. Poor health reduces a woman’s capacity to carry out her domestic, economic and reproductive responsibilities. One of the most chronic maternal morbidity is VVF where there is a tear between the vagina and the bladder, allowing urine to leak into the vagina rendering the women infertile and often resulting in a stillbirth. An estimated 1.5 to 2 million women in Africa has VVF and about 50,000 to 100,000 new cases occur each year. Kano State has over 2,000 VVF victims, with an average of 10 new cases every week. A separate theater for the VVF patients exists in the Murtala Muhammad Specialist Hospital (MMSH) in Kano.

Majority of these deaths and injuries are caused by hemorrhage, eclampsia, obstructed labor and complications following miscarriages. All of these causes are preventable with prompt intervention by appropriately trained staff working in facilities that are properly equipped and adequately stocked.

The story is not any different for the children, especially those under the age of five. The national figures put mortality at 112 per 1000 for infants (less than one year old) and 187 per 1000 for children under the age of five years. A major contributing factor is malnutrition, where it is estimated that 50% of our children under the age of 5 years are malnourished. At Murtala Muhammad Hospital, a 5-year (1998 – 2003) review showed that out of a total of 6,804 admissions 1,456 died over this period. This gives a mortality rate of 214 per 1000 admissions. The leading causes of death in this age group were malaria and acute respiratory infections. Other causes of death include meningitis, diarrhea diseases, sickle cell disease, measles and tetanus. Majority of the children that died also suffered malnutrition. Long-term disabilities that arise from these conditions include blindness, deafness, paraplegia and epilepsy.
2.4.2 Potentials of Health Sector in Kano State
Government is committed to attaining the goal of making health services accessible to all citizens. The desire of Government is to create a health service that will permit individuals to lead long, happy, socially and economically productive lives.

2.4.3 Constraints to Health Sector in Kano State
Presently, the rising cost of health care provision coupled with reduced allocation of resources has resulted in unsatisfactory performance. This is exemplified by:

- Dilapidated infrastructure and lack of equipment and materials
- Poor supply of drugs and vaccines and ineffective and inefficient managerial system
- Inadequate health management information system and manpower development programme
- Acute shortage of trained health care providers such as Doctors, midwives, traditional birth attendants (TBAs) and other trained health workers
- Inadequate essential support services such as laboratories, x-ray equipment and blood banks.
- Low level of obstetric care and family planning services,
- Inadequate water supply, poor personal hygiene and poor environmental sanitation.
- Cultural belief, poverty, ignorance, inequitable allocation and distribution of resources.

The table below shows that the immediate causes of mortality among children and women are morbidity. For children under one year, the main causes are malaria, diarrhea, respiratory infection, measles, and malnutrition. Hemorrhage, puerperal sepsis, obstructed labor and anemia constitute the immediate causes of the maternal mortality.
Life Cycle/Casual Analysis of the problem of survival

<table>
<thead>
<tr>
<th>Age</th>
<th>Manifestations</th>
<th>Immediate Causes</th>
<th>Underlying Causes</th>
<th>Basic Causes</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 Yrs</td>
<td>Infant mortality</td>
<td>Malaria, Diarrhea</td>
<td>Poor environmental sanitation. Poor Hygiene practices. Low level of immunization. Inability to pay for services.</td>
<td>Ignorance, poverty. Bad cultural practices Inadequate allocation of resources (man, money and materials)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ARI/measles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-5 yrs</td>
<td>Under 5 mortality</td>
<td>Malaria, Acute respiratory infection, Diarrhea Malnutrition</td>
<td>Poor water supply, Poor environment sanitation, Poor feeding practices, worm Infestation.</td>
<td>Inadequate resources (materials) Illiteracy, Poverty</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This situation may have been compounded by the emergence of uncoordinated public, private sector services, illegal health facilities, fake and adulterated drugs.

2.4.4 Policy Targets:
Government overall goal is to reduce maternal and childhood morbidity/mortality by improving access to, demand for, and use of appropriate maternal and childhood care. Specific policy targets are:

- To reduce maternal mortality rate by 50% by 2007
- To reduce infant mortality by 20% by 2007
- To provide access for all women and children to basic health care by 2007
- To provide skilled assistance at birth to at least 40% of women by 2006.
- Achieve a 35:65 cost sharing between the people and Government for health services by 2007
- Eliminate/Minimize the ‘out of stock syndrome’ in all Public Hospitals by 2007
- Improve response time to emergency calls/treatment by 50% by 2007;

2.4.5 Implementation Strategies:
- Improve State Government allocation to the health sector and achieve allocation efficiency. This may require a clear policy, which stipulates a fixed % to be allocated annually to the sector. As a guide the WHO
minimum benchmark for annual budgetary allocation for a sound health service may be adopted.
- Provide at least a health facility to a settlement of 500 people.
- Expand and or rehabilitate all existing health facilities to meet the required medical standard.
- Mobilize and encourage private sector and community inputs into health care financing for the provision of infrastructures in the health sector.
- Promote preventive health care services through primary health care that ensures adequate funding for capacity building of the health sector.
- Adopt best practices reports on programme like the WHO’s “making pregnancy safer”
- Utilize Integrated Management of Childhood Illnesses (IMCI) concept for the care of the under fives.
- Provide qualitative antenatal care and emergency obstetric care under the supervision of appropriately trained staff. These should be integrated with improved routine immunization services, improved nutritional rehabilitation services and the concept of integrated management of childhood illnesses (IMCI) as well as improve environmental hygiene.

2.4.6. Conclusion
The programmes’ main focus would be the establishment of a comprehensive referral system from the ward (political ward) level through to the district and secondary health care facilities. The program will also emphasise strong partnerships between the State Government, LGAs the community and private sector.

At each political ward of each LGA there would be a Basic Health Centers (BHCs) to provide access to the people in the rural areas. The BHCs would be developed to provide qualitative antenatal care, referrals, and other ailments and in some cases perform minor operations, as the situation will present. IMCI components, which include nutrition, routine immunization, and treatment of malaria, acute respiratory infections and treatment and control of diarrhea diseases, would also be part of the program.

The community participation would be an integral part of this project and from its inception the community would be involved in the day to day running of the centre for the purpose of ownership. The Participatory Learning and Action for Community Ownership (PLACO) concept would be utilized. In order to provide for the next level of referral as close to the community as possible there would be a District Health Centre (DHCs) to serve 2 to 3 Basic Health Centers (i.e. 2 to 3 wards). There would therefore be 3 such District Health Centers in each Local Government.
Then, in order to minimize cost where no Basic Health Centre exists, a health facility would be upgraded to the level of a District Health Centre. It is anticipated where such facilities are not up to three in number in a given LGA, one should be built within the next three years.
PART 3

3.1 HUMAN DEVELOPMENT AGENDA/EMPOWERING PEOPLE

3.1.0 Education

3.1.1 Introduction
Education (especially basic education) is the bedrock for a brighter future of any nation and civilization. Over half of Kano State population is children. Thus education is a key instrument to empower the children to take charge of their lives in the future. In this regard, the State accorded the formal, informal and religious education importance in human development. Majority of children, especially girls are enrolled in Qur’anic and Islamiyya schools. These are being mainstreamed into the formal system through an integrated process introduced by the State Primary Education Board. So far, out of the 9,466 Qur’anic and Islamiya schools identified throughout the State, 123 and 741 have been integrated respectively.

The statistical summary of the school situation is as follows:

**Gross Primary School Control Net Ratio (MICS 1999)**

<table>
<thead>
<tr>
<th>Sex</th>
<th>Kano</th>
<th>North Zone</th>
<th>West</th>
<th>Nigeria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>36%</td>
<td>43.1%</td>
<td>37.4%</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>20.2%</td>
<td>30.5%</td>
<td>36.7%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>28%</td>
<td>37%</td>
<td>37.6%</td>
<td></td>
</tr>
</tbody>
</table>

**Primary School Enrolment (MICS)**

<table>
<thead>
<tr>
<th>Sex</th>
<th>Kano</th>
<th>North Zone</th>
<th>West</th>
<th>Nigeria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>26.1%</td>
<td>29.9%</td>
<td>59.3%</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>14.2%</td>
<td>20.5%</td>
<td>54.3%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19.3%</td>
<td>25.2</td>
<td>56.8%</td>
<td></td>
</tr>
</tbody>
</table>

**Table 2**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Pupils</th>
<th>Enrolled</th>
<th>No. of Teachers</th>
<th>Teacher/pupils Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>2001/2002</td>
<td>2,752</td>
<td>1,681,285</td>
<td>1,008,717</td>
<td>2,690,002</td>
</tr>
<tr>
<td>2002/2003</td>
<td>2,985</td>
<td>1,792,760</td>
<td>1,041,467</td>
<td>2,834,227</td>
</tr>
</tbody>
</table>
At inception in 1967, Kano State had only 241 primary school with 1,374 classrooms and an enrolment figure of 49,580. By 1997 the State had 2,100 public primary schools enrolling 915,447 pupils out of which 41% are females. Similarly, the State made considerable advances in the field of non-formal and adult education. Agency for Mass Education, for example, was established in 1980.

Through concerted effort by successive Governments, the agency excelled and gained international recognition by winning UNESCO Literacy Award in 1990 and 1994. The national economic downturn has considerably slowed the tempo of achievement in times. Dilapidated infrastructures, poor condition of service for teachers and chronic resource constraint have adversely affected the education sector. The teacher/pupils ratio has increased astronomically. Serious congestion in classrooms and hostels has made effective learning difficult.

In 1998/99 primary school enrolment data indicate 50% and 59% for girls and boys respectively; and same statistics was also recorded for the years 2001/2002. This shows that more than 40% of children 6 – 11 years who should be in primary schools are not there. There is no current data on adult literacy, but the 1995 figures from the records of primary school enrolment and the adult literacy programmes indicates illiteracy rate in Kano State at 39.25%.

Fewer girls/women attend and/or complete secondary education after completing primary education. The situation is worsened by the tendency to marry girls out early.

3.1.2 Potential for Education in Kano State

The State has the following educational institutions at its disposal to facilitate the implementation of its education strategies;

<table>
<thead>
<tr>
<th>Type of School</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary schools</td>
<td>3,421</td>
</tr>
<tr>
<td>Junior Secondary Schools</td>
<td>388</td>
</tr>
<tr>
<td>Senior Secondary</td>
<td>392</td>
</tr>
<tr>
<td>Technical and Vocational Schools</td>
<td>7</td>
</tr>
<tr>
<td>Tertiary Institutions owned by the State Government</td>
<td>6</td>
</tr>
</tbody>
</table>

- Kano University of Technology
- Kano State Polytechnic
- Kano State College of Education
- College of Arts Science and Remedial Studies
- Aminu Kano School of Islamic Legal Studies
- Audu Bako College of Agriculture
Parastatals under the Ministry of Education

- Audu Bako College of Agriculture, Dambatta
- Aminu Kano School of Islamic Legal Studies
- Agency for Mass Education
- College of Arts, Science and Remedial Studies
- College of Education, Kumbotso
- Kano State University of Technology
- Kano State Polytechnic
- Kano State Scholarship Board
- Kano State Library Board
- Kano State Teachers Service Board
- Science and Technical Schools Board
- State Primary Education Board

3.1.3 Policy Objectives

Since President Olusegun Obasanjo inaugurated the Universal Basic Education (UBE) in Sokoto in 1999, Kano State has designed and coordinated an indigenous basic education support programme. Basic education remains the cornerstone of the State policy on education. The Government has pledged free and compulsory primary and secondary education all the children within the school age bracket.

In its effort to enhance and sustain current strategies in human development, the focus will aim at the empowerment of the citizenry to acquire skills and knowledge that would prepare them to be functional members of their society, participate actively in the affairs of their State and have a meaningful and purposeful life. Consequently, the State seeks to achieve the following specific targets listed on Table Program Schedule on Education and Training below.

