



KOGI STATE DEVELOPMENT PLAN 2024-2056

SHARED HOPE AND PROSPERITY

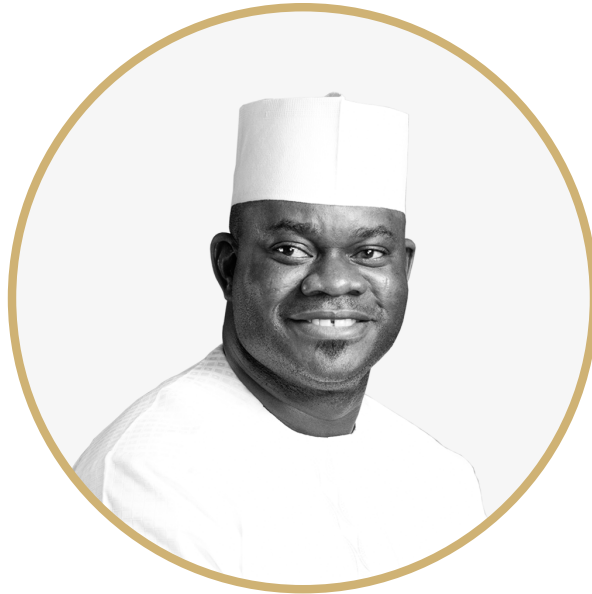


Ministry of Finance, Budget and Economic Planning
Kogi State Development Plan 2024-2056

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Change has come to Kogi State.
I may be the Torchbearer, and
Custodian of it, but you, the great
united people of Kogi State, are
its Owners and Proprietors. Let us
arise together, take our Collective
Destiny in our hands and go forth
excitedly to chart our
New Direction.

Kogi, *THIS CHANGE IS YOURS.*

Extract from the Inaugural Speech of His Excellency,
The Executive Governor of Kogi State,
Alhaji Yahaya Bello, CON

27th January, 2016





Our Vision for Consolidation and Continuity seeks to sustain our journey on the new direction path to lift Kogi State to a higher level of performance and success. We pledge to vigorously implement the broad ideas and initiatives presented in this document, the 32-Year Development Plan, to granular levels.

Kogi, Confluence of Opportunities

Extract from Consolidation and Continuity Manifesto of
The Governor-Elect of Kogi State,
Alhaji Usman Ahmed Ododo



Game Changers - The New Direction Team



His Excellency Yahaya Bello
Governor, Kogi State



His Excellency Edward Onoja
Deputy Governor, Kogi State



Mrs Folasade Arike Ayode, PhD.
Secretary to the State Government



Pharm. Abdulkareem Muhammed Jamiu Asuku
Former Chief of Staff



Mrs. Hannah Onyinoyi
Kogi State Head of Service



Hon. Sunday Faleke
Deputy Chief of Staff



Commander Jerry Omodara (rtd)
State Security Adviser



Muhammed Sani Ibrahim, SAN
State Attorney General and Commissioner for Justice



Sen. Abubakar Sadiq Ohere FNSE
Former Commissioner Works and Housing



Hon. Asiwaju Asiru Idris FCA
Commissioner for Finance, Budget and Economic Planning



Hon. Momodu Ozigi D.
Commissioner for Local Government and Chieftaincy Affairs



Hon. Abdulmutalib Muhammed
Commissioner for Energy and Rural Development



Hon. Wemi Jones
Commissioner for Education, Science and Technology



Hon. (Evang) Kingsley Olorunfemi Fanwo
Commissioner for Information and Communication



Hon. Abubakar Bashir Gegu
Commissioner for Solid Minerals and Natural Resources



Hon. Jibrin Momoh
Former Accountant General



Hon. Yusuf Okala
State Auditor General



Sule Salihu Eneke
Executive Chairman, Kogi State Internal Revenue Service



Hajia Habibat Oyiza Tijjani
Accountant General Kogi State



Barr. Moses Okezie
DG. Research and Development



Onogwu Muhammed
Chief Press Secretary to the Governor



Foreword



The desire to use a strategic plan to drive the State development agenda has been an utmost priority of our administration. The common saying that, if you fail to plan, then you plan to fail, has always been a strong personal guiding principle in everything I undertake, for which I desire tangible results. This thinking underpinned the urgency and commitment with which we developed the New Direction Blueprint, upon the take-off of our administration in 2016, on which the current successes of our Administration are anchored.

I should emphasize that the success of the New Direction Blueprint lies in the participatory process that birthed it. We took the decision to consult and engage widely with our people and harvested their priorities, as well as saw first-hand the extent of challenges that we had to contend with. Based on these engagements, we were able to determine

where we were, where we wanted to be and what we needed to do to get there. This is the success story of the New Direction Blueprint.

The idea of a State Development Plan had been in the works for some time, particularly, following the success of the New Direction Blueprint and the obvious changes in our priorities that required a new plan to accomplish. Given this situation, we were compelled to initiate the process of developing a new plan that will not only address the prevailing and emerging development challenges but also envisions a Kogi State of our collective dream.

I must place on record that, a 32 Year State Development Plan was not the initial consensus of our team, as some of our technical team favoured a 10 Year Development Plan but our argument has been to put in place, a State Development Plan that will not only outlive this generation but is able to serve as a binding template to which we shall all commit ourselves.

This long-term plan has been developed, with a clear understanding that it is a living document that will continue to accommodate the changing needs of our people from time to time.

The plan stands out, in the context of the broad areas it covers, including a Monitoring and Evaluation mechanism, to track progress and correct deviations. The plan is sequenced into sectors with each containing an overview, challenges and opportunities, objectives and targets, strategies and policies, outcomes and results framework. I am particularly impressed by the result framework, because its gives a picture of sector targets and the expected



annual quantifiable incremental changes, to be benchmarked through a Monitoring and Evaluation plan. The import of the Monitoring and Evaluation Plan is that, it guarantees the resilience of the plan by serving as a tool to identify and address implementation issues in an efficient and timely manner.

This great Plan is ushering in a new Administration and many more Administrations to come after it. Any good plan everywhere is tailored towards addressing societal needs. If and when these needs change, the Plan will also have to change. Otherwise, the Plan will lose its relevance. Therefore, the plan is a work-in-progress that will be reviewed in line with changes in the needs of our people.

This country, our country, Nigeria, is witnessing several critical reforms, courtesy of Mr. President, His Excellency, Bola Ahmed Tinubu (GCFR), from subsidy removal on fuel to a market-led foreign exchange regime. The impact of these reforms is undoubtedly inflicting a lot of short-term pains on our people but in the medium to long-term, the system is expected to witness significant macro-economic stability that will pave the way for us to begin to reap the benefits of the reforms. The implemen-

tation of this Plan will surely benefit from the expected business friendly environment, which gives us the confidence that the future of our State and country is very, very bright.

I must commend our team, from the Steering Committee members under my leadership to the Technical Working Groups/consultants, led by the Hon. Commissioner of Finance, Budget and Economic Planning, Mukadam Asiwaju Asiru Idris, for the incredible effort that went into the development of the Plan. Importantly, our people everywhere, including our highly supportive development partners, and other critical stakeholders, deserve our special appreciation for their continued interest in the development of the State. We must work together in this Kogi development project, to ensure that the plan is not just implemented but that it is able to deliver the Kogi State of our collective dream.

So help us God. Ameen.

H.E. Yahaya Bello, CON

Executive Governor, Kogi State



Developing the Plan



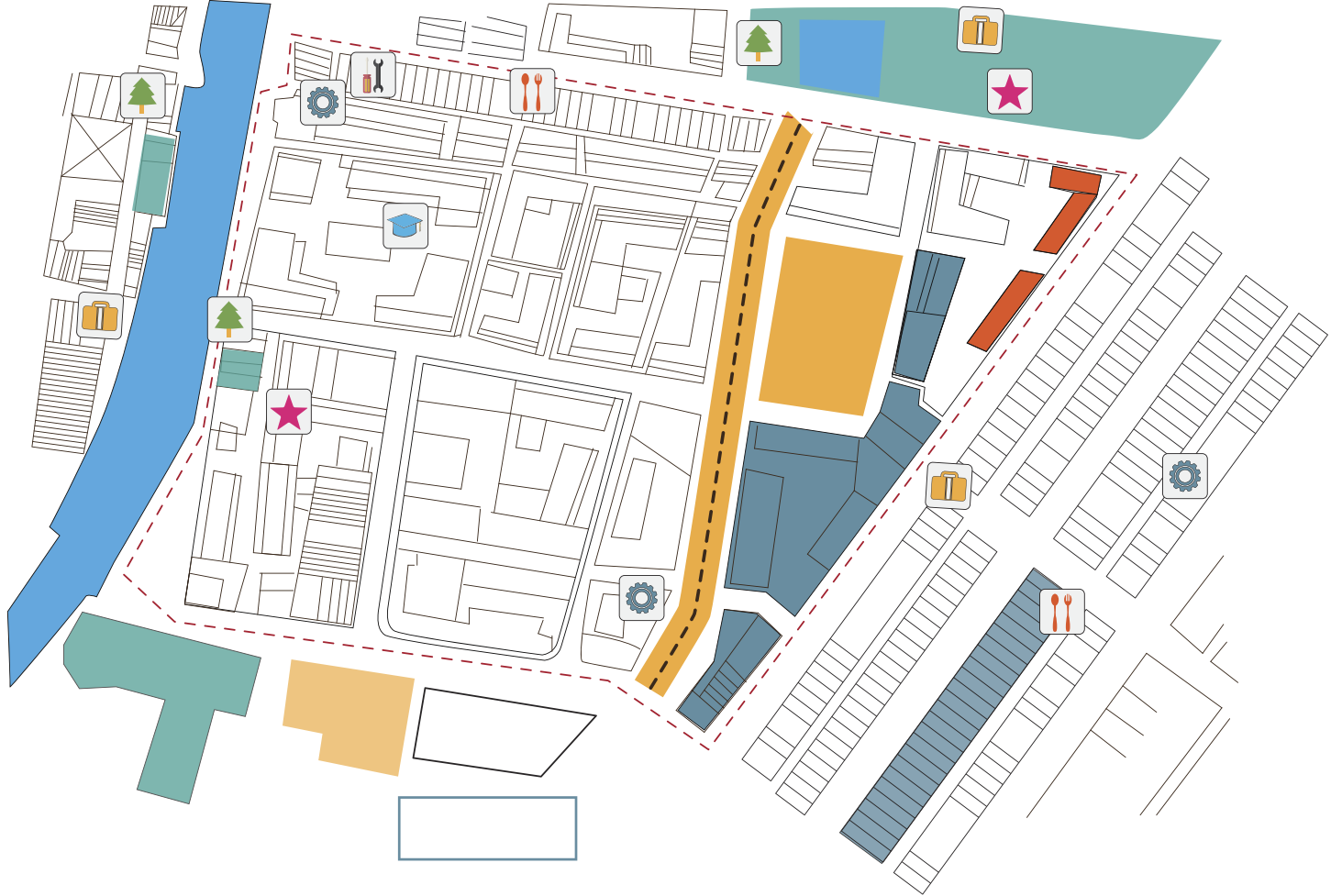
The development of this historic Kogi State Development Plan 2024-2056, started from a discussion with His Excellency, Alh. Yahaya Bello, CON, the Executive Governor of Kogi State, sometime in 2019, in which he indicated his interest to bring our people together to develop a participatory long term plan, that is aligned with the Sustainable Development Goals (SDGs) and takes into consideration the current global, national and local issues of climate change, food insecurity, water scarcity, biodiversity loss, health, peace and security, poverty and internal displacement, unemployment and the cost of living crisis, hunger and malnutrition, modern education, ethnic crises and banditry, amongst others.