Programme Schedule on Education and Training

<table>
<thead>
<tr>
<th>S/N</th>
<th>ACTIVITY</th>
<th>RESPONSIBLE BODY</th>
<th>TIME FRAME</th>
<th>TARGET/GOALS</th>
</tr>
</thead>
</table>
| 1   | -Mobilization | - Media House | 2005 – 2007 | i) All Communities  
|     |           |                  |            | ii) Increase public awareness on the importance of education by 25%  
|     |           |                  |            | iii) Increase community support and participation in education by 20% |
| 2   | Improvement of school infrastructure facilities especially at post primary schools, as well as provision of teaching/learning materials | -State Government  
|     |           |                  | 25% each year 2005 – 2007 | i) Yearly renovation of  
|     |           |                  |            | -500 classrooms  
|     |           |                  |            | -50 Hostels  
|     |           |                  |            | 100 staff quarters  
|     |           |                  |            | 20 laboratories  
|     |           |                  |            | ii) Yearly provision of |
### The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

<table>
<thead>
<tr>
<th>Equipment Provision</th>
<th>Funding Sources</th>
<th>Period</th>
<th>Objectives</th>
</tr>
</thead>
</table>
- 200 primary schools  
- All tertiary institutions as per accreditation schools |
| 3  | Provision of furniture | State Government - Local Government - SPEB - CBOS - Donor Agencies | 25% each year 2005 – 2007 | i) To provide seats for all students and pupils  
ii) Yearly provision of:  
- 1/4 need of students and pupils furniture  
- 500 sets of teacher furniture |
| 4  | Staff training and development | State Government - SPEB - Donor Agencies | 25% each year 2005 – 2007 | i) General improvement of teachers’ competence and skills  
ii) Yearly training and re-training of 400 teachers in post primary schools, 1500 teachers in primary schools |
| 5  | Establishing school libraries | State govt. (MOE) - Local Government - SPEB - Traditional institutions - State library board | 25% each year 2005 – 2007 | i) Inculcation of reading habit in our students/pupils/population  
ii) Yearly establishment of:  
- 50 schools libraries in post primary schools  
- 200 schools libraries in primary schools |
| 6  | Provision of integrated curriculum for traditional Islamic education | State Government - SPEB - Traditional institutions - Council of Ulama | First year of inception | i) Reduce the number of Almajirai by 30%  
ii) Integration of 35% of Qur’anic education with formal system |
| 7  | Implementation of Integrated curriculum for traditional Islamic education  
Set up Qur’anic schools board or outfit in the first year | State Government (MOE) - Local Governments - SPEB - CBOS - Traditional institutions - Local Malams - Council of Ulama - Office of the SA on Education and IT | 2005 - 2007 | i) All organized Qur’anic schools in the State  
ii) Continuous mobilization of communities/Malams for support through media. Visit/meetings etc within the  
**First year**  
iii) Set up Qur’anic schools board or outfit in the first year  
iv) 2nd year  
Using demographic data, to |
### Implementation Strategies

The State intends to vigorously implement the strategies indicated in the table above in order to enhance the literacy and educational standard of its citizens by the year 2007;

**Table:**

<table>
<thead>
<tr>
<th></th>
<th>Implementation Strategy</th>
<th>Agent/Agency/Body</th>
<th>Timeline</th>
<th>Objectives</th>
</tr>
</thead>
</table>
| 8 | Mass production of teachers                                                             | State govt. (MOE) - Agency for Mass Education - CBOS      | 35% increase each year 2005 – 2007 | i) Improve teaching posts/strength  
|   |                                                                                        |                   |         | ii) First **year** Possible establishment of COE/Satellite campuses  
|   |                                                                                        |                   |         | iii) **2nd – 3rd** Year Continuous recruitment of teachers including contract officers especially in critical subject areas |
| 9 | Establish more adult women Islamiyya schools and married women centres                   | State govt. (MOE) - Agency for Mass Education - CBOS      | 20% increase each year 2005 – 2007 | i) All unemployed women/widows and married women  
|   |                                                                                        |                   |         | ii) Enhance their educational standard/skills/literacy levels for self-reliance  
|   |                                                                                        |                   |         | iii) Yearly establishment of 5 Islamiyya schools in each local Government  
|   |                                                                                        |                   |         | iv) Establishment of 1 married women centre in each Local Government area |
| 10| Conducting sensitisation workshop/seminars                                              | MOE - SPEB - CBOS - TSB                                 | 20% each year 2005 – 2007 | i) Induce positive attitudinal change in all teachers  
|   |                                                                                        |                   |         | ii) Enhance teachers’ professional competence  
|   |                                                                                        |                   |         | iii) Term/Quarterly zonal workshops/seminars for teachers within the zones |
3.2.0 Housing and Urban Development

3.2.1 Introduction

The housing sub-sector comprises the activities of Ministry of Works and Housing, the Kano State Housing Corporation, Sustainable Kano Project (SKP) and the State mortgage bank (Dala Building Society). The issue of housing problem is nationwide and manifests in various forms and dimensions, scarcity, cost, poor quality and an overall stressful environment. In the rural areas, the problem of scarcity and overcrowding is virtually negligible. However, the quality of building materials as well as inadequacies of key infrastructures is still apparent.

Being part of the biggest employer of labour, the construction industry plays an important economic and social role in the polity. It was in recognition of this vital role that the Kano State Government established Kano State Housing Corporation in 1980 and charged it with the responsibility of providing decent shelter for the people of the State.

Government has through the corporation, evolved and carried out many housing programs that have impacted both socially and economically on the lives of the people. The following moderate achievements were recorded within a span of 24 years.

- About 3,500 house sold to allottees on owner – occupier basis at subsidized rates payable over period of up to 15 years

- The opening up of new estate at Kabuga, which afforded the original inhabitants around the site to learn various building trades as a result of the massive construction work, thus creating wealth.

- Designing and allocating about 300 high-density plots as contribution to the sustainable city project, which have now been fully developed.

- Establishment of a site and services program comprising of over 600 low density plots.

- Charging as low as 20% of prevailing market rate on all rented houses from inception to date.

In terms of Government direct involvement in housing delivery, Kano State is only second to Lagos. Our modest achievement surpassed that of most African States.
The achievements so far recorded only represent a small fraction of the housing sub-sector socio-economic potentials. An average of 250 new houses needs to be constructed annually to meet current demand. But the sub-sector is not without its fair share of problems, major among which are scarce allocation of resources and difficulty in acquiring land for development.

3.2.3 Policy Target
Government targets are as follows:

- Increase housing delivery by 100%, i.e. 500 houses per annum in the next 3 years through Government direct funding.

- Impart building skills to at least 100 volunteers per local Government Area in the next 3 years.

- Improve rural housing by completing a housing project in at least 1 ward per Local Government Area

- Achieve at least 60% local input in housing construction.

- Increase Private Sector and community participation by 30% by 2007

3.2.4 Implementation Strategy

- Source funds from individuals and groups to fund commercial housing.

- Allocate funds to the Housing sub-sector and provide more land for development of owner-occupier houses.

- Organize workshop on acquisition of building skills to be conducted in a medium understood by the ordinary people.

- Improve information dissemination on new building techniques and skills to the ordinary people.

- Involve Local Government Works Department in the rural schemes.

- Provide information and incentives to encourage Private Sector participation.
3.2.5 Pilot Project
The project will attempt to construct a house for Ward Head or a Community Mosque in every ward using the new techniques to serve as eye opener to the communities.

3.2.6 Conclusion
All said and done, the housing sub-sector if properly harnessed, is the biggest employer of resources both human and material. Its impact has a multiplier effect on the economy and polity. Housing beneficiaries fulfill a life’s craving, executors of the construction earn a livelihood, market’s are kept alive, new trades are learnt and generally living standards are improved and so on.

In a single construction project, so much benefit can be brought to bear on the lives of ordinary people. Here, it may be worth recommending to Government that for every contract awarded, the contractor be requested to induct a certain number of people to learn one trade or another as part of their social responsibilities to the State.

3.3.1 Gender Issues
The Nigerian rural women constitute a greater part of the Nigerian workforce. They produce over 70% of the nation’s food. According to a UNDP Report Kano has an estimated labour force of 1,131,637 males and 199,254 females working in the State. And economically, Kano has a ratio of 12.5 for males as against 16.6 females.

Despite all these activities, women’s advancement is being constrained by poverty, illiteracy and some traditional practices. Indicators on the level of women underdevelopment in the country show that only 13.3% of women are employed in the formal sector, while most Nigerian women are informal sector workers who predominate in micro-enterprises with little or no access to credit facilities and other support required to build up capital. Only about 12% of women in Kano State are employed in the formal sector.

The present Government is committed to addressing this imbalance. The Ministry of Women Affairs and Youth Development have recorded some achievements since 2003. The Government has sensitized women and the society in general on women’s role in education, micro-credit, skills acquisition and politics. In this regard, Government has enforced the law on free and compulsory primary and secondary education for girls.

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1 table 4.4a titled Gender Differentials in Labor Force Participation and Refined Activity Rates by States of the UNDP “Gender and Sustainable Development”
However, there are still numerous obstacles that pose challenges to women advancement. Illiteracy is one of the key factors holding back advancement of women in the State. Though there has been a marked improvement in female education over the years, available statistics indicate female literacy rate in Kano State is only 34% (MICS, World Bank, FGN and UNICEF). There are many explanations for this.

a) Women’s economic advancement has been constrained not only by lower educational opportunities, but also by the burden of domestic labor and lack of capital or collateral for gaining access to credit.

b) Although most women in the State are active outside the home particularly in agriculture and other income generating activities, in the formal sector they are yet to compete with their male counterpart as is evident from the large disparity between the sexes in all the higher paying categories of employment – there are relatively few women in the professions.

c) Although women play active roles in politics they occupy only minimal political offices. For example, no woman has been elected chairperson of any local Government in the State to date.

d) No woman representative has been elected to the State or Federal House of Assembly

e) Only a handful of women are in management positions in public offices

3.3.2. Policy Target

The Ministry of Women Affairs and Youth Development has set up policy targets as follows:

- To increase employment opportunities for women from the current 12% to the MDGs 30% by the year 2007
- To increase women literacy level by 50% by 2007.
- To double the productivity of women’s work in agricultural sector by 2007
- To increase access to credit and investment opportunities for women entrepreneurs by 2007
- To reduce the high rate of gender disparity by 30% by 2007.

Consequently, there is need
To increase the rate of female enrolment at primary, secondary and tertiary education by 30% by 2007

Improve the transition rate of female between years and various levels of education to 35% by 2007

Eliminate/Minimize cases/condition leading to drop out of female students at all levels of education by 2007

Increase the number of employed female in Public Service to a ratio of 3:7 by 2020

3.3.3 Implementation Strategies

Government hopes to achieve these targets through the following:

- Promoting the employment of more women in the formal sector.

- Sensitization programmes on the role of women in the development process in order to raise awareness of this target group i.e. in politics, and occupying administrative positions in the public sector.

- Removal of all obstacles/constraints to women development by cultural/traditional practices through advocacy and sensitization drives.

- Provision of educational support services for girl’s education through advocacy and social mobilization.

- Establishment/reactivation of extension network to identify, develop and disseminate affordable technologies in all areas of agricultural activities of interest to women.

- Provision of adequate funding by State Government and NGOs/Donors to strengthen training activities for field extension work and skill acquisition for women farmers.

- Sensitizing and mobilizing to strengthen women cooperatives for effective participation in agricultural programmes.

- Registering of women farmers with appropriate agencies for regular evaluation and other benefits i.e. micro-credits, training etc
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- Establishment/Reactivation/rehabilitation of existing cottage industries.
- Establishment of database on women’s micro-enterprises by types and locations.
- Establishment of more women centers for improved skills acquisition.

3.4.1 Youth Empowerment

It is generally acknowledged that to lead a society is to envision its future and the future of any society is its youth. A major task of Government’s Youth Empowerment Programmes would, therefore, be to reorient the youth and inculcate in them enduring Islamic values.

3.4.2 Policy Targets for Youth Empowerment

Government seeks to achieve the following target for youth economic empowerment:

1. Eliminate/Minimize cases of secondary school dropouts by 2007
2. Create 5000 functional jobs for youth in development centered industries such as information technology by 2007
3. Eliminate/Minimize cases of youth delinquency by 2007
4. Improve per capita income of youth by 25% by 2006
5. Eliminate/Minimize social inequality particularly with respect to access to justice, education by 2007
6. Achieve 90% placement rate in higher education – that Kano State fill its quota in strategic courses in relevant tertiary institutions by 2009
7. Eliminate/Minimize cases of drug abuse among youth by 2007
8. Reduce the number of youth beggars in the street by half by 2009
10. Complete the integration of Islamic schools into formal education by 2010

3.4.3 Strategies for Youth Empowerment

This can be categorized into four broad, interrelated areas:

- Creating the economic base and social support system that enables young people to sustain life, wealth, and well-being.
- Provision of adequate resources for implementing youth-related programs and supportive legal and administrative frameworks (to protect the youth from abuse and exploitation).
- Peaceful and secured environment. Youth need to be both architects and actors in promoting an environment of peace and
security. The office of the Special Adviser (Youth Development) would seek to promote such environment through advancement of Islamic political values and high-level cultural activities.

- Easy access to knowledge, information and skills, the success of all programs must take into cognizance the following:
  - The State of the larger society’s moral, economic and social conditions, and
  - The need for consistency and persistency of programs and policies.
  - Constant seminars would be organized on awareness and capacity building.
- Improve guidance and counseling in schools

3.5.0 Environmental Programme

3.5.1 Introduction
Environment is the major resources that sustain human life and development. A clean environment promotes good health. Poor environment leads to morbidity and high mortality rates, as is observed in densely populated areas with poor sanitation. In such areas diseases like cholera and typhoid occur with frustrating regularity. Other environmental health hazards include poor and inadequate water supply, indiscriminate disposal of solid/liquid wastes and poor sanitary habits. The Prophet Muhammad (SAW) once said, “Cleanliness is a component of one’s faith”.

3.5.2 Policy
The Government has introduced a new programme that would promote good sanitary habits and disease prevention. It encourages self-help organizations to assist Government in this regard by providing working materials. The Government has already created a Waste Management Board to squarely address this problem. The Shekaru’s administration intends to achieve this through:

- Mobilizing media houses, community based-organizations, Ulama and traditional leaders to create awareness in the general public and need for their participation in environmental programmes.

- Improving environmental sanitation by addressing the issues of generation, collection and disposal of waste at designated
points/centers and compliance with law regarding environmental waste and

- Increasing the State vegetation cover by reclaiming the lost forest estate of the State and planting them up to reduce the energy crisis of the State and planting trees of wider industrial application for multiplier economic effect for the sustainability of the project.

The Ministry and its agencies are currently engaged in planning the following projects:

- Effecting and enforcing the ban of raw sewage discharge into Jakara River
- Rehabilitation of sewage treatment plant
- Rehabilitation of seedling multiplication centers involving 30 nurseries.
- Submission of the declaration of consultation on Sustainable Kano Project to the Federal Government. And the establishment of operation working group as agreed upon during the consultation.

### 3.5.3 Potentials under the Environment Sector

The benefits of a sound environment are hardly quantifiable in real economic terms. However, sustainable human livelihood depends on proper environmental management. Vegetation for instance plays a critical role in the hydrological cycle, giving a direct relationship between vegetation cover and the total amount of rainfall in any place. The physical and chemical properties of soils are also greatly influenced by trees through the decomposition of their litter and the action of their root networks. Moreover, the shelter provided by tree canopies as well as the bindery effect of roots help to check soil erosion from the combined actions of wind and rainstorm. All these mitigating effects of vegetation bring about improved agricultural production and check the phenomena of desertification.

Trees provide food, fodder and medicinal products for the well being of humans and occupy a key position in the ecological food chains through the provision of habitat and food for other living creatures such as insects, birds, reptiles, mammals, as well as micro organism. This helps in the maintenance of a balanced ecological equilibrium.

Another dimension to the potential of the environment sector is the role of vegetation in the mop up of excess carbon dioxide from the atmosphere in the process of photosynthesis. This is beneficial to the overall global
environment in the sense that the concentration of the carbon dioxide gas is a serious issue in the phenomena of ozone layer depletion and global warming.

However, one of the main reasons why the huge potentials associated with the environment sector is hardly appreciated is connected with the uncoordinated manner in which the various sub-sector of problems are addressed. Moreover, the connection between the environment and other sectors is usually ignored. For instance Kano State is urgently facing a general trend of decline in agricultural production as a result of deteriorating soil and water qualities. This invariably gives rise to increasing incidence of hunger and malnutrition in the State. On the other hand, the waste materials including night soil generated in our urban centers especially metropolitan Kano have always defied solution to effective management and constitutes serious threats to human livelihoods.

If these two problems are considered side by side, it will be easily realized that their solution are mutually exclusive. Urban centers produce large volumes of organic and industrial wastes, which are normally dumped in landfills, and the urban drainage systems. Government agricultural policies on the other hand focus their attention on the use of chemical fertilizers, which are more often than not inaccessible to farmers due to their scarcity and high cost. Waste recycling therefore offers a strategic solution to these problems through the potential of using urban wastes as organic manure to boast agricultural productivity and increase the availability of food to the teeming population of the State.

In addition, the inorganic component of urban wastes comprising mostly of plastic and polythene materials can also be recycled for industrial purposes. This has the added potential of providing employment opportunities to youths who can be involved in the collection and sorting of these waste materials.

### 3.5.4 Constraints for Environment

In an era of dwindling financial resources and against the background of increasing public demands for services, sectors like the environment that yield little or no revenue to Government are not likely to receive the attention they deserve. Lack of sufficient financial support has therefore been one of the major problems bedeviling the environmental sector in Kano State.

Inadequacy of public awareness on the merits of a sound environment is another big constraint to environmental development in the State. For instance, there is a general poor understanding of the relationship
between vegetation cover and agricultural productivity as well as the health implications of unmanaged refuse and industrial effluents. The typical farming system emphasizes land clearing to give maximum room for crop establishment. This invariably involves heavy deforestation, which leads to environmental degradation and desertification. People have hardly appreciated that this inappropriate farming system is one of the primary reasons why farm yields have plummeted over the years. The present yields of average farms in the State are only a fraction of what was obtainable from the same pieces of land 30 years ago.

3.5.5 Broad Policy Objectives
The present administration in Kano State is committed to effective environmental development in the State through:

a. Creating public awareness on the virtues of a sound environment and the promotion of environment friendly activities such as tree planting and biodiversity conservation, appropriate farming practices, proper sanitation as well as the control of environmental pollution.
b. Ensuring the timely provision of assorted tree seedling to the general public free of charge.
c. Minimizing the use of firewood in cooking and heating activities through the provision of viable alternative sources of energy as well as the promotion of wood efficient cooking devices.
d. Ensuring proper public hygiene through the appropriate collection and disposal of solid wastes including night soil.
e. Regulating industrial activities to ensure that industries do not pollute the environment through the discharge of untreated wastewaters and other unethical practices.

3.5.6 Forestry Project Details
The proposed project in the forestry sub sector includes beekeeping, extraction of tree essential oils and establishment of fruit orchard.

3.5.6a i Policy Target (Beekeeping)

a. Increase the income of bee farmers by 100% by 2007 (demand for bee products locally and in the international market, are always very high).
b. Raise bee production by 100% by 2006;
c. Create at least 2, 000 new bee farmers/jobs by 2006
3.5.6a ii Strategies (Beekeeping)

a. Provide soft loans in form of training and beekeeping equipment such as local and modern hives, smokers and kits.

b. Divide the resource allocation for the project in the ratio 3:2:1 since the fruits of intervention are expected to be reaped within the three year rolling plan.

c. Encourage rural dwellers to engage in the planting and conservation of trees in order to provide bee forage and thereby preventing desert encroachment.

3.5.6b i Policy Target (Extraction of Tree Essential Oils)

1. Identify and document all economic trees, their location, quantity and quality throughout the State by 2005

2. Increase the number of such economic trees by 100% by 2007

3. Demonstrate the value of such indigenous trees and inculcate a culture for their conservation in the minds of the people by 2007.

3.5.6b ii Strategies (Extraction of Tree Essential Oils)

 conduct a census of all such trees and develop a management system for their planting, conservation, development and harvesting

When the trees mature: -

a. Provide soft loan to facilitate the training of low unemployed youths in different parts of the State and

b. Provide them with all necessary facilities for tree oil collection, extraction and processing of the essential oils.

c. And as in bee farming, resource allocation will be in the ratio 3:2:1 over a period

d. Focus more on monitoring and evaluation.
3.5.6c i Policy Target (Establishing Fruit Orchard)

1. Contribute 0.05% of Kano State Agric income by 2010
2. Contribute 50% of fruit intake of the market by 2010
3. Double the vegetation cover especially in Fadama areas of the State by 2015.

3.5.6c ii Strategies (Establishing Fruit Orchard)

1. Provision of inputs such as loans, training, improved seedlings, source of water, pesticides and fuming materials to establish orchards.

2. Provision of at least one hectare of land to 500 beneficiaries each for orchard establishment.

3. Strengthening night soil collections to farm unions or co-operation societies to compost the waste to make fertilizer.

3.5.7 Other Environmental Sub-sectors

Another sub-sector of Environment is pollution traffic control.

3.5.7a Policy Targets (For Night Soil Operation)

- Eliminate the problem of blocking town sewage and its attendant health problems by 2007

- Create 100 new jobs for willing individuals by 2005

- Eliminate indiscriminate disposal of human waste thereby improving sanitary condition of the population by 2006

3.5.7b Strategies for Night Soil Operation

1. Provide convenient, efficient and functional system of collecting human waste

2. Set up the Waste Management Agency

3. Educate and train willing participants and provide them with necessary working materials (including vehicles) on loan basis.
4. Acquire land and construct the final disposal site with necessary facilities.

The third sub — sector under environment is Refuse Disposal and Sanitation Management Board.

3.5.8 Project: Waste Recycling

3.5.8a Target for Waste Recycling

1. To offset 45 to 50% of the monies spent on waste management and refuse disposal by 2007.


3.5.8b Strategies for Waste Recycling

1. Establishment of waste recycling plants at strategic locations.

2. Assisting the existing reprocessing/recycling industries with loans and other necessary facilities.


4. Training of 400 unemployed youth every year for the three years rolling plan.

3.6.0 Water Resources and Rural Development Programme

3.6.1 Introduction

At the time of its creation, Kano State had only one water treatment plant. The first major step taken by the first Administration between 1967 up to late 70s is the harnessing of streams and rivers across the State through construction of earth dams. A total of 37 dams were proposed out of which 22 were constructed (six of these are now in Jigawa State). Huge amount of water is impounded in these reservoirs, which is utilized for both irrigation and drinking.
3.6.2 Resource Profile

The Sixteen (16) earth dams are the major source of raw water for eighteen (18) water treatment plants and pumping stations constructed at various locations in the State. Eleven Water Treatment Plants are supplied with raw water directly from the dams (reservoirs) by gravity. The other seven stations get the raw water supply either directly from the river or from tube wells across the river; or a combination of the two. These reservoirs were designed to provide adequate water for both irrigation and water supply purposes including fisheries and recreation.

3.6.3 Water supply Situation:

Portable water is considered as clean water supplied to the public through the pipes/taps in their premises or within reasonable distance. It should be colorless, odourless and safe (free from pathogenic organisms) for human consumption. The water may be from surface source and conventionally treated through the normal physical and chemical process or clean under ground source that has undergone natural filtration. The levels of treatment required are guided by some standards sets by World Health Organization. Other standards that apply include those set by U.S or E.U but these are rather high and more expensive to apply.

To determine total water demand, all water consumption parameters have to be considered. These include population, human and animal consumption; industrial and commercial use etc. For human consumption the rate of 40 – 70 litres per day per capita for rural area, 70 – 120 litres per day per capita for semi urban and some urban areas while up to 150 litres per day per capita is considered adequate for low-density areas in the municipality.

Now, the water supply in both the rural and urban areas does not meet demand. In the semi, urban areas served by the Regional Water Schemes, water supply level ranges between 40 – 60%. In Kano Greater (where supply is from the Challawa complex), demand was estimated by consultants in 2002 to be about 400 million litres per day. The supply, however, hardly exceed 160 - 200 litres per day due to persistent problems with some of the high-lift pumps and at times the low flow of water into the river intakes.

The level of water supply in the metropolis therefore, is roughly put at not more than 50%. Rapid and undetected population increase and influx of people into the city and some of the major semi urban towns contribute a
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

lot to increasingly higher water demand while the deteriorating condition of the water treatment plants results in low production.

3.6.3a Greater Kano Water Supply:

Three of these plants are conventional Water Treatment Plants at Challawa with a combined capacity of about 220million litres per day. These Water Treatment Complex supplies Kano Metropolitan and the surrounding Local Government Areas. The Tamburawa Water Treatment Plant with an upgraded capacity of about 35million litres per day supplements Challawa Water Supply in the metropolis.