The idea of the Plan was also discussed severally at the State Executive Council, where

members extolled the Governor's thinking and underlined the benefits of developing such a Plan for the growth and development of the State. These discussions continued on-and-off, including several engagements with the UNDP and the Office of the Senior Special Assistant to the President on Sustainable Development Goals (OSSAP-SDGs), on the possibility of assistance and technical support. In 2021, the Governor formally approved the institutional framework for the Plan by constituting the Steering Committee (SC) and Technical Working Group (TWG). The Steering Committee, which was headed by the State Governor, Alh. Yahaya Bello (CON), the Executive Governor of the State, had 29 members, consisting mainly of political heads of MDAs. As the apex Committee, it provided overall leadership and direction, including funding and process facilitation, for the development of the Plan.

The Technical Working Group (TWG), which was the engine of the Plan development, was largely drawn from the Planning, Research and Statistics Departments (DPRS) of MDAs, the academia, CSOs/NGOs, Traditional Institutions, National Council of Women Society (NCWS), Youth Organizations, Faith-Based Organizations, Persons with Disability (PWD), Community and Opinion Leaders as well as the Lead Consultant in person of Mr. Ajanaku Audu and the UNDP/OSSAP-SDGs Technical Consultant Mr. Francis Onyilo. Indeed, the assistance and technical support from UNDP/OSSAP-SDGs was immeasurable in concluding this project, from the first level activities of Costing and Needs Assessments to providing





technical guidance and co-facilitation at various stages of the Plan development.

The official flag-off of the Plan development was performed by the State Governor, His Excellency, Alh. Yahaya Bello (CON), to underscore the importance attached to the project, on 23rd September, 2022. This event took place at Glass House, Government House, Lokoja, and attracted stakeholders from across the State and beyond including members of the State Executive Council, representatives of the State House of Assembly, representative of the Judiciary, traditional rulers, academia, CSOs/NGOs, representatives of National Council of Women Society, Persons with Disability (PWD), faith-based organisations, the business community, market associations, farmers' groups, amongst others.

The thinking behind the Plan and roadmap for its development were unveiled at the meeting and stakeholders generally commended the initiative and pledged their support and active participation in the process. Varied inputs were obtained for inclusion in the Plan.

The TWG, which functioned under my leadership and under the day-to-day technical coordination of the Permanent Secretary, Budget and Economic Planning, Mr. Olajide Samuel, had series of engagements with the MDAs. These engagements were very critical, as they provided the TWG with the required insights into sector challenges and opportunities, including ongoing interventions and best practices that can be leveraged. The findings from these engagements availed the TWG of critical inputs that shaped the Plan.



The technical experts also engaged with stakeholders in the three Senatorial Districts, in Anyigba, Kabba and Okene to further broaden the consultative approach. This was done with support from the UNDP/OSSAP–SDGs’ assistance and technical support. The exercise was very revealing, as our people from different backgrounds and classes, consisting of the poor, the rich, the weak and vulnerable, CSOs, traditional rulers, community leaders, PWDs, Local Government officials, farmers’ groups, business groups, youth organisations and so on, all spoke their minds candidly on the needs of their groups and communities, respectively. In particular, they enumerated the various areas of opportunities in their communities that, if explored, will catalyse the local economy for growth and development. Some stakeholders prioritised portable water, while others emphasised roads, schools, healthcare, electricity, security around farmers/herders’ crisis, to mention a few. This gave us the sense that the needs of our different communities are, to a great extent, varied. The findings from these consultations, hugely guided the thoughts behind the broad challenges and opportunities captured in this document.

In developing the Plan, the TWG had months of technical sessions, particularly with our teams from the MDAs, CSOs and the Consultants. Some issues took considerable time to review and agree upon. Certainly, this aspect of the Plan development was the most challenging, as everything that went into the Plan in terms of challenges and opportunities, objectives and targets, strategies and policies, outcomes and results framework, was thoroughly discussed and agreed on. Relevant people and

documents were consulted that strengthened the quality of the inputs. Past documents were reviewed including the KOSEEDS, New Direction Blueprint, SDGs, Africa Union Agenda 2063, National Development Plan, just to name a few. Several visits were made to the National Bureau of Statistics while the Ag. Statistician General of the State supported the process immeasurably with data and information.

I wish to thank His Excellency, the Executive Governor of Kogi State, Alh. Yahaya Bello CON, for making this day possible. His determination, foresight and strategic outlook has now placed Kogi State on an elevated pedestal. Finally, permit me to express my sincere appreciation to all public officers across MDAs and in particular, the Ministry of Finance, Budget and Economic Planning, for their untiring commitment towards the completion of this great assignment.

I believe very strongly that the strategies and policies set out in this Plan will propel Kogi State towards our shared vision of “a highly innovative, healthy and prosperous State anchored on peace, resilient infrastructure, sustainable environment and good governance with confluence of opportunities”.

To God be the Glory!

Mukadam Asiwaju Asiru Idris (FCA)

Honourable Commissioner

Ministry of Finance, Budget and Economic Planning



Acknowledgements



I am delighted to extend my sincere appreciation to all the individuals and teams who have contributed to the success of our 32-year Development Plan for the State. Your commitment, hard work, and dedication have been instrumental in reaching this significant milestone.

The preparation of this long-term plan would not have been possible without the collaborative efforts of all involved. I must commend all stakeholders particularly the UNDP for their unwavering support and innovative contributions that have propelled our state toward a future of sustainable development and prosperity.

I want to specially express my gratitude to the Technical Working Group led by the Hon. Commissioner for Finance, Budget, and Economic Planning, Hon. Mukadam Asiwaju Asiru Idris, and the Technical Working Committee for their invaluable role in making this plan a reality. Your leadership and vision

have steered us towards this milestone. It is through your guidance that we have been able to make significant progress in our long-term development goals.

I wish to acknowledge the Consultants, the Statistician General of the State, the Directors, the staff of the Ministry of Finance, Budget, and Economic Planning and members of Civil Society Organisations (CSOs). Your dedication has laid a strong foundation for the continued progress and growth of our State. The meticulous planning, coordination, and sustained effort deserve special recognition.

As we celebrate this achievement, I am confident that the positive impact of our long-term plan will be felt for years to come by successive governments. I look forward to continuing our collective journey toward a brighter and more prosperous future for all our citizens.

Finally, this Development Agenda would not have been produced without the inspiration, vision, determination and leadership of His Excellency, the Executive Governor of Kogi State, Alhaji Yahaya Bello CON, who graciously made available all the resources needed for the preparation of the Plan.

It is my sincere belief that this Plan will accelerate our journey towards sustainable development.