3.6.3b Semi Urban water Supply

Apart from Challawa and Tamburawa Water Complexes, which supplies Kano Greater, all the other Regional Schemes serve one or a combination of 2-3 Local Government Headquarters and the villages along or not far from the transmission line. For example,

i. **Kusalla Water Works**, the forth-conventional Water Treatment Plant has a capacity of about 15million litres per day. The Regional Water Supply Scheme serves part of Karaye, Kiru and Gwarzo Local Governments and is expected to reach Shanono in due course.

ii. **Other Regional Water Supply Schemes** are fed by Package Water Treatment Plants. Their capacities range between 2.4, 4.8 and 9.6million litres per day serving one or more Local Government Areas. Wudil and Joda are tube-well based similar to that of Tamburawa. Kura and Mainika are using mobile water treatment plant with a capacity of about 0.05million litres per day while Tiga – Tiga and Tiga – Rano are just pumping stations extracting water from the stream and pumping to the destined areas.

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<thead>
<tr>
<th>S/N</th>
<th>WATER SUPPLY SCHEME</th>
<th>TYPE OF WTP</th>
<th>CAPACITY MILLION LITRES PER DAY</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Challawa Water Complex</td>
<td>i. Old Water Works</td>
<td>20.00</td>
<td>Supplies water to the six LG’s in Kano metropolitan and parts of Kumbotso and Ungogo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. 2nd Water Works</td>
<td>110.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. 3rd Water Works</td>
<td>90.00</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Kafin Chiri</td>
<td>2No. package plant</td>
<td>4.8</td>
<td>Supplies water to Garko, Sumaila and part of Rano L.Gs.</td>
</tr>
</tbody>
</table>
3.6.3c Rural Water Supply

Most of the villages outside the Regional Schemes get their water supply from boreholes or hand-dug wells, concrete lined and other local types. Some of these villages are lucky to be within Chad formation or near streams where the underground water is continuously recharged while a few have adequate ground water through fractured rocks or large confined aquifer. Some of these communities are provided with motorized or, most recently solar powered, borehole water supply facilities. A lot are, however, still dependent on hand pump boreholes or the open wells.
3.6.4 Broad Policy for Water Supply

In its policy, the first Administration in the State (1967 – 75) accorded Water Resources Development and Agriculture top priority among its programmes. As a result of this, the dams stated earlier and the infrastructure for water supply was constructed. Successive Governments constructed two new additional water treatment plants. Expansion, extension and rehabilitation works were also carried out at various times.

The present Administration also includes water supply as a priority in its programme. The Government is aware of the importance of water supply for domestic as well as industrial and commercial uses, which is the cradle of its Human Development Strategy. The Government has, therefore, planned water supply projects, in both urban and rural areas, which will be executed in the next three years. These projects, when completed, will certainly improve the water supply situation significantly by the year 2007.

3.6.5 Broad Policy Objectives

The Government intends to complete all rehabilitation works for Challawa and Tamburawa water works and construction of a new water treatment plant at Tamburawa before the end of 2006. This is aimed at meeting the demand within Kano metropolitan and the surrounding areas.

It is envisaged also, that rehabilitation of other Regional Water Supply Schemes will continue hand in hand to bring them up to their designed capacities. Provision of hand pumps, solar and motorized borehole schemes will concurrently be made to ensure that all works are covered. This is aimed at improving potable water supply in all corners of the State in line with the Human Development Policy.

3.6.5 Policy Target

The Government has a target in the development of water sector to be achieved by 2007:-

i. Increase access to water from the current 37.6% to 50% by 2007

ii. Improve Water supply from Challawa complex to above 200million liters per day by 2005;

iii. Achieve 400million litres per day water production level for Greater Kano by 2007;
iv. Our target for borehole based water supply schemes, on the other hand, is to reach 11,000 by the end of the year 2007;

3.6.7 Implementation Strategy

The Government intends to implement its programmes through budgetary allocations. All maintenance and normal rehabilitation works are to be carried out by the responsible organizations while major projects of specialized nature will be contracted to professional firms (National or International) with the expertise to handle.

Rehabilitation and extension of the reticulation system will go hand in hand with works at the Water Treatment Plants to ensure adequate transmission and distribution of the water to the areas served. Other strategies to be pursued are:

i. Develop own independent hydropower at Tiga and Challawa Goje Dams to supplement NEPA and rehabilitate the standby generators at the treatment plants and replace others

ii. Ensure the supply of sufficient diesel to each station to guarantee continuous pumping at all the treatment plants and pumping stations.

iii. Provide funds for the construction of borehole-based schemes through budgetary allocation and at times through special arrangement with the Federal Government and other donor countries/agencies.

iv. Construction will be through the Ministry and to be undertaken by Rural Water Supply and Sanitation Agency (RUWASA). Others will be contracted out to WRECA and other professional contractors to meet target.

3.7.0 Communication Strategy

3.7.1 Introduction

Information and Communication Technology (ICT) is a powerful catalyst for development. When used appropriately, it has the potential for creating jobs, improving the delivery of and access to healthcare and quality education. ICT has great potential in governance as it promotes transparency, accountability and facilitates the decision-making process. The present Administration has developed an ICT road map in eleven areas to advance its human development agenda. These are:

- Education and Capacity Building
- ICT popularization and Awareness
The main thesis is that a digitally literate workforce is central to any meaningful process in an emerging knowledge based economy. Policy targets are:

- The promotion of economic growth with intent to increase the GDP of Kano State to 6% by 2007
- Increase the per capita income of citizens to 25% by 2007,
- Create 2,500 new jobs in the ICT Sector and additional 4,500 others as a result of the multiplier effect by 2007
- Improve the delivery of Government services to its citizens by achieving full computerization of major Government Agencies and processes by 2007.
- Reduce Government overhead by 35% as a result of increased productivity and efficiency by 2007
- Eliminate ‘ghost workers’ and ‘ghost pensioners’ as a result of computerizing payroll system by 2006
- To achieve the deployment, widespread availability and application of high-speed connectivity by 2007

3.7.3 Strategies for ICT in Kano State

This policy document therefore suggests:

1. Setting up Kano State information and Communications Technology Development Agency (KCTDA), to coordinate the implementation of ICT activities in Kano State more especially in the field of hardware and software development and maintenance.
2. Sustaining the Kano State Computer Centre handling issues of payroll and encouraging civil servants to and in some cases making it mandatory for them to become computer literate.
3.8.0 HIV/AIDS

3.8.1 Introduction

HIV/AIDS was first identified in 1981 in USA among homosexuals. Since then several countries have reported similar incidences. Early in the evolution of the epidemic when the western media were blaming Africa for the epidemic, virtually all-African countries defensively denied that HIV/AIDS was a major public health problem in their country. Unfortunately, this attitude led to official inactivity and allowed the disease to spread unabated. Today, all African leaders have come to terms with the existence of HIV/AIDS in their countries.

The first HIV case in Nigeria was identified in 1984 and by 1986, the first confirmed AIDS case was reported. Since then, more cases have been reported from all corners of the country.

Kano State had HIV sero – prevalence of 3.8% in 2001. By 2003 the prevalence rose to 4.1%. However, the present prevalence rate of 4.1%, which in terms of numbers represent over 300,000 people living with HIV/AIDS, is still very alarming. Therefore, all possible steps are being taken to reduce the rate drastically. In addition, the transmission of HIV from mother to child is still a serious problem in the State, and the 2 PMTCT centers in the State are grossly inadequate.

Transmission through second marriages is still high in the State and urgent measures are needed in collaboration with religious leaders and traditional rulers to drastically reduce or even eliminate this transmission, which normally affect whole families leading to serious social and psychological problems. Also teenagers, who constitute a good number of people living with HIV/AIDS in the State, need special attention in terms of care and support as well as education as they are very sexually active and vulnerable.

Alarmed by its rapid spread, Government took the following interventions measures: -

- Mass enlightenment campaigns in Radio and Television.
- IEC Materials, development and production
- Blood safety was strictly ensured and sustained.
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

- Proper funding of AIDS control activities and timely release of imprest money for day-to-day running of the control programme.
- Establishment of counseling centers.
- Training of barbers and nails cutters on safe practices.
- Capacity workshops for health workers
- Regular supervisory visits to all health facilities and laboratories in the State.

These activities yielded fruitful results: by 2001, the HIV prevalence dropped significantly from 4.3% in 1999 to 3.8% in 2001.

To mount an effective and coherent response to the epidemic, the Presidential Council on AIDS (PCA) and the National Action committee on AIDS (NACA) were appointed, both are multi-sectoral in composition and are meant to oversee and coordinate all HIV/AIDS control activities in the country. The State Action Committee on AIDS (SACA) and local Action Committee on AIDS (LACA) were designed at States and LGA level.

The Kano SACA was inaugurated in April 2002 and by 2001 the HIV prevalence rate of Kano stands at 3.8% and rose to 4.1% in November 2003. In view of the above, the Kano SACA carried out the following interventions in order to reduce HIV/AIDS prevalence:

- Advocacy visit to the Emir of Kano to solicit his support in HIV/AIDS Control activities. This led to the involvement of HIV/AIDS preventive measures in the Sallah greeting message to the people of Kano and his directives to all the Ulamas to include HIV/AIDS issues during their preaching.
- Training of traditional barbers, nail cutters and traditional birth attendants on safe-practices that would not harm the people,
- HIV resource centre was constructed and equipped in collaboration with Family Health International (FHI).
- Capacity building for doctors in TB/HIV management and STI management.
- Capacity building for nurses on TB/HIV management.
- Training of LACA’s and community leaders on HIV/AIDS prevention and control.
- Capacity building for outreach workers on TB/HIV case recognition and on referral technique.
- Establishment of four VCT centres (Kura, Danbatta, Gwarzo and IDH) and two PMTCT centres at Wudil and Murtala Muhd Specialist Hospital.
- Ensuring safe-blood transfusion through HIV test kit revolving fund scheme.
SACA is working very closely with FHI, Ministry for Local Government, Society for Women and AIDS, Nigeria (SWAAN) and the National Youth Service Corp (NYSC) Secretariat.

3.8.2 Policy Targets By the year 2007:

Now only the Federal Government is providing antiretroviral therapy at subsidized rate in the State and access to such drugs by PLWA in the State is grossly inadequate. However, very soon FHT in collaboration with State Government is planning to start providing free or subsidized ARTS to PLWA. This will go along way in containing the progression of HIV to AIDS. It will also make people come out to receive treatment, which will further reduce stigmatization in the society. Government intends to achieve the following targets:

- At least 90% of the general population would have known at least 2 acceptable ways of protecting themselves from HIV/AIDS by 2007
- Achieve a 70% increase in health facilities providing VCT and other support services 2009
- Achieve at least 60% reduction in incidence of STIs among people at risk by 2006
- At least 90% of primary health centre and their workers should be able to diagnose and treat common STDs 2006
- Decreasing HIV prevalence among AVC attendants by 50% by 2007
- At least 50% PLWA will have access to ART in 2005

3.8.3 Strategies for combating HIV/AIDS in Kano State

Before the end of 2007, SACA plans to carryout the following activities:

- Training of LACA and community leaders on HIV/AIDS stigma reduction techniques.
- Capacity Building (CB) for nurses and community health workers on home based care.
- Sensitization of religious leaders/community leaders on VCT/PMTCT.
- Establishment of 10 additional VCT/PMTCT centers in Kano State.
- Sustainable provision of ARV to people living with HIV/AIDS at an affordable price.
- Start home-based care services
- Ensure safe-blood transfusion services in both public and private health facilities.
- Initiate IEC material development and production
- Sustained public enlightenment campaigns using appropriate media.
PART 4: GROWING THE PRIVATE SECTOR
PART 4
GROWING THE PRIVATE SECTOR

4.1. Introduction
Members of the business community have two or three organized bodies under which they operate. They are the Kano Chamber of Commerce Industry, Mines and Agriculture, Manufacturers Association of Nigeria, and National Association of Small Scale Industrialists. In addition to these, there are numerous market traders associations that operates distinctly from the above.