Mr. Olajide Samuel

Permanent Secretary,

Ministry of Finance, Budget and Economic Planning

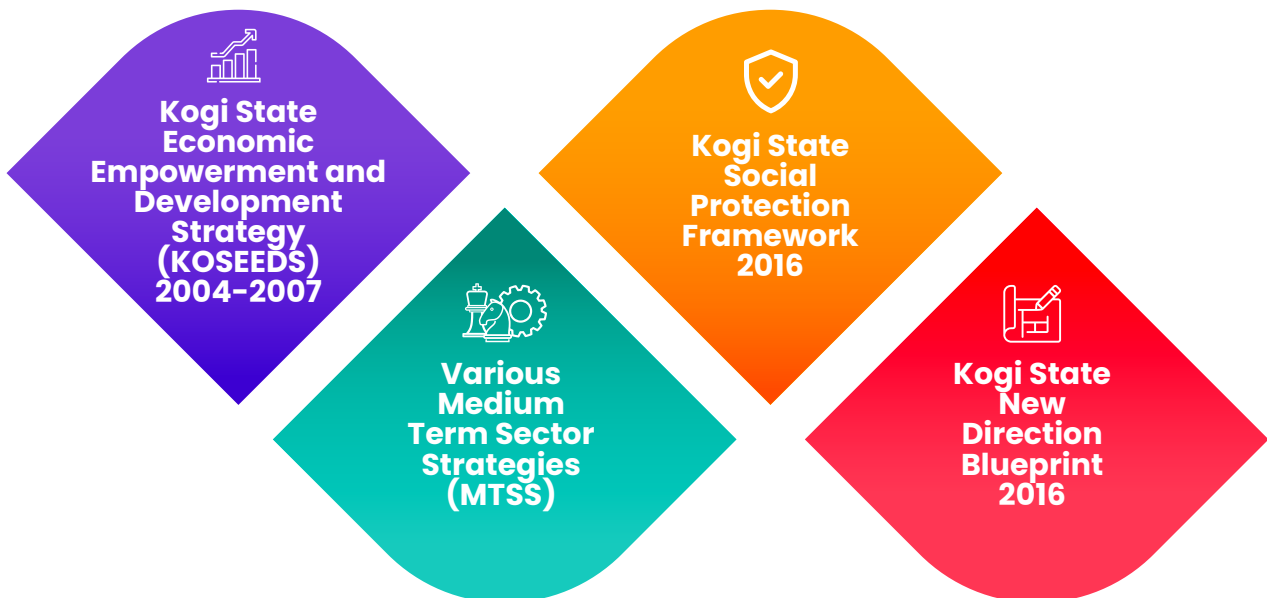


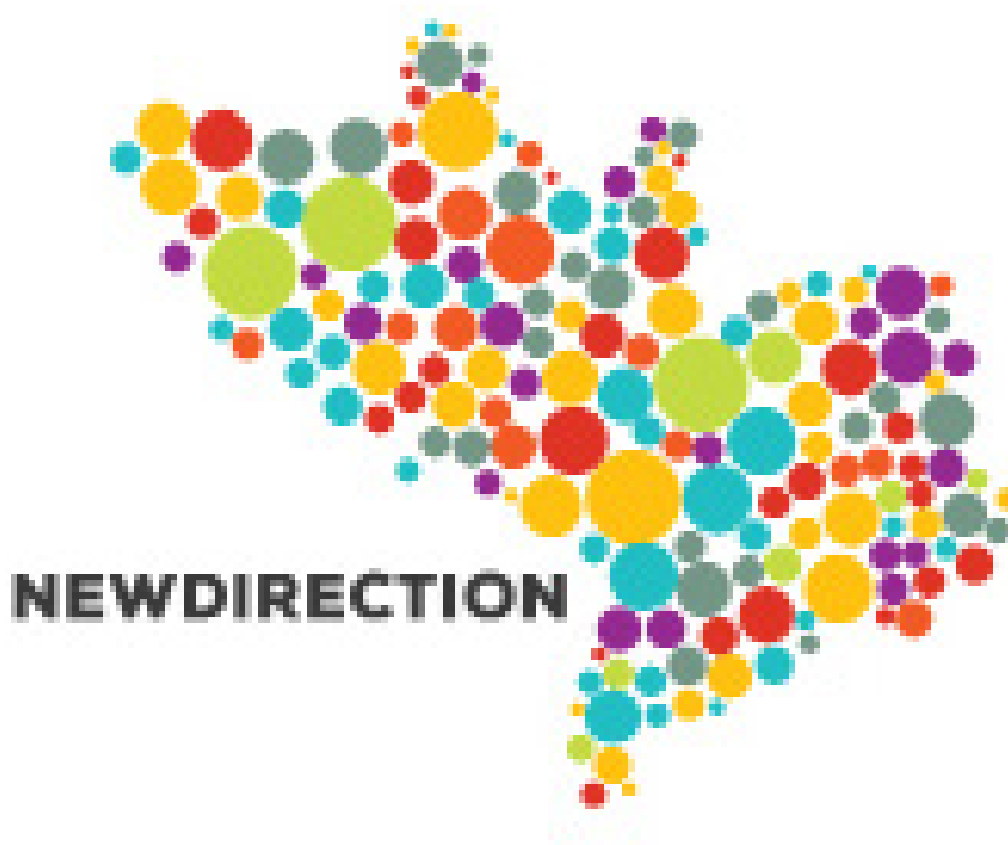
Executive Summary

Introduction

Since the creation of Kogi State in 1991, there is no strong historical evidence of development planning in the State. However, there have been a number of policy strategies by successive administrations in the state in line with social, economic and governance priorities.

These include:





The thrust of all these policy initiatives were to drive socio-economic development in the State through the provision of much needed infrastructure, improve health and human services, provide education, create jobs and improve governance, amongst others. The Kogi State New Direction Blueprint is the extant embodiment of the priorities of the State and serves as a foundation for the Kogi State Development Plan 2024-2056.

Building on The New Direction Blueprint

The Kogi State New Direction Blueprint 2016 covers five (5) thematic areas for driving

the developmental efforts of the state. The thematic areas were identified from a grassroots-engagement process along with the development priorities of the State administration. The thematic areas are: Education, Health, Job Creation and Youth Engagement, Infrastructure and Utilities, Public Sector and Pension Reforms. Each thematic area has various MDAs of the State Government mapped against it to drive the implementation of programmes and projects.

The New Direction Blueprint makes various recommendations and proposes numerous actions for each of the thematic areas, which were critical in the development of this Plan. The Plan expands the thematic areas from five (5) to fourteen (14), highlighting the broader nature of the Plan as a more longer-term focused aspiration of the State.





Vision

A state distinguished by its exceptional innovation, health, and wealth, firmly established on the foundations of peace, durable infrastructure, an environmentally sustainable approach, and exemplary governance, presenting a confluence of diverse opportunities.



Mission

To foster an enabling environment for socio-economic development and cohesion through all-inclusive, efficient and transparent management of the State's commonwealth and human capital.





Goals

The associated goals of the Plan are to:



achieve a high standard of living through sustained economic development that facilitates decent work and living in a sustainable way;



become a modern society driven by technology and innovation that inclusively caters for all citizens in a fair and equitable manner;



provide best-in-class educational and health services that allow for continuous human capital contribution to socio-economic development;



transform the State through world-class infrastructure and become a strategic business and investment confluence that attracts local and international investors; and,



strengthen institutional capacity to govern and mobilise resources for administering a peaceful, secure and just society.



Development Pillars and Constituent Sectors

Development Pillars	Constituent Sectors
Fostering Prosperity	<ul style="list-style-type: none"> ◆ Agriculture and Food Security ◆ Business, Innovation and Skills ◆ Communication and Digital Economy ◆ Mining and Mineral Resources ◆ Culture and Tourism
Building Resilience	<ul style="list-style-type: none"> ◆ Education and Human Capital Development ◆ Health and Human Services ◆ Infrastructure ◆ Natural and Built Environment ◆ Water and Sanitation
Providing Direction	<ul style="list-style-type: none"> ◆ Finance and Revenue Mobilisation ◆ Governance and Administration ◆ Security, Law and Justice ◆ Social and Youth Development





Financing the Plan

The Kogi State Government is fully committed to the success of this State Development Plan and is not unmindful of the role that adequate financing will play in the implementation of the Plan. As such, it is critical that the additional funding requirement occasioned by the various strategies and policies specified in this Plan are mobilised in due course and effectively administered toward achieving the desired outcomes of the State and its people. To achieve the target revenue for financing the Plan, the State will adopt a number of fiscal policy initiatives over the Plan period geared towards ensuring greater control over existing revenue sources and creating and expanding new ones.

The long-term nature of the Plan creates challenges for reliable revenue projections.

Plan Implementation

For any type of Plan, effective implementation is critical. Strategies and policy actions are meaningless if such statements do not leave the paper on which they are written. Which is why the implementation plan for this Plan is included in the part of the Plan aptly titled

Various global events make it very difficult to make accurate revenue forecast beyond a few years. Events that significantly influence macro-economic factors which are outside the control of the State such as the ongoing global conflicts in Eastern Europe and the Middle-East, technological advancements and the effects of climate change, all combine to make global direction unpredictable. In the same vein, the global cost of implementing the Plan has not yet been done as the specific projects and interventions are still being developed. Therefore, the more reliable projection and approach to revenue management for the implementation of the Plan is the rolling three-year Medium Term Sector Strategies (MTSS) which serve as the basis for annual budgets.

“Paper to Reality”. Kogi State fully accepts that no desired outcome will be attained if this Plan is not implemented, and fully implemented at that. Therefore, following careful deliberations and consultations, the implementation approach of this Plan has been developed. This



is the first State Development Plan for Kogi State, as such, it becomes critical that the implementation strategy adopted is fit-for-purpose.

Successful implementation of this Plan requires the contribution of all stakeholders drawn from the public and private sectors, and the State citizenry. As the party tasked with providing direction, State Government institutions will take the lead in coordinat-

ing all other stakeholder groups during the implementation. Therefore, the institutional framework for the Plan implementation covers the State Executive Council, Sector Implementation Councils, Legislature, a Special Delivery Unit on Plan implementation, Monitoring and Evaluation Units of MDAs and other critical stakeholders covering CSOs, private sector and development partners.

Structure of the Plan

This Plan is documented in five parts, comprising twenty-one chapters. Each part is made up of several chapters reflecting the title of the part and to capture the thrust of the Plan.

Part one (The State of Kogi) consists of three chapters which provide: the profile of Kogi State alongside general information and background; Kogi State Development Plan 2024-2056; and, the Strategic Framework.

Part two (Fostering Prosperity) consists of five chapters covering aspects of business and economic development: Agriculture and Food Security; Business Innovation and Skills; Communication and Digital Economy; Mining and Mineral Resources; and, Culture and Tourism. Each chapter presents an overview of the sector, challenges and opportunities, objectives and targets, high-level strategies and policies, expected outcomes and results framework.

Part three (Building Resilience) contains five chapters on the social and environmental capacity to support prosperous communities: Education and Human Capital Development; Health and Human Services; Infrastructure; Natural and Built Environment; and, Water and Sanitation.

Part four (Providing Direction) is divided into four chapters covering the governance aspects of the Plan: Finance and Revenue Mobilisation; Governance and Administration; Security, Law and Justice; and, Social and Youth Development.

Finally, part five (Paper to Reality) contains four chapters on the implementation aspects of the Plan: Financing; Implementation; Monitoring and Evaluation; and, Communication and Engagement.



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Acronyms and Abbreviations

ACReSAL	Agro-Climatic Resilience in Semi-Arid Landscapes
ActionAid/PIBCID	Participation Initiative for Behavioral Change in Development
ADP	Agricultural Development Project
ADR	Alternative Dispute Resolution
AIDS	Acquired immunodeficiency syndrome
APPEALS	Agro-Processing, Agricultural Productivity Enhancement and Livelihood Improvement Support
AU Agenda 2063	African Union Agenda 2063
BOA	Bank of Agriculture
BOI	Bank of Industry
CBN	Central Bank of Nigeria
CCTV	Closed-Circuit Television
CNG	Compressed Natural Gas
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
ECCDE	Early Child Care Development Education
EFA	Education for All
EIA	Environmental Impact Assessments
EWER	Early Warning/Early Response
FAAC	Federal Account Allocation Committee
FAO	Food and Agriculture Organization
FCT	Federal Capital Territory
FGN	Federal Government of Nigeria
FME	Federal Ministry of Education
GDP	Gross Domestic Product
GSM	Global System for Mobile Communication
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IFAD/VCDP	IFAD Value Chain Development Programme
IGR	Internally Generated Revenue
JAMB	Joint Admissions and Matriculations Board
KEDA	Kogi Enterprise Development Agency
KG	Kogi
KGHA	Kogi State House of Assembly

KGIRS	Kogi State Internal Revenue Service
KGSBS	Kogi State Bureau of Statistic
KOGROMA	Kogi State Road Maintenance Agency
KOSEEDS	Kogi State Economic Empowerment and Development Strategy
KOSEPA	Kogi State Environmental Protection Agency
KSWMB	Kogi State Sanitation and Waste Management Board
L-PRES	Livestock Productivity and Resilience Support Project
LGA	Local Government Area
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MFBEF	Kogi State Ministry of Finance, Budget and Economic Planning
MICS	Multiple Indicator Cluster Surveys
MIREMCO	Kogi State Mineral Resources and Environmental Management Committee
MOEST	Kogi State Ministry of Education, Science and Technology
MSMEs	Micro, Small and Medium Enterprises
MTSS	Medium Term Sector Strategy
NA 2050	Nigeria Agenda 2050
NAFDAC	National Agency for Food and Drug Administration and Control
NBS	National Bureau of Statistics
NCC	Nigerian Communications Commission
NDP	National Development Plan
NECO	National Examinations Council
NERDC	National Education Resource Development Centre
NG-CARES	NIGERIA COVID-19 Action Recovery and Economic Stimulus Program
NIHOTOUR	National Institute for Hospitality and Tourism
NIPC	Nigeria Investment Promotion Council
NOTAP	National Office for Technology Acquisition and Promotion
NPC	National Population Commission
NTDC	Nigeria Tourism Development Corporation
NTI	National Teachers Institute
PEBEC	Presidential Enabling Business Environment Council
PHCs	Primary Healthcare Centres
PPP	Public Private Partnership
PWDs	Persons with Disability

QoS	Quality of Service
RMRDC	Raw Materials Research and Development Council
RUWASA	Kogi State Water Board and Rural Water Supply and Sanitation Agency
SASCP	State Malaria Elimination Program and State AIDS and Sexually Transmitted Infection Control Programme
SDGs	Sustainable Development Goals
SDP	State Development Plan
SEC	State Executive Council
SESOP	Kogi State Education Operational Plan
SESP	Kogi State State Education Strategic Plan
SICs	Sector Implementation Councils
SIPs	Sector Implementation Plan
SMEDAN	Small and Medium Enterprises Development Agency
SMoH	Kogi State Ministry of Health
SON	Standard Organisation of Nigeria
STEM	Science, Technology, Engineering and Mathematics
UHC	Universal Health Coverage
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VAPP	Violence Against Persons Prohibition Act 2022
WAEC	West African Examinations Council
WASH	Water Sanitation and Hygiene



Part One:

The State of Kogi

- ◆ Kogi: Past and Present
- ◆ Kogi State Development Plan 2024–2056
- ◆ Strategic Framework of the Plan

Kogi: Past and Present

01

At a Glance

The area, which is today known as Kogi State, was formerly a geo-political unit called Kabba Province in the then Northern Region. It was made up of Igala, Ebira, and Kabba Divisions with its administrative headquarters in the present state capital, Lokoja. The state creation exercise of 1967 and the abolition of the provinces and regions led to the merging of the then Ilorin and Kabba provinces to form Kwara State with its headquarters in Ilorin. This status quo remained until 1976 when, in another State creation exercise, the former Igala Division was excised and merged with Benue province to form Benue State with the headquarters in Makurdi.

Kogi State came into being on 27th August 1991, during the State creation exercise that gave birth to nine new States under the then General Ibrahim Badamasi Babangida Administration. In effect, the part of the old Kabba province that remained in Kwara and the one that was made part of Benue State were excised and brought back together to form Kogi State with its headquarters in Lokoja. The creation of the State was indeed a significant development for its citizens. This is because it brought about the re-union of a people who had shared a common history and co-existed peacefully within a common polity for more than 80 years.

Geography

Location:

Kogi State is located between latitude 6°30'N and longitude 5°51'E, and 8°00'E. The State is bordered by the following states: Niger, Nasarawa, FCT to the North, Benue State to the East, to the West, it is bordered by Kwara, Ondo and Ekiti States and to the South, by Enugu, Anambra and Edo States. With a total landmass of about 29,833km², Kogi State is the 13th largest State in the country in terms of landmass.

The State is within the tropical Guinean

forest-savanna region. Important geographic features of the State include the key rivers with the Niger flowing from the northwest and the Benue coming from the northeast before the two rivers meet in Lokoja, the Kogi State capital, and bisect the State southward. This informed the name CONFLUENCE STATE. The State's physical topographic outlook varies between mountainous areas, with Mount Patti in Lokoja Local Government Area, that lies 1,500ft above sea level and Ibaji Local Government Area that lies below sea level.

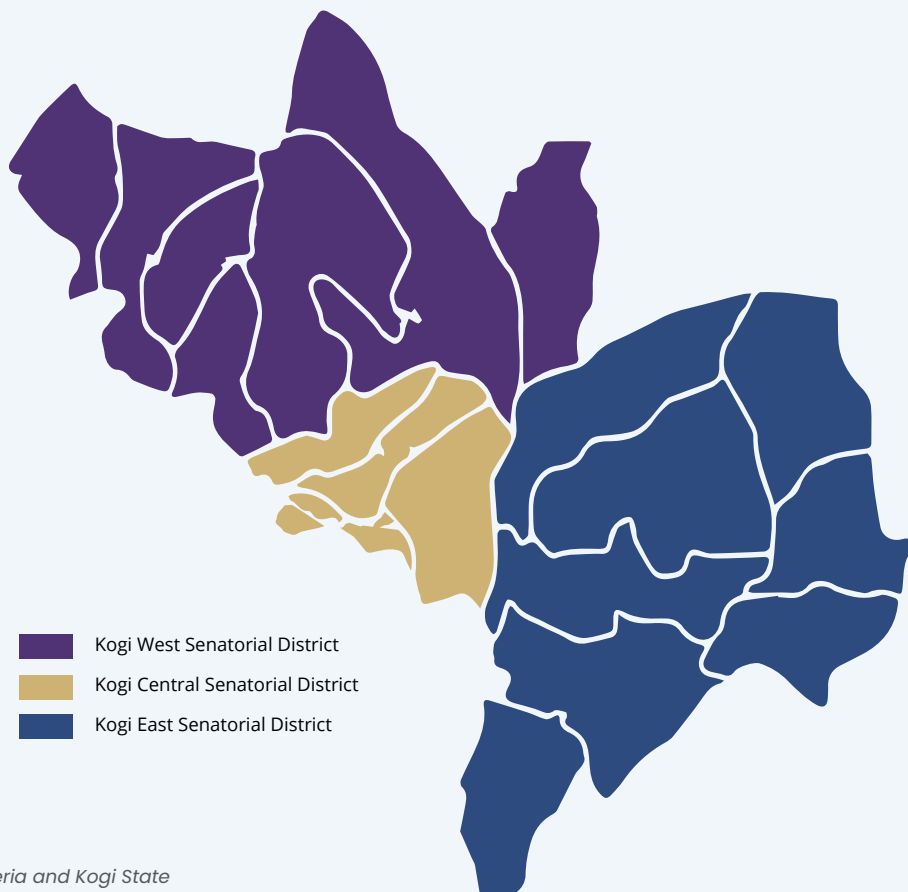
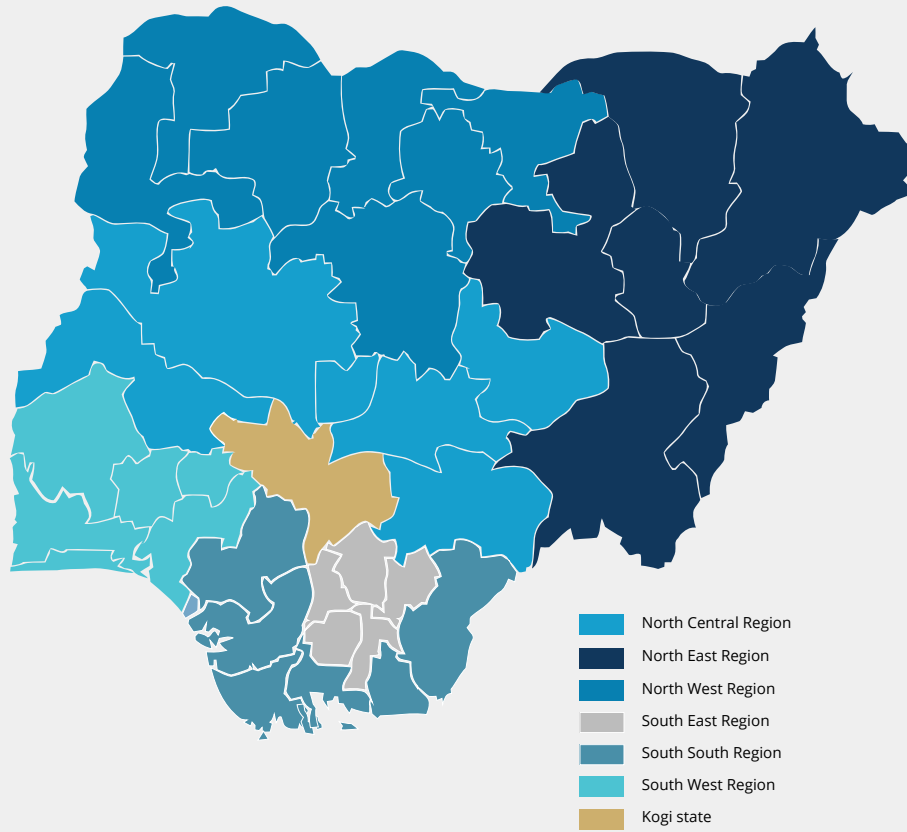


Figure 1: Map of Nigeria and Kogi State

Climate:

Kogi State has an average maximum temperature of 33.20C and an average minimum temperature of 22.80C, with an average humidity of 68-70 percent. The State has two distinct weathers – dry and wet seasons. The wet season occurs between March and October (7-8 months). Annual rainfall ranges from 1016mm to 1524mm. Average daily sunshine in the State is 6.2 hours, average daily speed of wind in 89.9 kilometer per hour and average daily vapour pressure is 26hpg. The sediments of the middle Niger basin are generally referred to as Wupe sandstones. These are composed of sandstones, siltstones and subordinate interbedded clays all of cretaceous age. Alluvial soils are found along the Niger and Benue valleys and their flood plains. These are always swampy in nature due to availability of water all the year round. The forest soils, which are rich in humus, are found in the western flank of the State. The laterite soils are found throughout the State.