4.1.1 Constraints to Private Sector Development in Kano State
The private sector in Kano is facing serious challenges that pose threats to its continuous growth and development. This includes the following:

- Poor Public – Private Sector Partnership: This collaborative spirit is insufficient, because the two partners appear to be operating in isolation.
- Poor Enabling Environment: There is, for example, epileptic and inadequate supply of electricity, industrial water, and petroleum products to allow the private sector operators to function efficiently. This problem is aggravated by multiple taxations imposed by the three tiers of Governments.
- Access to finance for private sector growth is very difficult, and where it is accessible, the interest rate is too high. No other sources of finance apart from banks.
- The manufacturing sector is facing stiff competition from massive imports under the WTO agreement. Local cost of production is higher while imported goods are available at cheaper prices.
- Inconsistency in macro policies: This relates to regular banning and lifting of importation of goods by the central Government which continue to pose threat and gradual decline of the manufacturing sector.
- Poor investment culture – for decade’s members of the Business community paid more attention to merchandising instead of long-term investment in production and manufacturing.
- Inadequate information to the private sector on the services and benefits derivable on SME facilities, which Bank of Industries recently introduced.
4.1.2 Potentials of Private Sector Development in Kano State

Potentials for development in the private sector include:

- There are five industrial estates in Kano State, namely, Sharada, Bompai, Challawa, Tokarawa and Zaria Road. Government is desirous in the rehabilitation of roads and water supply in these strategic areas.
- Arrangements are also in the pipeline to consider the establishment of independent power project in Kano to improve the power supply to the State.
- Existence of a huge market – Kano is gateway to other Northern States as well as to neighboring countries such as Niger, Chad and Cameroon.
- Establishment of two vital projects by the Federal Government i.e. Export Processing Zone and Inland Container Deport, which are expected to improve the level and quality of infrastructure.
- Availability of small-scale industries credit facilities for cottage industries operators to expand their business activities. Efforts are in the pipeline to make upward review of the loan facility from ₦50,000.00 to ₦250,000.00.
- Other sources of finance available, which are not fully utilized by the private sector, include the NERFUND and NAPEP.
- There is also a colossal allocation for SME’s development i.e. SMEIS which has over ₦50 billion in banks un-invested.

4.2.0 Sectoral Strategies/Growth Drivers

4.2.0 Small and Medium Enterprises (SMEs)

4.2.1 Introduction

As already noted in part one the State has been a center of commerce as well as industry. There are over 300 large and medium industries in the State. The State is also known for its traditional industrial activities such as weaving, gold and blacksmithing, dyeing and other handicraft industries. During the past three decades, modern manufacturing enterprises in oil milling, textile good, metal and wood furniture, confectioneries and garment making industries have been established. This has been made possible by the culture of hospitality and entrepreneurial spirit and attitude of the citizenry. The tables below show classification of the existing industries by product group:
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

TABLE 1: MAJOR INDUSTRIES REGISTERED IN KANO STATE

<table>
<thead>
<tr>
<th>S/NO</th>
<th>PRODUCT GROUP</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Metal &amp; Wood Transforming Industries e.g. Furniture, Containers, Steel and Aluminum</td>
<td>52</td>
<td>54</td>
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<tr>
<td>2</td>
<td>Mechanical and Electrical equipment</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>Food Processing, Vegetable and Vegetable Oil</td>
<td>42</td>
<td>43</td>
</tr>
<tr>
<td>4</td>
<td>Textiles</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>5</td>
<td>Rubber, Plastics and Chemicals</td>
<td>50</td>
<td>52</td>
</tr>
<tr>
<td>6</td>
<td>Ceramic tiles &amp; Concrete building M.</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>7</td>
<td>Sugar and Sugar processing</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Tanneries and leather products</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>9</td>
<td>Confectionaries</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>10</td>
<td>Stationeries</td>
<td>12</td>
<td>13</td>
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<tr>
<td>11</td>
<td>Non-Alcoholic Beverages</td>
<td>19</td>
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<tr>
<td>12</td>
<td>Perfumes and Cosmetics</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>13</td>
<td>Candles and Soap</td>
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<td>3</td>
</tr>
<tr>
<td>14</td>
<td>Jewelry Glass and Mirror</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Ministry of Commerce and Industry

TABLE 11: SMALL AND MEDIUM ENTERPRISES IN KANO STATE

<table>
<thead>
<tr>
<th>S/N</th>
<th>INDUSTRIES BY TYPES</th>
<th>2002</th>
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<th>2004</th>
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<td>1</td>
<td>Travel Agencies</td>
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<tr>
<td>2</td>
<td>Hotels Business</td>
<td>112</td>
<td>115</td>
<td>118</td>
</tr>
<tr>
<td>3</td>
<td>Specialized markets/Other Markets</td>
<td>10</td>
<td>104</td>
<td>107</td>
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<td>4</td>
<td>Shipper Councilors in Kano</td>
<td>15</td>
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<td>5</td>
<td>Clearing Agents</td>
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<td>42</td>
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<td>6</td>
<td>Banks Operating in Kano</td>
<td>100</td>
<td>103</td>
<td>106</td>
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<td>7</td>
<td>Fuel Filling Stations</td>
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<td>8</td>
<td>Cyber face</td>
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<td>60</td>
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<tr>
<td>9</td>
<td>Airlines (Domestics)</td>
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<tr>
<td>10</td>
<td>Airlines (International)</td>
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<td>Motor parts in Metropolis</td>
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<td>12</td>
<td>Licensed Holders GSM Operating</td>
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<td>Solid Minerals Res.</td>
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<td>Private Health Facilities</td>
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<td>15</td>
<td>Private Schools</td>
<td>217</td>
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Source: -Kano State Commercial & Industrial Guide  
Kano State Industrial Resuscitation Report 2000  
Kano State Statistical Yearbook 2003 edition
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<th>Name</th>
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<td>76</td>
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<td>2. Flour Mills</td>
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<td>56</td>
<td>31</td>
<td>32</td>
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<td>3. Bakery</td>
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<td>85</td>
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<td>89</td>
<td>72</td>
<td>74</td>
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<td>4. Manufacturing of Sugar</td>
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<td>45</td>
<td>41</td>
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<td>5. Sweet &amp; Confectionaries</td>
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<td>6. Food Product</td>
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<td>67</td>
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<td>8. Soft Drinks</td>
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<td>9. Spinning &amp; Weaving</td>
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<td>11. Tannery &amp; Leather</td>
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<td>12. Robber Footwear</td>
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<td>13. Sawmills, Planning</td>
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<td>19. Chemical Products</td>
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<td>20. Tyres &amp; Tubes</td>
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<td>23. Non - Metal Furniture</td>
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<td>22</td>
<td>22</td>
<td>31</td>
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<td>33</td>
<td>34</td>
</tr>
<tr>
<td>26. Structural Metal Products</td>
<td>21</td>
<td>21</td>
<td>22</td>
<td>22</td>
<td>31</td>
<td>31</td>
<td>33</td>
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</tr>
<tr>
<td>27. Electrical Machinery</td>
<td>57</td>
<td>58</td>
<td>60</td>
<td>62</td>
<td>62</td>
<td>63</td>
<td>65</td>
<td>67</td>
</tr>
<tr>
<td>28. Radio &amp; Television</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>29. Manufacturing Assembling Motor Vehicles</td>
<td>62</td>
<td>63</td>
<td>65</td>
<td>67</td>
<td>62</td>
<td>63</td>
<td>65</td>
<td>67</td>
</tr>
<tr>
<td>30. Construction</td>
<td>51</td>
<td>53</td>
<td>54</td>
<td>56</td>
<td>57</td>
<td>58</td>
<td>60</td>
<td>61</td>
</tr>
<tr>
<td>31. Wholesale Trade</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>78</td>
<td>67</td>
<td>67</td>
<td>71</td>
<td>73</td>
</tr>
<tr>
<td>32. Retails Trade</td>
<td>82</td>
<td>85</td>
<td>87</td>
<td>89</td>
<td>83</td>
<td>86</td>
<td>88</td>
<td>90</td>
</tr>
<tr>
<td>33. Restaurants</td>
<td>82</td>
<td>85</td>
<td>87</td>
<td>89</td>
<td>87</td>
<td>90</td>
<td>92</td>
<td>95</td>
</tr>
</tbody>
</table>
The observed success in the industrialization process that led to the creation of new industrial estates in Challawa, Bompai, Sharada and Zaria road was short lived. Out of the well-established industries of about 300 in the State, 129 have closed down leaving about 130 operating in the following capacities:

- Industrial Plastic capacity utilization 45-50%.
- Textile and Weaving Apparels capacity utilization 10-20%
- Tanning and Leather capacity utilization 30%
- Food and Beverages capacity utilization 5-7%
- Edible Oil Mills capacity utilization 10-15%
- Others capacity utilization 10-20%

The present Government reaffirms its commitment to the development of SME’s. A census of all operational SME’s will be undertaken before the introduction of an incentive package already designed in our industrialization strategy.

<table>
<thead>
<tr>
<th>Service</th>
<th>51</th>
<th>53</th>
<th>54</th>
<th>56</th>
<th>72</th>
<th>74</th>
<th>76</th>
<th>79</th>
</tr>
</thead>
<tbody>
<tr>
<td>34. Hotels</td>
<td>51</td>
<td>53</td>
<td>54</td>
<td>56</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>79</td>
</tr>
<tr>
<td>35. Road Transportation Services</td>
<td>77</td>
<td>79</td>
<td>81</td>
<td>84</td>
<td>67</td>
<td>69</td>
<td>71</td>
<td>73</td>
</tr>
<tr>
<td>36. Air Transport Service</td>
<td>26</td>
<td>26</td>
<td>27</td>
<td>28</td>
<td>51</td>
<td>53</td>
<td>54</td>
<td>56</td>
</tr>
<tr>
<td>37. Information &amp; Communication</td>
<td>57</td>
<td>58</td>
<td>60</td>
<td>67</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>78</td>
</tr>
<tr>
<td>38. Monetary Institution</td>
<td>51</td>
<td>53</td>
<td>54</td>
<td>56</td>
<td>51</td>
<td>53</td>
<td>54</td>
<td>56</td>
</tr>
<tr>
<td>39. Insurance</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
<td>67</td>
<td>69</td>
<td>71</td>
<td>73</td>
</tr>
<tr>
<td>40. Legal Service</td>
<td>46</td>
<td>48</td>
<td>49</td>
<td>50</td>
<td>51</td>
<td>53</td>
<td>54</td>
<td>56</td>
</tr>
<tr>
<td>41. Accounting Services</td>
<td>41</td>
<td>42</td>
<td>43</td>
<td>45</td>
<td>60</td>
<td>61</td>
<td>63</td>
<td>65</td>
</tr>
<tr>
<td>42. Engineering &amp; Tech.</td>
<td>52</td>
<td>54</td>
<td>55</td>
<td>56</td>
<td>62</td>
<td>63</td>
<td>65</td>
<td>67</td>
</tr>
<tr>
<td>43. Advertising Servicing</td>
<td>70</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>78</td>
</tr>
<tr>
<td>44. Educational Institutions</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>78</td>
<td>77</td>
<td>79</td>
<td>81</td>
<td>84</td>
</tr>
<tr>
<td>45. Health Facility</td>
<td>62</td>
<td>63</td>
<td>65</td>
<td>67</td>
<td>41</td>
<td>42</td>
<td>43</td>
<td>45</td>
</tr>
<tr>
<td>46. Laundries</td>
<td>10</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>31</td>
<td>32</td>
<td>33</td>
<td>34</td>
</tr>
<tr>
<td>47. Barbers &amp; Beauty Saloon</td>
<td>77</td>
<td>79</td>
<td>81</td>
<td>84</td>
<td>67</td>
<td>69</td>
<td>71</td>
<td>73</td>
</tr>
<tr>
<td>48. Photographic Studio</td>
<td>46</td>
<td>48</td>
<td>49</td>
<td>50</td>
<td>72</td>
<td>74</td>
<td>76</td>
<td>78</td>
</tr>
</tbody>
</table>
4.2.2 Policy Target

- To increase capacity utilization in industries by 25% by 2007
- To increase access to SIMIES schemes for SMEs by 200% in 2005
- To establish three pilot projects in Local Government Councils (1 project in each Senatorial District) by 2007.
- To facilitate the revival of 50% of the closed down industries by 2007.
- To increase employment generation of our youth and the women folk by 30% by 2006.

4.2.3 Policy Implementation Strategies

Below is the summary of the needed strategies to achieve above targets:

- Concentrate on local-resource-based industries especially those on agro-allied and solid minerals
- Encourage the emergence of new indigenous entrepreneurs and strengthen the existing ones
- Support and encourage exports of goods
- Special attention to be given to the provision of infrastructure for industrial and commercial development such as provision of independent electric power supply
- Establishment of risk guarantee scheme
- Promote public/private sector relationship, especially on the issue of taxes, fines and other charges
- Provision of relevant information to SMEs regarding credit/loan facilities
- Enlightenment programme on modern business techniques and its related services.
- Improving the SSI loan ceiling from N50,000 to N250,000.
- To review the industrial policy of the State to emphasize rural industrialization.

4.3.0 Solid Minerals

4.3.1 Introduction

Based on the geological survey conducted in 2001, solid minerals are abundant in Kano. From the survey solid mineral occurrences, which are of commercial quantity, are:
- Niobium and Uranium deposits and Tin, Zinc, Silver in Ririwai
- Zinc – Molybdenum – Ririwai
- Rare – earth element – Ungogo.
- Glass sand – Dambatta, good quality about 3 million tones at annual production of 60,000 tones.
- Kaolin deposit at Gwarzo (over 6million tones)
- Feldspar – in Karaye 50,000 tones

4.3.2 Potentials for Mineral Deposit in Kano State

- Another Geological survey has been approved by the Government to cover remaining areas of the State
- Government is committed to the development of the sector in view of its enormous potentials
- Government is considering of establishing a company to coordinate and ensure the development of the sector.

4.3.3 Policy Targets

- To improve the Internally Generated Revenue base by 100% by 2010 thereby escaping from the threat of total dependence on oil;
- To attract N50Billion investment in the sector from the local Private Sector and Foreign Direct investment by 2015;
- To establish at least one factory/industry for each mineral deposit starting with glass processing factory in Dambatta and Makoda by 2009;

- To become a major exporter of solid minerals by 2009;

4.3.4 Implementation Strategies

- Float a limited liability company for the development of solid mineral
- Sensitization of the business community to start venturing into solid minerals exploitation.

4.4.0 Tourism

4.4.1 Background

Kano State today is one of the leading States in the area of tourism development and promotion in Nigeria. Its success could be attributed to friendly and hospitable people as well as its enormous tourism potentials.
Given the prime position the State held in the sixties, the regime of late Audu Bako invested heavily on the development of the sector. Indeed, the objective was to maximize the socio-economic benefits of this important sector considering its multiplier effect as well as its capacity for generating foreign exchange. The sector is also important in promoting peaceful co-existence between different ethnic groups and nationals through cultural appreciation and exchange.

4.4.2 Potentials for Tourism in Kano State
The State has put up these facilities to boost tourism: -

- Transportation: Established Kano State Transport Authority now Kano Line.
- Hotel development: Established Daula Hotel (200 rooms capacity), Magwan Water Restaurant now Hotel (holiday resort) and Rock Castle Hotel (holiday resort)
- Established the State Tourist Camp to cater for both locals and foreigners.
- Established the Falgore Games Reserve
- Established the Kano Zoo and facilitated accelerated and further development of the Aminu Kano International Airport by the Federal Government;
- And provided Recreational Parks and Gardens all over the State for leisure enthusiast.
- Availability of good road network, pipe borne water and communication facilities in almost all the major tourist outfits in the State.

4.4.3 Policy Targets for Kano State Tourism
Given the above potentials, Government is determined to achieve the following targets in the tourism sector: -

- Attract at least 1,000,000 visitors to Kano State annually by 2007
- Earn at least $250,000 annually from foreign tourist by 2010
- Attract additional N5.0 Billion investment from the Private Sector in tourism by 2007
- Eliminate religious and ethnic conflict by 2006
- Create 5,000 new jobs in the sector by 2009

4.4.4. Implementation Strategies
The main thrust of Governments’ tourism policy is to generate foreign exchange, encourage even development through a well-planned sustainable conservation and preservation of the environment, promote employment and accelerate rural urban integration and cultural exchange. Provision for the achievement of this objective is out-lined here under.
ii. Encourage local and private investors in tourism development through creation of favourable climate and provision of package of incentives.

iii. Provide opportunities for joint ventures, between Federal, State, Local Government and Private Sector.

iv. Set up a joint body to draw up and negotiate control and regulations to govern the conduct of practitioners.

v. Publicise and market the State’s tourism potentials at home and abroad

vi. And provide training to tourism personnel at home and abroad

Other strategies include:

- Provide linkages with the rural areas particularly in the souvenir making enterprise.

- Develop histo-cultural trades at micro-levels that will encourage the participation of the young and old as well as male and female e.g. rehabilitations of all existing dye-pits, local weaving centres, pottery centres, blacksmithing and other Arts and crafts.

- Provide incentive to encourage private sector in the development of hospitality facilities within the metropolis particularly the sub-urban centre where these facilities are completely lacking.

As previously mentioned, tourism being a private sector driven business, there is therefore the need to further attract investment from the private sector both within and outside the Country. A clear testimony in the private sector participation in the development of Tourism industry could be seen in the table below:

<table>
<thead>
<tr>
<th>Types of Establishment</th>
<th>Status</th>
<th>Public Owned</th>
<th>Private Owned</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel</td>
<td>Luxury class</td>
<td>3</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Hotel</td>
<td>Standard</td>
<td>20</td>
<td>-</td>
<td>20</td>
</tr>
<tr>
<td>Hotel/Inns/Motel</td>
<td>Starless</td>
<td>40</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td>Tourism Camp</td>
<td>Modest</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Restaurants</td>
<td>Standard</td>
<td>120</td>
<td>-</td>
<td>120</td>
</tr>
<tr>
<td>Food Centres</td>
<td>Modest</td>
<td>-</td>
<td>1001</td>
<td>1001</td>
</tr>
<tr>
<td>Tour Operation</td>
<td>Modest</td>
<td>-</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Travel Agencies</td>
<td>Modest</td>
<td>-</td>
<td>312</td>
<td>312</td>
</tr>
<tr>
<td>Amusement Parks</td>
<td>Modest</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Zoos</td>
<td>Modest</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Game reserves</td>
<td>Sub-standard</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

*Source: Ministry of Transport and Tourism.*
Government therefore considers it imperative to stimulate further private sector participation in the development of tourism though:

- Sustained Government’s participation in the provision of needed take-off infrastructure.

- Facilitate access to and concessions on land earmarked for tourism development.

- Provision of attractive rebate rate on profit repatriation.

- Assisting in the production of project documents.

- Provision of consultancy service to willing private sector investors.

- Provision of enhanced security to life and properties.

4.4.5 Project Funding

Presently funding of all tourism projects come from the State. However, efforts are on to attract funding from multi-national organizations and NGO’s. The ministry is also considering the possibility of launching an ENDOWMENT FUND following the experience of Bauchi and Plateau States.

Similarly, possibilities are being explored through the capital market to float Revenue Bond to raise the needed funds to fund capital project development in the tourism sub-sector.

4.4.6 Conclusion

Government is indeed committed to the development of tourism with a view to tapping its socio-economic benefits and particularly its role in the eradication of poverty and achieving a speedy and integrated rural based development. This action will no doubt assist Government in its desire to achieve well-guided pro-poor tourism development.
PART 5
Reforming Government and its Institutions

Mass food Production

Marketing

A cross section of the fifty tractors purchased by the Kano State Government under the leadership of Mallam Ibrahim Shekarau

Front view of the 3 bedroom bungalow at Zawaciki
PART 5

5.0 Reform of Government and Governance

5.1.0 Introduction
The Kano State Government’s vision, as stated earlier, is to make Kano State a model, leading other States of the federation in good governance and exemplary leadership. The Government is convinced that our greatest strength lies in us – the people of Kano State, (Kanawa) have long demonstrated sterling qualities to make Kano State a center of commerce, industry and learning and a nucleus of intense political, cultural and religious activity.

The Shekarau’s Administration is therefore determined to build on this strength by offering honest and transparent leadership at all levels. We shall endeavor to provide all citizens with the basic necessities of life, by developing their spiritual, moral and intellectual capabilities to their fullest, and by creating an environment where prosperity, happiness and justice shall reign.

To ensure effective monitoring of performance, the current administration has raised the status of the Monitoring Department to a full pledged Agency. Consequently, it has provided the necessary logistics e.g. vehicles, computers, photocopiers etc. for the Agency to carryout its work effectively.

In addition, other agencies are involved in the process of monitoring the implementation of the K-SEEDS. Various monitoring functions are performed by individual ministries and other agencies; the EPC, Ministry of Planning and Budget (MP&B), Monitoring Bureau (MB), Office of the Accountant General, Office of the Auditor General, the House of Assembly and ad-hoc monitoring team of the State Executive Council.

Within the ministries, the internal audit and accounting staff will keep detailed monthly records of all receipts and expenditures to ensure that funds are spent as specified in the budget and according to laid down rules and procedure. The Inspectorate Department of the office of the Accountant General is also responsible for monitoring expenditure and liaises with accounting staff posted to various executing agencies. The EPC, on the other hand in conjunction with MB is responsible for monitoring capital projects and ensuring that disbursements are justified by progress of work.

Similarly, capacity building in form of training is needed to conduct ex-ante and ex-post evaluations as well as detailed feasibility studies for
projects. This will help in strengthening the monitoring activities and making them more effective. The system will also enhance the generation of adequate data needed for decision-making, effective implementation and above all, public accountability. In addition, the system will;

- Protect the sanctity of Islam: It will be our foremost priority to protect the religion of Allah. We shall ensure that our people, as Muslims Umma adhere to the dictates of Allah. We shall also pay particular attention to the discipline of our youth.
- Provide security to the populace: our Government shall ensure that the lives and properties of the citizenry are fully protected.
- Uphold and preserve our religious and cultural values. It will be our preoccupation to preserve and protect our religious norms and rich cultural heritage,
- To provide sound and functional education to our youth to ensure sanity and discipline in the society.

5.2.0 Reform of the Budget and Planning Process

5.2.1 Introduction

The annual budget, as an instrument for managing the State Economy indicates the intentions of the State Government on how to mobilize and utilize resources for the attainment of identified objectives. The budget, therefore, provides a framework to ensure that not only there are adequate resources to finance expenditure but also that the economy is moved along the desired path. The extent to which this is done is determined by the adequacy of the policies, strategies and other measures contained in the budget proposals and the success of their implementation.

The present administration has resolved that plans and annual budget must be realistic and strictly adhered to. In this regard, six institutions/organizations are responsible for public expenditure management – the office of the Secretary to the State Government, Ministry of Planning & Budget, Ministry of Finance, Office of the Auditor General, Projects Monitoring Bureau and the State Legislature. Together, they take responsibility for the continuation of the budget process involving budget preparation, approval, execution, auditing, monitoring and evaluation.

The budget and planning process commences with the State M P & B issuing out a call-circular to all Government Agencies by June/July of each year, requesting for the submission of proposals on projects and
programmes they intend to undertake/pursue during the next budget year. The organizations will prepare all their proposals in line with the guidelines given by MP and B and pass them to the ministry on or before mid-August for further appraisal. Respective Ministries and Agencies also use similar reports generated from needs assessment at community levels to articulate relevant proposals. The ministry makes all the necessary projections on revenue accruable to the State (Internally Generated Revenue, revenue receivable from the Federation Account, loans etc). The ministry analyses the proposals and make recommendations on allocation of funds to the apex planning institution in the State, Economic Planning Committee (EPC) by the end of August.

Resources allocation and prioritization are some of the main issues of consideration by the EPC. Allocations by the EPC are then sent back to the Ministry of Planning and Budget for incorporation by the first week of September. The amended allocations then constitute the draft submission to the State Executive Council by mid-September. Based on another round of consultations and deliberations further amendments are made by the EXCO before it is finally passed to the House of Assembly by the end of September. Within the House, the Appropriation Committee and other House Committees undertake further consultation with line ministries; a process that leads to amendments on the draft budget. After, the House passes the bill, which will be signed, into law by the Governor end of September.