Agriculture is the mainstay of the economy. There are many farm produce from the state notably coffee, cocoa, palm oil, cashews, groundnuts, maize, cassava, yam, rice and melon. The vegetation can be divided into four

zones made up of: the flood plain complexes of savannah, which is a mixture of several vegetation types, found on river flood plains; The Lokoja-Koto axis of the western part of the state has a mix of leguminous wooded savannah, spreading from Abugi through Lokoja, Shintaku, Koton-Karfe, and is characterized by mixed formation of trees and shrubs. Most of the lowland forest consist of Savannah mosaic type with Daniella Oliveri vegetation. This soil type (Alluvial in nature) is rich in nutrients replenished by the annual floods along the river bank. It supports a variety of crops such as vegetables, rice, legumes, canes (sugar canes, guinea corn and millet). Kabba-Yagba axis of the Western District is made up of loamy soil with a mixture of dark-brown clay. This supports tree crops such as Cashew, cocoa, oil palm. Other crops include; legumes, tubers, fruits such as bananas, plantains and oranges. The central axis is generally mountainous with rocky soil, which is mostly loamy in nature from Ajaokuta, Adavi and Okehi Local Government Areas. Predominant crops include; tubers, legumes, sesame seeds, palm crops. The Eastern part of the State consist of clay red soil suitable for fruits and plantation crops such as oil palms, cashew. Other crops include; rice, tubers.

Demography

Based on the 2006 census, the population of Kogi State stood at 3,314,043. However, projecting with a 2.83% growth rate by the National Population Commission, the State is estimated to have a population of 5.43 million by the year 2023. Furthermore, using the average

projected growth rate of 2.95%, the population is expected to rise to 13.90 million by 2056. The following tables and figures provide additional information on the demography of the State.



Table 1: Kogi State Population Distribution By Gender

S/N	Gender	Population	(Projected)	(Projected)
		2006	2023	2056
1	Male	1,672,903	2,688,487	7,017,421
2	Female	1,641,140	2,637,442	6,884,183
Total		3,314,043	5,325,929	13,901,605

Table 2: Kogi State Population Distribution By Age And Gender

Age Group	2006	2023	2056						
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	319,647	304,402	624,049	513,698	489,198	1,002,896	1,340,841	1,276,892	2,617,734
5-9	259,249	239,650	498,899	416,634	385,136	801,770	1,087,487	1,005,273	2,092,760
10-14	202,570	181,527	384,097	325,546	291,728	617,274	849,732	761,462	1,611,194
15-19	173,998	170,411	344,409	279,629	273,864	553,492	729,879	714,833	1,444,712
20-24	132,835	161,201	294,036	213,476	259,063	472,539	557,211	676,199	1,233,410
25-29	118,076	154,652	272,728	189,757	248,538	438,295	495,300	648,728	1,144,028
30-34	98,618	113,253	211,871	158,487	182,007	340,493	413,679	475,069	888,747
35-39	80,731	82,439	163,170	129,741	132,486	262,227	338,647	345,812	684,458
40-44	74,576	68,738	143,314	119,850	110,467	230,317	312,828	288,339	601,167
45-49	55,861	43,938	99,799	89,773	70,612	160,385	234,323	184,309	418,633
50-54	51,396	40,015	91,411	82,597	64,307	146,905	215,594	167,853	383,447
55-59	22,235	17,882	40,117	35,733	28,738	64,471	93,270	75,011	168,281
60-64	30,672	23,638	54,310	49,292	37,988	87,280	128,662	99,156	227,817
65+	52,439	39,394	91,833	84,274	63,309	147,583	219,969	165,248	385,217
Total	1,672,903	1,641,140	3,314,043	2,688,487	2,637,442	5,325,929	7,017,421	6,884,183	13,901,605

Ethnicity and Religion

The three major ethnic groups in the State are Igala, Ebara and Okun (Yoruba). Together, they constitute majority of the total population of Kogi State. The minority ethnic groups, on the other hand, include Kakanda, Kupa, Ogori-Ma-gongo, Egbura koto, Nupe, Bassa-Komo, Igbos, Oworo, and Bassa-Nge. Kogi is also

religiously diverse with the population being mostly Muslims and Christians, along with adherents of traditional ethnic religions.



Cultural Heritage

Tourist attractions in Kogi State include; The famous Azad's palace of the Ohinoyi of Ebiraland which is known to be the most beautiful palace in all of Western Africa, colonial relics (such as Lord Lugard House), Mount Patti, World War Cenotaph, the Confluence of Rivers Niger and Benue, Ogidi (An African town with formations of Igneous Rock mountains and a traditional art & craft industry) and natural land features such

as hills and terrains that serve as hiking trails. Being a two-hour drive from Abuja the Nation's Capital, some tourists come for day trips. Kogi State Tourism and Hotels Company Limited was established to promote tourism in the State. The State Government has done much to harness the high potential in tourism, including the development of historical landmarks at Lokoja.

Governance

The State's governance structure comprises the executive, legislative and judicial arms of government, alongside local government. The executive powers of the State are vested in the State Executive Council (SEC), chaired by the Governor and assisted by the Deputy Governor along with commissioners who oversee the various ministries of government. The State has a 25-member Legislature, named the Kogi State House of Assembly (KGHA), which is presided over by the Honourable Speaker. This House legislates for the good governance of the State, in accordance with the powers vested in it by the 1999 Constitution of the Federal Republic of Nigeria (as amended). The Legislature has oversight responsibilities on the Executive and operates with 25 committees; 23 of which are standing, and 2 special. The Judicial powers of the State are vested in the

Kogi State Judiciary, headed by the Chief Judge. It consists of three Judicial Divisions, one in each of the senatorial Zones located in Okene, Anyigba and Kabba. It also has specialized divisions such as General, Civil, Commercial, Criminal, Lands, Family/Probate and Revenue. The hierarchy of courts, follows the order: High Court, Magistrate Court, Customary Court and Sharia Court, and they administer justice in respect of general, special, and miscellaneous offences, and the enforcement of contracts.

There are 21 local government areas in Kogi State, each headed by a chairman assisted by other officials, including supervisory councilors. Each local government has a Council which legislates on local matters as enshrined in the Constitution.

Economy

Kogi State is considered as one of the leading subnational economies in Nigeria. This is due to its abundant natural resources, which are diverse in nature. This advantage has presented many opportunities for the State to become a leading producer in some cash and

food crops. The State is imbued with strong agribusiness and extractive industry potentials. The confluence of Rivers Niger and Benue presents opportunities for Aquaculture and hydro-electricity generation for domestic use and export. The activation of the Itakpe-Warri



Table 3. Local Government Areas and Population Distribution

S/N	Local Government Area	Headquarters	Population	2023	2056
			2006	(Projected)	(Projected)
1	Adavi	Ogaminana	217,219	349,088	911,181
2	Ajaokuta	Adogo	122,432	196,758	513,572
3	Ankpa	Ankpa	266,176	427,766	1,116,544
4	Bassa	Oguma	139,687	224,488	585,953
5	Dekina	Dekina	260,968	419,396	1,094,697
6	Ibaji	Onyedega	127,572	205,018	535,134
7	Idah	Idah	79,755	128,173	334,553
8	Igalamela-Odolu	Ajaka	147,048	236,318	616,831
9	Ijumu	Iyara	118,593	190,588	497,469
10	Kabba/Bunu	Kabba	144,579	232,350	606,474
11	Kogi	Koton-Karfe	115,100	184,975	482,817
12	Lokoja	Lokoja	196,643	316,021	824,870
13	Mopa-Muro	Mopa	43,760	70,326	183,563
14	Ofu	Ugwolawo	191,480	307,723	803,212
15	Ogori/Magongo	Akpafa	39,807	63,973	166,981
16	Okehi	Obangede	223,574	359,301	937,839
17	Okene	Okene	325,623	523,302	1,365,909
18	Olamaboro	Okpo	158,490	254,706	664,827
19	Omala	Abejukolo	107,968	173,513	452,900
20	Yagba East	Isanlu	147,641	237,271	619,318
21	Yagba West	Odo-Ere	139,928	224,875	586,964
Total			3,314,043	5,325,929	13,901,605

rail line is a huge opportunity to boost the GDP of the State, through increased movement of goods and services. The proposed establishment of a port at Baro in Niger State, up the River Niger through Lokoja, will further create opportunities for the State's transport sector. According to the 2019 Nigeria Poverty and Inequality Report by NBS, Kogi State had a

poverty rate of 29%. This means that 29% of the State's population was living below the poverty line. The 2022 State of States report by BudgIT puts the estimated GDP of the State at N3.69 trillion and a per capita of N710,982 ranking as the third state in the North-Central geo-political region, and 16th nationally.