5.2.2 Policy Targets:

1. Ensure the 2005 budget is based on realistic expenditure targets and strategies.
2. Pursue balanced budget and avoid deficit budgeting by 2006.
5. The capital-recurrent expenditure ratio would be increased from 35:65 in 2004 to 60:40 by 2007
6. Introduce processes that will support the creation of a participatory, responsive and accountable policy by 2005.
7. Adopt a mandatory budget calendar within the budgeting framework by 2005.
5.2.3 Implementation Strategies
The following strategies will be implemented to achieve these targets:

1. Networking the Ministry of Finance with other relevant organs of Government – particularly those involved in monitoring and evaluation.

2. Developing appropriate budget software.
3. Budget control (tracking) will be applied to avoid over-expenditure and ensure effective implementation of the budget.
4. Prompt collection and analysis of monthly returns and imposing sanctions where necessary for defaulters.
5. Ensuring cooperation between line ministries, Parastatals/organizations with the coordinating agencies such as MPB and the Projects Monitoring Bureau.
6. Strengthening the Ministry of Planning & Budget with relevant staff and logistics.
7. Adopt tax reforms aimed at raising revenues and diversifying the revenue base.
8. Improve the process of revenue projection, collection and accounting.

The budgeting framework will adopt a mandatory calendar that ensures early involvement of the legislature and finalization of the budget at least two months before the beginning of a new budget year. In collaboration with the Ministry of Planning and Budget, the Projects Monitoring Bureau will produce and disseminate quarterly monitoring and evaluation reports to the general public. Essentially, the budget will be in line with the policies and priorities of NEEDS/K-SEEDS, subject to more detailed programmes and projects by line ministries and State agencies / organizations.

The Government will introduce a new procedure to strengthen the Due Process Mechanism and develop a catalogue of commonly procured equipment, supplies and services as a reference for ministries and agencies. Tender procedures will also be enforced and the scope of checks on value for money will be expanded. Ministerial Tenders’ Board will be reconstituted.

The Financial Instructions have already been reviewed to provide the required guidelines for incurring expenditure and such other undertakings. Similarly, spending limits will be observed strictly to ensure judicious use of available resources.
5.2.4 Kano State Budget Calendar:

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>March-May</td>
<td>1. Review of current budget and production of revenue/expenditure projection</td>
</tr>
<tr>
<td>Mid-August</td>
<td>3. Review proposals submitted by Ministries/Agencies</td>
</tr>
<tr>
<td>End of August</td>
<td>4. Submission of draft budget to EPC and EXCO</td>
</tr>
<tr>
<td>Mid-Sept</td>
<td>5. Submission of proposed budget to the legislature</td>
</tr>
<tr>
<td>End of Oct</td>
<td>6. Budget approval by legislature, issuance of general warrant and appropriation</td>
</tr>
</tbody>
</table>

5.3.0 Leasing Program

Another important area where the Shekarau’s Administration is keen to reform is leasing. In 1995 a committee was set up to turn around Government owned companies and properties that have over the years suffered neglect and could not perform their statutory duties in terms of revenue generation, employment creation, and inability to sustain themselves. Accordingly, by the decision of the State Executive Council as conveyed vide instrument SSG/AF/B/4/112 of September 1995, the Committee was empowered to negotiate the lease of some selected outfits as submitted hereunder.

Between 1998 and 1999, four properties were leased out to various private individuals or enterprises as follows:

<table>
<thead>
<tr>
<th>S/N</th>
<th>PROPERTY</th>
<th>LESSOR</th>
<th>RATE/ANNUM N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kano Urban Dairy</td>
<td>KL Food (Nig) Ltd</td>
<td>1,800,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Daula Hotel</td>
<td>Link Consultants</td>
<td>8,000,000.00</td>
</tr>
<tr>
<td>3</td>
<td>NIMAP</td>
<td>MADICO Meat</td>
<td>3,000,000.00</td>
</tr>
<tr>
<td>4</td>
<td>Kano Cotton Ginnery</td>
<td>Ille Enterprises</td>
<td>2,000,000.00</td>
</tr>
</tbody>
</table>

The agreements on properties on item 2 & 3 on the table above were determined. The other two, KUD and KCG have been defaulting: for the last two years, in spite of several demand notices, they are yet to settle their debt. They have instead persistently called for a review of the leasing Agreement in their favor. The Management of KL Foods had
advance proposal requesting for outright purchase of the property. The move is likely to push the Government towards privatization of some companies especially those listed in the table below.

<table>
<thead>
<tr>
<th>S/N</th>
<th>PROPERTY</th>
<th>LOCATION</th>
<th>REMARK</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bagauda Hotel</td>
<td>Bagauda</td>
<td>Released to Council for Legal Education</td>
</tr>
<tr>
<td>2</td>
<td>Cold Stores</td>
<td>Bagauda Kadawa &amp; D/Kudu</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Barbed-wire &amp; Nails Factory</td>
<td>Jogana</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Washing Machines</td>
<td>Mariri rehabilitation Centre</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Kano Zoological &amp; Wild Lives</td>
<td>Gandun-Albasa/Zoo Road</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Magwan Hotel</td>
<td>Audu Bako Way</td>
<td>Last Administration Opted for its Completion</td>
</tr>
</tbody>
</table>

**5.3.1 Policy Targets for Leasing**

Government should take a firm policy stand on these companies by 2005 and develop a framework for its implementation. The following policy targets are recommended:

- Collect all outstanding payment from leasers in 2005;
- Review all leasing contracts by 2nd Quarter of 2005
- Commit to a policy/program of privatization in 2005.
- Commission a Consultant to compile report on the affected companies and submit same in 2005
- Accept report, develop a privatization schedule and commit to it by 2005
5.3.2 Strategies for implement Reforms on Leasing

- Government should enforce all agreements and legal means to collect all fees due to.
- Take back properties from leasers with a poor history of default
- List and prepare (restructure) companies for privatization
- Mount a credible and open information system to inform the public and accommodate their views in the privatization program
- The Government can still hold a minimal interest of no more than 20% in the companies for protective purposes. It can then disengage completely at a predetermined date.

5.4.0 Debt Management

5.4.1 Introduction
Over the years, the State found it necessary to contract loans to carryout projects, which could not ordinarily be funded through traditional resources. The loans were mainly taken to finance projects under roads, water and agriculture. Presently, the State is indebted to the tune of N11.8billion external (foreign) loan much of which is due for repayment. Following the intervention of the Federal Government, however, much of the foreign loans were rescheduled to give temporary relief to the State Government.

In addition to the foreign loan there is also an authenticated local debt liability amounting to N87million. These are claims due to contractors inherited from the previous administration compiled by the verification committee at the inception of the Shekarau administration.

The Federal Government established an organ called Debt Management Office (DMO). The Office is charged with the development, implementation and monitoring of an efficient debt management system capable of maintaining comprehensive, accurate and timely records of the country’s debt. This is also intended to provide timely and accurate information to assist policy makers and improve transparency. The office is also to provide adequate guidance and advice to Government on debt strategy and borrowing policy and to assist in debt relief negotiations and debt restructuring with creditor-nations and clubs.

In 2001, a national reconciliation exercise was held with all States of the federation with a view to establishing an accurate debt record profile for
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each State. Kano State had external loan profile grouped under the following headings:

i) **Multilateral**
These are loans, which are syndicated with Federal Government guarantees. They include agricultural development projects, e.g. KNARDA, Saviem Buses and multi State roads projects.

ii) **Paris club/London Club**
These are loans secured direct and syndicated between the State and the lender without Federal Government guarantee. In Kano State such loans include, ECG loans for portable water supply and Euro dollar loan.

After reconciliation exercise organized by the DMO, the verified and authentic external loan figure for the State, stood at $92,694,876.16 equivalent to N11, 864,944,148.48. The Federal Ministry of Finance immediately assumed payment through reduction at source. A total sum of $3,661,715.71 equivalent to N468,699,610.88 was paid December 31st, 2002. In December 2003 the total sum of $2,788,076.13 equivalent to N356,873,744.59 was paid to creditor nations as well. However, the deducted lump sum figure did not provide an explicit explanation as to which amount goes to each respective loan category i.e. multilateral, Paris/London Club.

The problem is the potential financial distress that will arise due to these repayments. The more these deductions increase, the more the State may find it difficult to meet its recurrent and capital development needs. This will further force the State to seek for new loans, thereby putting the State in a vicious cycle of indebtedness.

**5.4.2 Policy Targets for Debt Management Reforms**

- Ascertain the actual debt owed to the Paris/London Club and Multilateral Agencies by 2005
- Maintain up-to-date and accurate data on all debts to complement the Federal DMO by 2005
- Ensure that repayments are made according to agreement and
- Reconciliation of accounts/debts is done on timely basis and reports sent out on schedule
5.4.3 Strategies for Debt Management Reforms

- Set up a Kano State Debt Management Office

5.5.0 Transparency, Accountability and Anti Corruption

5.5.1 Introduction
Accountability may be broadly defined as “Answerability for all financial transactions, resources and obligations of Government”, whereas transparency, which strictly applies to the individual, refers to an act of openness, thoroughness, and truthfulness in any undertaking in the course of discharging official responsibilities. In its resolve to fight corruption and other vices the Kano State Government has taken steps to reform the Public Service and achieve the tenets of Accountability and Transparency. This reform exercise employs the following instruments:

- Enhancing the already established financial information system, i.e. accounting and auditing. These two mechanisms are an integral part of any financial information system. Government has resolved to computerize their operation to ensure easier access to financial information at any given time.
- The Shari’a as legal system employed by the Kano State Government is another dimension in enhancing Accountability and Transparency, as it is a system, which promotes self and corporate accounting principles. It enforces self-discipline, truthfulness, and openness in all undertakings. The Shari’a legal system is therefore a major item in the reform agenda of this Administration.
- Societal re-orientation / “Daidaita Sahu” are additional instruments employed by Government to buttress Accountability, Transparency and anti-corruption crusade. These mechanisms basically emphasize the need for full awareness/awakening of the Umma to be alive to its vested responsibilities and ensure the Government leads by example.

It has been globally realized and accepted that corruption is a virus and a killer disease in development activities. How to cure corruption becomes an important task and engagement in governance. This is the question that has defied single solution. It is therefore necessary to articulate clear goals aimed at eliminating this social menace.
5.5.2 Policy Targets for Accountability and Transparency

- Eliminate nepotism and favoritism in sharing/allocating resources, political offices etc by 2007
- Publish the accounts of government stewardship in the last 2 years by May 2005
- Cut Government overheads by at least 35% by 2005 (focusing on fuel consumption, vehicle maintenance, telephone charges/bills etc)
- Cut capital project cost by at least 35% by 2005 (by employing the techniques of value engineering and value for money audit and allowing market mechanisms to determine prices)
- Improve the speed of service delivery to the people by 100% by 2006.

5.5.3 Strategies for enforcing Accountability and Transparency

Government will attempt to achieve these targets through:

- Awakening the Public Service to public accountability and their responsibility for resources used in delivering service to the people
- Sack and prosecute offending staff or otherwise apply sanctions after following due process, which must be transparent and devoid of any evidence to witch-hunt any person or groups.
- Review certain subsidies and develop ways of sharing certain cost with the general public. Many reports suggest that subsidies are the biggest and cheapest source of fraud and corruption.
- Set spending limits on certain overhead items such as fuel consumption, telephone charges, use of stationery, and other items whose cumulative cost runs into millions of Naira per month/annum
- Publish Government Accounts detailing sources and application of funds including details of how much is collected from which source and which projects were executed at what cost.
- Allow market mechanisms to determine procurement of items and services needed for government service delivery.
- Radical simplification and enforcement of regulations to make corruption unnecessary and costly for officials.
- A new start of an ethical campaign in which leadership inspires and earns the confidence and trust of the public at large through leadership by example.
- Answerability by those who exercise public power for the exercise of such power, i.e. accountability in action.

Other tools that have so far been developed and employed to check corruption include:

Employment of the ‘due process procedure’ that is complimented by the establishment of the Project Monitoring Bureau by the present administration in the State

Adoption of the Shari’a legal system as well as the establishment of Hisbah Board, Zakkat and Hubsi (Islamically dedicated property) Commission and Societal Re-orientation Agencies.

Individuals’ personal responsibility for Accountability and Transparency.