Overview of Public Financial Management

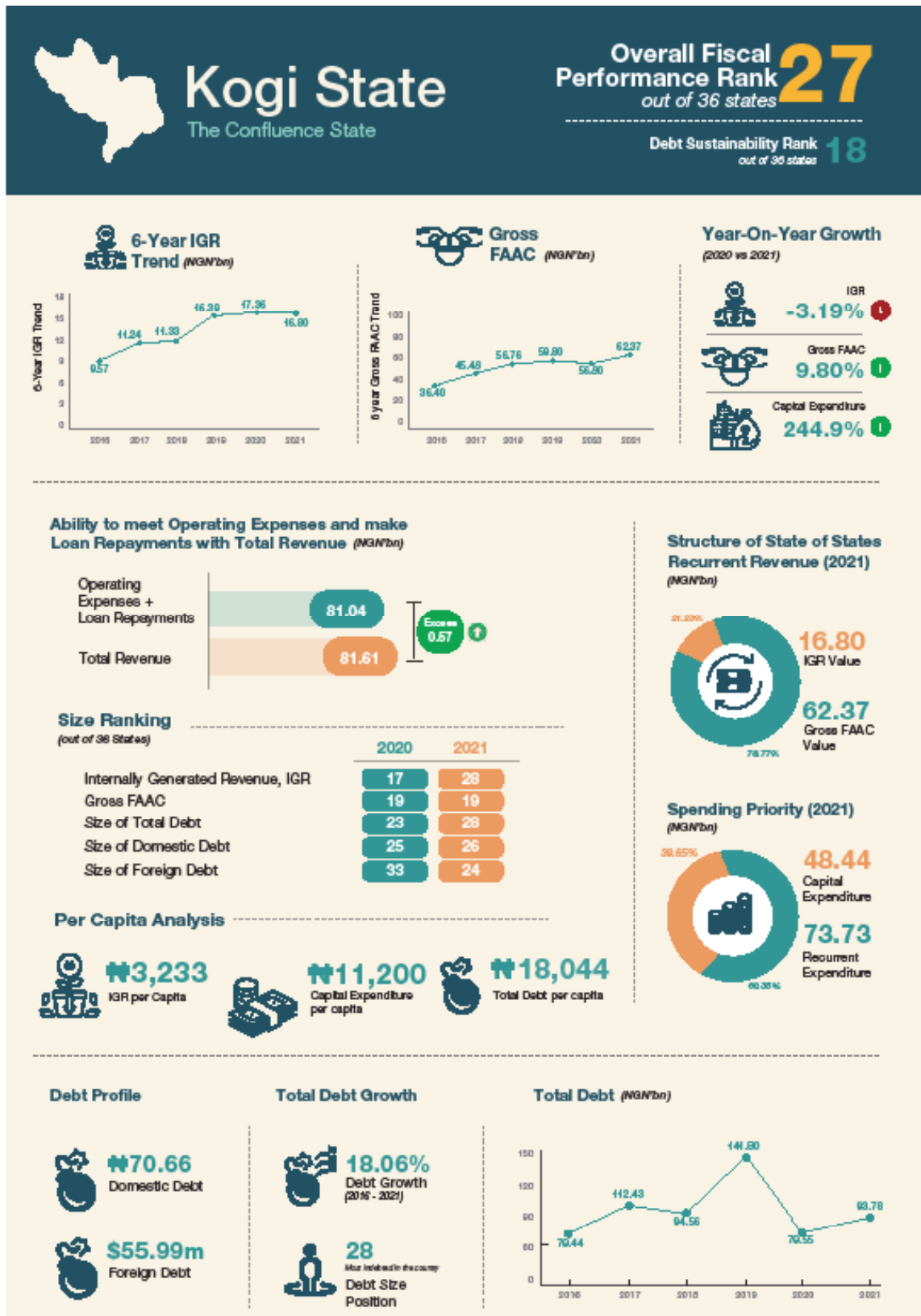


Figure 2: Selected Fiscal Statistics

Kogi State Development Plan 2024–2056

02

Overview

Since the creation of Kogi State in 1991, there is no strong historical evidence of development planning in the State. However, there have been a number of policy strategies by successive administrations in the state in line with social, economic and governance priorities. These include:

- ◆ Kogi State Economic Empowerment and Development Strategy (KOSEEDS) 2004–2007
- ◆ Kogi State Social Protection Framework 2016

- ◆ Various Medium Term Sector Strategies (MTSS)
- ◆ Kogi State New Direction Blueprint 2016

The thrust of all these policy initiatives were to drive socio-economic development in the State through the provision of much needed infrastructure, improve health and human services, provide education, create jobs and improve governance, amongst others. The Kogi State New Direction Blueprint is the extant embodiment of the priorities of the administration and serves as a foundation for the Kogi State Development Plan 2024–2056 (KG-SDP:2024–2056).

Linkage to Global Planning

The KG-SDP is anchored on various broad plans in line with the State's objective of continuous global integration so as to project Kogi State to the world. As such, the goals, objectives and targets of KG-SDP take into account benchmarks and standards set by various national and global plans such as Nigeria Agenda 2050, African Union Agenda 2063, UN Sustainable Development Goals 2030.

Nigeria Agenda 2050

The Nigeria Agenda 2050 (NA 2050) is formulated against the backdrop of subsisting economic and social challenges and against the need to address them within the framework of long-and medium-term development plans. These challenges include low, fragile, and non-inclusive economic growth and



development, high population growth rate, pervasive insecurity, limited economic diversification and transformation of the economy, low productivity, and high import dependence. Other challenges include an unconducive business environment and limited external competitiveness, deindustrialization, huge infrastructural deficits (transport, power), governance challenges, climate change, limited fiscal space and high incidences of poverty, unemployment, and inequality.

The NA 2050 is the long-term economic transformation blueprint of Nigeria to address the afore-mentioned developmental challenges and become an upper middle-income country, with average real GDP growth rate of 7 percent, nominal GDP of US\$11.7 trillion by 2050, and an end period per capita income of US\$33,328 per annum. The purpose of this perspective plan is to fully engage all resources to achieve inclusive growth, reduce poverty, achieve social and economic stability, create a sustainable environment that is consistent with global concerns about climate change, and generate opportunities for all Nigerians to fully develop their potential. The country can achieve these laudable objectives by effectively engaging its youthful and vibrant workforce.

The Nigeria Agenda 2050, therefore, highlights the road map for accelerated, sustained and broad-based growth and development, provides frameworks and approaches for reducing unemployment, poverty, inequality, and human deprivation. More specific strategies, programmes, interventions, and the important task of implementation will be articulated through six five-year medium-term plans: NDP (2021-2025) (already approved, published, and being implemented), (2026-2030), (2031-2035), (2036-2040), (2041-2045), and (2046-2050).

African Union Agenda 2063

Excerpts from the African Union Agenda 2063 provide a succinct overview of the aspirations. The African Union Agenda 2063 presents Africa's aspirations by the year 2063. The converging voices of Africans of different backgrounds, including those in the Diaspora have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of seven aspirations has emerged:

Aspiration 1

(A prosperous Africa based on inclusive growth and sustainable development):

Ending poverty, inequalities of income and opportunity; job creation; addressing the challenges of rapid urbanization, improvement of habitats and access to basic necessities of life; providing social security and protection; developing Africa's human and social capital (through an education and skills revolution emphasizing science and technology and expanding access to quality health care services, particularly for women and girls); transforming Africa's economies through beneficiation from Africa's natural resources, manufacturing, industrialization and value addition, as well as raising productivity and competitiveness; radically transforming African agriculture to enable the continent to feed itself and be a major player as a net food exporter; exploiting the vast potential of Africa's blue/ocean economy; and finally, putting in place measures to sustainably manage the continent's rich biodiversity, forests, land and waters and using mainly adaptive measures to address Climate change risks.



Aspiration 2

(An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s Renaissance):

Accelerating progress towards continental unity and integration for sustained growth, trade, exchanges of goods, services, free movement of people and capital through: (i) establishing a United Africa; (ii) fast tracking of the CFTA; (iii) improving connectivity through newer and bolder initiatives to link the continent by rail, road, sea and air; and (iv) developing regional and continental power pools, as well as ICT.

Aspiration 3

(An Africa of good governance, respect for human rights, justice and the rule of law):

Consolidating democratic gains and improving the quality of governance, respect for human rights and the rule of law; building strong institutions for a development state; and facilitating the emergence of development-oriented and visionary leadership in all spheres and at all levels.

Aspiration 4

(A peaceful and secure Africa):

Strengthening governance, accountability and transparency as a foundation for a peaceful Africa; strengthening mechanisms for securing peace and reconciliation at all levels, as well as addressing emerging threats to Africa’s peace and security; and putting in place strategies for the continent to finance her security needs.

Aspiration 5

(An Africa with a strong cultural identity, common heritage, values and ethics):

Inculcating the spirit of Pan Africanism; tapping Africa’s rich heritage and culture to ensure that

the creative arts are major contributors to Africa’s growth and transformation; and restoring and preserving Africa’s cultural heritage.

Aspiration 6

(An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children):

Strengthening the role of Africa’s women through ensuring gender equality and parity in all spheres of life (political, economic and social); eliminating all forms of discrimination and violence against women and girls; creating opportunities for Africa’s youth for self-realization, access to health, education and jobs; and ensuring safety and security for Africa’s children, and providing for early childhood development.

Aspiration 7

(Africa as a strong, united, resilient and influential global player and partner):

Improving Africa’s place in the global governance system (UNSC, financial institutions, global commons such as outer space); improving Africa’s partnerships and refocusing them more strategically to respond to African priorities for growth and transformation; and ensuring that the continent has the right strategies to finance its own development and reducing aid dependency.

Achieving each of the seven aspirations requires the attainment of various objectives leading to the transformation of Africa’s citizenry. For instance, the attainment of Aspiration 1 (***A prosperous Africa based on inclusive growth and sustainable development***) would mean that:

- ◆ African people will have a high standard of living and quality of life and well-being;



- ◆ Well educated citizens and skills revolution underpinned by science, technology and innovation for a knowledge society will be broad-based, and no child misses school due to poverty or any form of discrimination;
- ◆ Citizens are healthy, well-nourished and have long life spans;
- ◆ Cities, peri-urban and rural communities are equipped with modern communication, sanitation, education and health facilities and are vibrant, dynamic market economies, people have access to affordable and decent housing including, housing finance together with all the basic necessities of life, and social capital is valued and preserved;
- ◆ Economies are structurally transformed through industrialization, manufacturing and value addition to create shared growth through private sector development, entrepreneurship and decent jobs for all;
- ◆ Modern agriculture for scaled-up production, improved productivity and value addition through commodity transformation and services, contribute

to farmer and national prosperity and food and nutrition security; and

- ◆ The continent embeds principally adaptation processes to maintain healthy ecosystems, preserve the African natural environment – as the largest remaining reserve of pristine waters, old growth forests and land in the world.

United Nations Sustainable Development Goals (UN SDGs)

The KG-SDP is further anchored on the UN SDGs, which remains a key high-level policy document for this Plan. Nigeria is a signatory to SDGs and the Country is committed to attaining the Goals. It is therefore necessary that the expected outcomes and targets in KG-SDP in respect of various sectors are tailored to achieve the targets in the SDGs. The outcomes and targets in the SDP are in broad terms. In the course of implementing the Plan, all sectors will be encouraged (through the development of their Medium-Term Sector Strategies – MTSSs) and Sector Implementation Plans (SIPs) to



break the broad outcomes and targets down to implementable segments and to develop practical strategies for delivering them. Moreover, the implementation of their strategies will be monitored, and their achievements will be evaluated in relation to the SDGs.

Hence, the goals, high-level strategies, targets and outcomes of SDGs have been mapped into relevant sectors, to guide the development and implementation of KG-SDP.

New Direction Blueprint and KG-SDP 2024–2056

The Kogi State New Direction Blueprint 2016 covers five (5) thematic areas for driving the developmental efforts of the state. The thematic areas were identified from a grassroots-engagement process along with the development priorities of the State administration. The thematic areas are: Education, Health, Job Creation and Youth Engagement, Infrastructure and Utilities, Public Sector and Pension Reforms. Each thematic area has various MDAs of the State Government mapped against it to drive the implementation of programmes and projects.

Key Recommendations and Actions for Thematic Areas of the New Direction Blueprint

The New Direction Blueprint makes various recommendations and proposes numerous actions for each of the thematic areas, which were critical in the development of KG-SDP. The Plan expands the thematic areas from five (5) to fourteen (14), highlighting the broader nature of the Plan as a more longer-term focused aspiration of the State. A summary of the key recommendations and actions for each of the thematic areas of the New Direction Blueprint are presented below.