5.6.0 State Independent Monitoring Framework

5.6.1 Introduction
The present Government considers it relevant and important to setup an Independent Monitoring arm to assist in keeping track of the implementation processes. It is the firm belief of the Administration that without an empowered Monitoring outfit the required gouge between plans and actual implementation will remain but a mirage. This vision informed the upgrading of the Monitoring and Evaluation Department to a full pledged Parastatal – PROJECTS MONITORING BUREAU under the Ministry of Planning & Budget.

5.6.2 Functions of PMB
The Bureau is intended as an implementation organ for the strategies identified in the section on reform (above) and has the following responsibilities.

- Appraising proposals on projects programmes and services;
- Monitoring the various stages of implementation of all projects, programmes and services with a view to ensuring compliance with laid down specifications, timeframe and such other stipulated terms and condition;
- Preparing periodic situation reports on projects/programmes and services for the attention of State Government.
- Advising Chief Executive of Ministries and Parastatals in advance on any observed lapses which may constitute impediment(s) to effective goals setting and achievement and recommend appropriate remedies;
- Inter-organizational liaison with Research and Documentation (Government House) to guide policy advocacy and projects/programme formulation;
• Monitoring the implementation of programmes and services of Local Government Councils with a view to harmonizing the efforts of the two tiers of Governments, eliminate duplication and engender speedy realization of overall goals of development;
• Monitoring and Evaluation of projects, programmes and services by other Government Parastatals and extra Ministerial Departments with a view to ensuring coordination; and
• Monitoring the stages of implementation of Federal projects in the State with a view to providing Government with an up-to-date report on execution, quality or any other issues considered relevant to the corporate interest of the State.

5.6.3 Structure of PMB
Though the PMB is new, the Agency has been able to conduct regular/periodic monitoring of projects, programmes and services and produced the first and second quarter draft reports on the implementation of year 2004 approved budget. The reports were submitted to Government and excerpts endorsed to relevant agencies for action. Presently the Monitoring Bureau has four active departments as follows:

- Essential Services Department;
- Economic Services Department;
- Human Services Department; and
- Federal/State/Local Government Projects Harmonization Department.

By discharging these functions, the Projects Monitoring Bureau provides requisite information on the status of projects, programmes and services implementation. This information guides the Ministry of Planning and Budget on plans as well as assists Governments’ to perfect its policies.

5.6.4 Imperatives of Monitoring and Control
Monitoring is a continuous assessment both of the functioning of the project activities in the context of implementation schedules and of the use of project inputs by targeted population in the context of design expectation. It is an an essential part of good management practice and therefore an integral part of day-to-day management. Monitoring and evaluation is thus about benchmarking performance against best practices.

Evaluation is a periodic assessment of the relevance, performance, efficiency and impact of the project in the context of its stated objectives. To repeat a point earlier made, the monitoring team comprises the Ministry of Planning and Budget, Office of the Accountant General, Office of the Auditor General, State House of Assembly, EPC and the Executive
Council and Legislature. The tasks include the securitization of physical and financial records, the details of inputs and services provided to beneficiaries.

Monitoring is a key instrument used to assess pre-programme implementation phase, programme implementation phase and post-programme implementation phase. The aims of both monitoring and evaluation are to improve the overall management of the programmes/projects and to enhance their performance by providing information and feedback on the implementation and the performance of the programmes/projects to all parties concerned.

For effective programme delivery there should be periodic monitoring and evaluation of projects. In this regards, executing agencies have a duty to monitor the progress of their projects in addition to the monitoring efforts of the coordinating unit and that of the Ministry of Planning & Budget. All projects/programmes are to be closely monitored to ensure that they conform to the stated objectives, targets and scope.

In monitoring and evaluation information is required on: -

**Inputs**
These comprise the physical and financial element that is provided to the project to achieve its objective. Typically, these inputs will consists of manpower, machinery, other goods (K-SEEDS, medicines, books etc.) and money taken as a whole; the inputs are the tools with which the job will be done.

**Outputs**
This is the first and lowest of the various “result” levels of the project clearly the nature of the outputs will depend on the particular project. In essence the measure of output concerns the quality and efficiency of the delivery system. For example, are the inputs or the results of the inputs being delivered to those for whom the project is intended?

**Effects**
This is the second level of the “result” sequence and is concerned with the way in which the outputs of the project are translated into improvements in the activities or measurements concerned.

**Impact**
This is the highest of the “result” sequenced with the way in which the effects of the project lead to improvements in the overall project goal.
Capacity building in form of training is needed to conduct ex-ante and ex-post evaluation as well as detailed feasibility studies for projects. This will help in harmonizing the monitoring activities and will help to make them effective. An appropriate monitoring system is needed that will allow recipient to play a central role under the programme. The system will also enhance the generation of adequate data needed for decision-making, effective implementation and above all public accountability.

Monitoring and Evaluation is an essential component of any development effort. It is the mechanism through which implementation process is pursued to ensure that projects, programmes and services are carried out in accordance with the designed policies and plans to ensure the attainment of set objectives.

In addition to the Bureau’s activities, it is important that Monitoring and Evaluation Units be established at individual programme or sectoral levels. These will augment the capacity of the Bureau for regular following-ups of the implementation process.

5.6.5 Conclusion
Based on the forgoing it is very clear that the Kano State Government has put the necessary monitoring tools in place to meet the required Monitoring and Evaluation component of the K-SEEDS throughout the three-year period. Finally, it is pertinent to mention that the bane of all developmental efforts has been with the implementation process. Therefore, effective management of the implementation of the K-SEEDS can be the only answer to full realization of its objectives. Some implementation problems can be addressed through the following:

- Breaking programme into tasks and see to the provision of adequate resources at the right time towards achieving set objectives;
- Avoiding distortion of development pattern through misapplication of resources; and
- Avoiding insufficient preparatory analysis, sectoral assessment, feasibility studies and technical appraisal to provide required information for subsequent designs.
APPENDICES
APPENDIX I
Economic Empowerment Programme
(Pilot Projects)

Introduction
Priority areas were identified by each of the fifteen ministries and their Parastatals. Although traditional project design and their financial analyses were completed, certain special activities, among those classified as socially expedient, received special attention. Accordingly, three pilot projects were designed, (with two targeted at women economic empowerment and development and HIV/AIDS).

1. Agro Forestry Pilot Project:

Aim
Women in the rural areas especially widows and the divorced faced numerous problems ranging from poverty to malnutrition coupled with environmental degradation within their communities. This Government is committed to the goal of eliminating poverty among widows/rural women, eliminating malnutrition among children and providing employment to the rural youth.

Objective
To alleviate poverty and address the problem of malnutrition among rural women and children, through their involvement in environmentally friendly income generating activities.

Target
To support forty-four women groups to establish and manage one hectare community orchards as organized groups of producers. A total of 44ha of such orchards will be established, one hectare in each of the 44 LGAs of the State as pilot projects.

Strategy
- Identification of the most disadvantaged communities as pilot sites involving all stakeholders.
- Sensitization and mobilization of women in the selected sites/communities to form groups. Where such groups exist they will be strengthened and used.
The Kano State Economic Empowerment and Development Strategy (K-SEEDS)

• Training of the so formed women groups in group dynamics, record keeping, and elementary agro-forestry/orchard management.
• Support the women groups with improved seedlings, simple tools and technical support to establish and manage community orchards.
• Close supervision and monitoring of project implementation

2. **Women Development Centers Pilot Projects:**

**Aim**
Women advancement is being hindered by poverty, illiteracy and some negative traditional practices. The aim of Kano State Government is to fully integrate women into development and economic structures that will give them opportunities for sustainable livelihood. It is in pursuance of this that the Government plans to increase the number of Women Development Centers as well as rehabilitate existing ones.

**Targets**

• Increase employment opportunities for women from the present 12% to 20 % by 2007 in all the formal sectors of the Government
• Increase investment opportunities for women in micro-business schemes by 20% by 2006
• Increase the literacy rate of women by 20% by 2007
• Provide women who live with PLHA access to medical and social facilities by 2005
• Reduce the present maternal mortality rate of 1700 per 100, 000 to 1500 by 2007.

**Strategy**
The Government would establish fifteen more women centers in addition to the forty-four existing ones for improved skills acquisition and capacity building. In addition, the Government will:

• Rehabilitate existing women centers
• Set up additional development centers
• Provide training in various trades and crafts
• Create and manage the credit revolving loan scheme;
• Sensitize women on development process in order to raise their awareness in poverty and economic empowerment
3. **Economic Empowerment Cottage Industries Pilot Projects**

**Introduction**

Youth employment is a clear solution to the following societal problems:

1. Rural and urban poverty
2. Societal decay
3. Violent Crime
4. Ethno-religious crises
5. Illiteracy
6. Urban congestion and

To address these problems Government has considered and selected some areas for wealth creation, employment generation and to generally empower the youth in order to raise their standard of living. These areas are listed below.

**Step 1. Grouping**

This means grouping the youths according to educational background, genders and age bracket.

**Step 2. Orientation and sensitization**

Give the youth the necessary orientation and sensitization aimed at preparing their minds for the challenges ahead i.e. self-reliance, self-employment and sustainable improvement on their standard of living.

**Step 3. Training and Retraining**

Government will provide practical and customized training to be handled by various consultants and to be conducted using available State owned infrastructure.

**Step 4. Setting up Mini-Industrial Complex**

The State Government would provide supportive infrastructure by leasing empty warehouses located in various parts in the metropolis and local Government areas e.g. KNARDA warehouses. The Government would put such warehouses in good shape, partitioned and fitted with power supply (Generator and NEPA) and water as the case may be.
Step 5. Registration into business groups

Using Kano Cooperative Federation or the youth development unit under ministry of information, youths would be registered into business groups. Each Business Group shall contain a minimum of five persons and maximum of nine persons.

4.1 Policy Targets

Synopsis of each of the package is indicated below. Each package is subject to full feasibility study report.

Package 1: Vegetable Oil Extraction

One unit of oil extraction factory to be established by mid 2005;

Package 2: Tailoring

500 tailoring machines to be acquired by mid 2005 for sewing and designing;

Package 3: Feed Mills

Establish 100 feed mills that can process groundnut cake into animal and chicken feed.

Package 5: Domestic Waste Disposal & Management

1 no. refuse disposal for private homes in Kano to be established in 2005.

Package 6: Printing and Publishing

25 cord machines and other accessories to be employed.

Package 7: Laundry And Dry Cleaning

This is a good business. People are realizing the need for an efficient dry cleaning service. It is expected that 25 centers will be established by 2006.

Package 8: Auto Repair and Maintenance

This business is in high demand considering the number of vehicles in Kano and its metropolis. Every day people are buying more cars and
keeping them road-worthy has become the communities’ priority. The youth who are seeking employment are encouraged to train in this profession. Many youths start this trade as apprentices and graduate to become motor mechanics. Establishment of these repair centers will increase the employment of youths.

**Package 9: Furniture Production**

The demand for furniture in Kano is quite good and rising and therefore attractive to new entrants. This will enhance employment and create additional wealth in the sector. 25 factories will be established by 2006.

**Package 12: Block Moulding Industries**

With growing population, demand for accommodation in increasing by the day. Therefore the demand for block has become a necessity and the demand is very high. It is anticipated that 25 industries will be developed.

### 4.2 Policy Strategies

Below is the step-by-step approach towards achieving the Stated employment generation target.

3.1 Conduct sensitization aimed at preparing the minds for the challenges ahead i.e. self-reliance, self-employment and sustainable existence.

3.2 Screen the youths in an Entrepreneurship Clinic. This will assist in discovering the talents in them. This can be done by employing the services of a consultant.

3.3 Provide supportive infrastructure by leasing empty warehouses located in various parts in the metropolis and local Government areas e.g. KNARDA warehouses. The Government would put such warehouses in good shape, partition and fit them with power supply (Generator and NEPA) and water as the case may be. Warehouses would be secured in all the local Governments across the State. This will represent locations for cottage industry machines.

3.4 Using Kano Cooperative Federation or the Youth Development Unit under ministry of information, youths would be registered, as stated above, into business groups. The same organ would be used for arbitration and settlement of disputes between partners. The groups would apply to the State Government for loans by completing all the necessary formalities and documentation.
Monitoring and Evaluation

For the purpose of sustainability, monitoring and supervision must be given top priority. Projects monitoring consultants are responsible for this aspect. The essence is to ensure that the ventures continue to stay in business and to also report to the Government on the degree of success of the entire scheme.