Education

- ◆ Reform the teaching service commission
- ◆ Employ professional and well-trained teachers
- ◆ Make teacher's salaries competitive
- ◆ Adopt the policy of continuous teachers training
- ◆ Properly equip existing government schools
- ◆ Safeguard teachers long term welfare

Health

- ◆ Enter into a public private partnership for medical diagnostics services state-wide in all government owned facilities.
- ◆ Enter into a public private partnership to set up a drug revolving and management fund that will ensure the provision of drugs in all Healthcare facilities in the state on an ongoing and sustainable basis.
- ◆ Draw up a framework for the systematic and phased renovation of all healthcare centres in the state.
- ◆ Employ adequate numbers of well qualified medical personnel and set up a Monitoring process to ensure compliance with service standards.



- ◆ Put in place a good, performance driven welfare system, that will attract and retain quality healthcare personnel and also encourage the personnel to serve in rural areas.
- ◆ Improve availability of allied medical services such as dental care, dialysis, physiotherapy, and laboratory services in all government HCs especially those in rural areas.

Job Creation and Youth Engagement

- ◆ Government should set up a specialized youth empowerment and job creation agency, manned by skilled private sector minded experts, who will develop long lasting and enduring solutions to the challenge of joblessness in the state on an ongoing and sustainable manner’.
- ◆ Government to fashion a way to impart Kogi youths with marketable skills, not just so as to increase their employability, but to ultimately also make them employers of labour.
- ◆ Government to set up a revolving fund of empowerment packages in the form of grants, loans (with single digit interest rates), and microcredit to help cash-strapped budding entrepreneurs to set up and thrive.
- ◆ Women Empowerment for the micro-business is totally imperative for the government.
- ◆ Government to seek out and also exploit all existing possibilities for partnerships with external bodies like the Central Bank of Nigeria (CBN), Bank of Industry (BOI), Bank of Agriculture (BOA), donor groups and multilateral agencies, etc, to empower Kogi youths in various employment ventures.

Infrastructure and Utilities

- ◆ Government to provide (using an adequately phased method) at least one borehole per ward spread throughout the life of the plan.
- ◆ Government to explore, create funding models using the PPP to reinvigorate it and help experts run its public hospitals across the state
- ◆ Government to consider the setting up of multiple small independent power projects IPPs using the PPP model for power provision in the state.
- ◆ Government to systematically renovate and equip all existing schools in the state with a view to making them centres of academic excellence in the state and the Nation at large
- ◆ Should also explore smart funding sources for provision of road networks in the state, including the use of tolling, direct labour, and other actionable PPP and counterpart funding models.

Public Sector and Pension Reforms

- ◆ Productive Public Service reforms:
- ◆ Biometric screening to purge the service of ghost workers
- ◆ Payment of full salary backlogs and other entitlements owed civil servants by previous administrations
- ◆ Improved service conditions and creation of a conducive working environment



- ◆ Proper structuring of the service for maximum performance
- ◆ Institutionalization of in-service training and re-training
- ◆ Pension Reforms:
- ◆ Adopt the contributory pension regime
- ◆ State pension funds to be managed by a qualified private sector pension administrator
- ◆ Carry out extensive pension reforms to ensure that only professionals who know their trade are employed in the State's pension board

The Plan in Summary

This Plan is documented in five parts, comprising twenty-one chapters. Each part is made up of several chapters reflecting the title of the part and to capture the thrust of the Plan.

Part one (The State of Kogi) consists of three chapters which provide: the profile of Kogi State alongside general information and background; Kogi State Development Plan 2024-2056; and, the Strategic Framework.

Part two (Fostering Prosperity) consists of five our chapters covering aspects of business and the economic development: Agriculture and Food Security; Business Innovation and Skills; Communication and Digital Economy; Mining and Mineral Resources; and, Culture and Tourism. Each chapter presents an overview of the sector, challenges and opportunities, objectives and targets, high-level strategies and policies,

expected outcomes and results framework.

Part three (Building Resilience) contains five chapters on the social and environmental capacity to support prosperous communities: Education and Human Capital Development; Health and Human Services; Infrastructure; Natural and Built Environment; and, Water and Sanitation.

Part four (Providing Direction) is divided into four chapters covering the governance aspects of the Plan: Finance and Revenue Mobilisation; Governance and Administration; Security, Law and Justice; and, Social and Youth Development.

Finally, part five (All Hands) contains four chapters on the implementation aspects of the Plan: Financing; Implementation; Monitoring and Evaluation; and, Communication and Engagement.



Strategic Framework

03

The strategic framework of the Kogi State Development Plan 2024-2056 is presented in this chapter. The strategic framework covers the vision, mission, core values, priority issues and

development pillars. The strategic framework further specifies the overarching goals of the plan.

Guiding Compass

To provide direction and all-encompassing focus on the key development issues of the State, the vision and mission statements, alongside core values, encompass the aspirations of the State drawn from citizen engagement sessions, public policy direction and an alignment with global economic and social development goals.

Vision

A state distinguished by its exceptional innovation, health, and wealth, firmly established on the foundations of peace, durable infrastructure, an environmentally sustainable approach, and exemplary governance, presenting a confluence of diverse opportunities.

Mission

To foster an enabling environment for socio-economic development and cohesion through all-inclusive, efficient and transparent management of the State's commonwealth and human capital.

Core Values

Steadfastness:

Being firm and unwavering. Strongly committed to progress.

Resilience:

Durability and sturdiness. Ability to recover from, and adapt to, change.

Efficiency:

Optimizing the use of time, effort and resources in undertaking operations and activities.

Transparency and Accountability:

Showing a high sense of responsibility. Open and timely disclosure of information to all.

Diversity:

All-inclusiveness and openness to all. Welcoming and hospitable.



Strategic/Priority Issues of the State

A number of strategic issues affecting the development of the state were identified and have been linked to the three development pillars of the Plan. The identification of these strategic issues is to allow for prioritization of actions and high-level strategies that will address the issues and lead to successful execution of the plan and achievement of desired outcomes.

Fostering Prosperity

The strategic issues are:

- ◆ Large informal economy
- ◆ Multiplicity and duplicity of taxes and levies
- ◆ Significant poverty level
- ◆ Low access to productive capital
- ◆ Low agricultural productivity
- ◆ Poor access to markets
- ◆ Low digitalisation
- ◆ Low implementation of standards
- ◆ Poor innovation conversion
- ◆ Poorly developed value chains

Building Resilience

The strategic issues:

- ◆ Relative deficit in modern infrastructure
- ◆ Inadequate maintenance of existing infrastructure
- ◆ Low access to potable water
- ◆ Weak early warning systems for natural emergencies
- ◆ Inadequate response mechanisms to emergencies
- ◆ Low access to quality healthcare
- ◆ Limited participation in health insurance
- ◆ Weak education delivery
- ◆ Weak development regulation and control

Providing Direction

The strategic issues are:

- ◆ Sub-optimal internally generated revenue
- ◆ Over-reliance on federal allocations
- ◆ Weak security architecture
- ◆ Weak enforcement of legal framework
- ◆ Duplication of public service functions
- ◆ Youth unemployment and underemployment



Development Pillars and Constituent Sectors

The Plan is anchored on three development pillars:

- ◆ Fostering Prosperity
- ◆ Building Resilience
- ◆ Providing Direction

The three development pillars of the plan are divided into sectors for effective implementation. Table 2 below presents the mapping of sectors to development pillars.

Table 4: Development Pillars and Constituent Sectors

Development Pillars	Constituent Sectors
Fostering Prosperity	Agriculture and Food Security Business, Innovation and Skills Communication and Digital Economy Mining and Mineral Resources Culture and Tourism
Building Resilience	Education and Human Capital Development Health and Human Services Infrastructure Natural and Built Environment Water and Sanitation
Providing Direction	Finance and Revenue Mobilisation Governance and Administration Security, Law and Justice Social and Youth Development
Cross-Cutting Issues	Gender Persons With Disability



Our Goals

Goal 1:

Achieve a high standard of living through sustained economic development that facilitates decent work and living in a sustainable way.

Goal 2:

Become a modern society driven by technology and innovation that inclusively caters for all citizens in a fair and equitable manner.

Goal 3:

Provide best-in-class educational and health services that allow for continuous human capital contribution to socio-economic development.

Goal 4:

Transform the State through world-class infrastructure and become a strategic business and investment confluence that attracts local and international investors.

Goal 5:

Strengthen institutional capacity to govern and mobilise resources for administering a peaceful, secure and just society.



Key Success Factors

- ◆ Strong Stakeholder Commitment
- ◆ Optimal Resource Mobilisation
- ◆ Private Sector Partnerships
- ◆ Local and International Linkages
- ◆ Innovative Implementation of the Plan
- ◆ Technological Transformation
- ◆ Rule-Based Society



An aerial photograph of a city, likely in an urban area, showing a multi-lane highway bridge with a black and white checkered safety barrier. The bridge spans across a valley or a body of water. In the background, there are several multi-story buildings and a dense residential area. The overall scene is captured in a dark, monochromatic green color scheme.

Part Two:

Fostering Prosperity

- ◆ Agriculture and Food Security
- ◆ Business, Innovation and Skills
- ◆ Communication and Digital Economy
- ◆ Mining and Mineral Resources
- ◆ Culture and Tourism

Agriculture and Food Security

04



Overview

Kogi State is essentially agrarian with agriculture as the main employer of labour, directly and indirectly, and a key contributor to State GDP. In terms of employment, agriculture accounts for over 80% of the labour force, with most farmers engaged in subsistence agriculture using traditional implements. There are varied and diversify farming practices

in the State ranging from mixed cropping with staples such as; cereals, legumes, oil seeds, fibers and spices and other non-staple and horticultural crops, and mixed farming with domestic animals such as goats, pigs, poultry and cattle which are reared alongside crops. Artisanal fishing along the banks of rivers Niger and Benue is common as is aquaculture in other local councils of the State.



Farming is basically rainfed, with yield level up to 50% of their potential, while value added is in the region of 10%. A major challenge relates to produce lost due to their perishable nature, low post-harvest processing and lack of storage facilities, resulting in gluts at harvest time. Farmers to extension services ratio is low, labour-saving technology in farming is still a major challenge and access to capital and agricultural inputs are limited.

The State has a total landmass of approximately 28,312.6 km² out of which 35 per cent (equivalent to 2 million hectares) is arable land (0.5million hectares). This means that about 16,099 km² of land is still available for cultivation.

The State traverses three vegetation zones, namely: Sudan savannah in the northern part; guinea savannah in the central part; and forest savannah in the southern part. Forest degradation is high, adversely affecting the ecosystem, and there are expansive and rich grazing land, which is conducive for animal husbandry. The State also has enormous water resources, comprising rivers, inland lakes for irrigation farming. The State places a strong emphasis on agriculture and has invested resources to address the constraints of potential and capacity in the sector to support the growing State population and support agribusiness.

In an effort to ensure food security, the State has collaborated with multiple International Donors and Partners which has led to a wide range of initiatives such as World Bank-assisted programs and projects namely APPEALS, L-PRESS, IFAD/VCDP, FADAMA III Additional Financing and NG-CARES which are in place to increase production, processing and other agricultural value chain development in the State.

Kogi State Ministry of Agriculture has the mandate of formulating and overseeing agricultural policies and programmes for the State. The sector has three agencies: Kogi State Agro-Allied Company, Agricultural Development Project and Kogi State Land Development Board.

Kogi State Agro-Allied Company:

This is a state-owned commercial venture which has the mandate to harness agro-industrial potential of the State. The company invests in Tree Crops (Oil Palm and fruit trees) and livestock production, feed manufacturing as well as food processing for sale in wholesale and retail to the public for revenue generation.

Kogi State Agricultural Development Project (ADP):

This is an organ saddled with the responsibility of implementing policies on agricultural extension services across the 21 Local Government Councils of the state. Agricultural Development Project (ADP) is short of extension services officers far below the Food and Agriculture Organization (FAO) standard of 1:800 farm families, but has well trained extension officers across the State, implementing and transferring new improved agricultural technologies and knowledge to rural farmers.

Kogi State Land Development Board:

The Board is saddled with the responsibility of bush clearing and land preparation for agricultural purposes in the 21 LGAs. The Board rents farming equipment to farmers at subsidized rates to generate revenue for the State.



Challenges and Opportunities

While agriculture is a major contributor to GDP, it has potential to contribute more and to meet other social objectives, and for the State to feed itself. The presence of raw material for agro-allied businesses and untapped arable land for mechanized farming are further opportunities that are available. However, there are challenges in the sector as detailed below:

Macroeconomic instability such as unstable exchange rates and high inflation affecting prices of input and machineries which inhibit performance in the sector.

- ◆ The sector is made up of subsistence and educationally disadvantaged farmers which makes technology transfer difficult
- ◆ Younger generation are shying away from farming; hence the present farmers are aging requiring them to hire manual labour resulting in additional cost
- ◆ Production remain labour intensive and largely at subsistence level, productivity is low both in labour and land, farmers lack equipment and machineries such as seed drills, mini-combine harvesters, transplanters, power tillers and tractors.
- ◆ Limited funding for investment in all aspects of production chain, accessing credit is cumbersome to the rural farmers and often at exorbitant interest rate
- ◆ Delivery of product is hindered by poor transportation system and other facilities such as power and water in farming communities
- ◆ Limited marketing and processing opportunities, weak linkage between the sector and others, when there is glut, supply outstrip demand in harvest season, produce goes to waste
- ◆ Climate variability and environmental factors affects rain-fed farming in the State, farming is challenged by delayed rain and flooding, diseases and pest
- ◆ Disruption as a result of farmers and herders' conflict
- ◆ Land grabbing and unclear and varied land use tenure system in communities across the State
- ◆ Additional challenges specific to aquaculture are highlighted below:
 - ◆ High investment costs
 - ◆ Inadequate supply and high cost of fish fingerlings
 - ◆ Undeveloped potential for local sources of feeds
 - ◆ Difficult access to credit and insurance cover for fish farming enterprises
 - ◆ Shortage of competent and experienced technical manpower
 - ◆ Lack of accreditation of consultants for Technical Support
 - ◆ Inadequate Marketing and Distribution Network
 - ◆ Inadequate facilities for genetic improvement, disease identification and control
 - ◆ Inadequate research extension back-up to aquaculture and fish farming development
 - ◆ Environmental degradation of suitable sites for aquaculture



- ◆ Inadequate baseline data for planning, research and industrialization
- ◆ Underutilization of the State water bodies for aquaculture
- ◆ Despite the above challenges, there are a number of opportunities that can be explored:
 - ◆ Large availability of arable land for cultivation and grazing
 - ◆ Large water bodies for fishing and irrigation farming
- ◆ Vast market opportunities for agriculture produce
- ◆ The presence of agricultural training institutes for research and development
- ◆ Favourable climatic condition in the state for crop cultivation

Objectives and Targets

To overcome the challenges and take advantage of the available opportunities in the sector, the following objectives are targeted for the sector over the Plan implementation period.

- ◆ Creation of a broad-based foundation in agriculture mechanized farming, access to production inputs, financing, enhanced role of women and youth farmers leading to enhanced agricultural productivity
- ◆ Value addition in agriculture to drive manufacturing and the structural transformation of the state economy
- ◆ Investments in infrastructure to ensure consistent supply of agricultural commodities, attract financial capital to agri-based value chains
- ◆ Modernise agriculture to put an end to human drudgery in agriculture by replacing the use of traditional agricultural implements with modern farming tools and equipment to make it profitable and attractive
- ◆ Increase output three-fold to account for at least 30 per cent of the Nation's total formal food trade.
- ◆ Facilitate access to fishing inputs, equipment, facilities and credit.
- ◆ Promote and emphasize value addition in fish processing.
- ◆ Develop efficient local and international market arrangements for fish and fishery products.

Strategies and Policies

Recognizing that farmers in the State are quite experienced, in spite of the subsistence approach to farming and the modest successes recorded in the State, the policy thrust is to create a more enabling environment by building on earlier successes

to attract productive investment and facilitate the growth of the sector through the following:

- ◆ Provision of good quality inputs such as flood and disease resistant and high yield improved seeds/seedlings, livestock breeds and fingerlings through collabora-



tion with agricultural research institutes and private organizations and the Federal Government and exercising greater oversight in the agriculture value chain in the State.

- ◆ Creating synergy and linkages between the sector and all other sectors of the economy, primarily to engender the rapid expansion of the agricultural, agro-allied and associated industries for an enhanced concentric economy for the state based on agriculture.
- ◆ Encouraging private sector participation in all sub-sectors of agriculture, either directly or through joint ventures, where the joint venture partner is the private sector by providing incentives, credit, infrastructure, extension service and easy access to farmland acquisition for large scale farming and ranching
- ◆ Address rural infrastructural discontinuities by consistently improving and expanding rural infrastructure including earth roads, electricity and irrigation facilities through the relevant agencies. Provide storage and refrigeration facilities across the State.
- ◆ Building the capacity of smallholder farmers through encouraging cooperatives formation to access finance, insurance, risk management tools, to lease and use subsidized tractors, drillers, mechanized harvesters and sprinklers, and other agriculture equipment and exposure of farmers to markets and trends in Agriculture through participations in State and National Agricultural Shows/ Exhibitions.
- ◆ Enhanced Partnership and collaboration with the Federal Ministry of Agriculture and Food Security, National and State Bureau of Statistics, Nigeria Meteorological Agency and other government agencies and International Donor and Development Partners on weather challenges, flood and drought disasters management and prevention and in data collection for policy formulation.
- ◆ Recruitment, Training and Mobilisation of additional agricultural Extension workers
- ◆ Conduct annual agricultural summit to expose agricultural opportunities in the state to local and international investors.
- ◆ Provision of effective extension services to educate farmers on new knowledge, good practices and breakthroughs to increase their farm yield, livestock production and fisheries.
- ◆ Establishment of small, medium and large farm estates, grazing reserves and ranches, with priority on women and youth, and leverage on the National Agricultural Gender Policy as well as other existing youth initiatives to incentivize more women and youths to farming.
- ◆ Work with financial institutions and partners to make available single-digit loans to small and medium farmers and grants to women and youth to encourage them into agriculture.
- ◆ Liaise and work with relevant federal agencies to position the State for maximum impact in implementing the agricultural and food security sector policies such as the National Livestock Transformation Plan (NLTP) and the National Aquaculture Strategy (NAS).



Expected Outcomes

Implementation of the above strategies and policies will lead to the under-listed desirable outcomes:

- ◆ Increased yield of cash and food crops
- ◆ Increased women and youth's participation in commercial agriculture
- ◆ Achieve high ratio of extension agents to farmers
- ◆ Increased access to farm inputs
- ◆ Improved access to agricultural financing

Results Framework

Table 5: Results Framework For Agriculture And Food Security

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Increased yield of cash and food crops	Cashew (mt/ha)	1.7	2.0	2.5	3
	Cassava (mt/ha)	20	25	30	34
	Rice (mt/ha)	3.2	5	7	
	Sesame (mt/ha)	0.5	1	2	4
	Ground nut (mt/ha)	0.4	1	2	3
	Maize (mt/ha)	2.0	3.5	5	7
	Oil Palm (mt/ha)	NA	8	10	13
	Yam (mt/ha)	NA	15	20	25
	Plantain (mt/ha)	NA	10	15	20
	Cocoa (mt/ha)	NA	0.3	0.9	1.5
Increased women and youth's participation in commercial Farming	Share of women & youth in population (%)	19	23	25	30
Ratio of extension agents to farmers achieves 1:800	Ratio	1:25000*	1:5000	1:1000	1:800
Increased access to subsidized farm inputs	Proportion (%)	<2	10	20	>25
Improved access to agricultural financing	Proportion (%)	<2	10	20	>40

Source(s): Ministry of Agriculture, APPEALS Programme, Estimates





Business, Innovation and Skills

05

Overview

The informal sector and diverse micro, small and medium enterprises form the bedrock of the State's business environment. The predominant informal sector consists of street vending, neighbourhood kiosks and shops, market stalls and artisans such as automobile mechanics, cobblers and urban-status supermarkets retailing consumer goods and electronics in the State. There are also manufacturing establishments in the State such as marble in Jakura, sanitary wares in Idah and steel in Ajaokuta. Services are an integral part of the business environment and include professional services such as law and accounting firms, hospitality establishments and entertainment providers.

The foundation of an all-inclusive and prosperous society lies in the transformative power of the knowledge of the people. The youthful population of the State offer a veritable opportunity to chart a course towards inclusive prosperity, take advantage of the emerging digital economy and leverage their capacity to acquire new skills.

The Kogi State Ministry of Commerce and Industry has the principal responsibility of

overseeing activities that have to do with promoting businesses in the State and has made strides towards attracting investments in rice processing, ceramic manufacturing, gas, quarry sites and business plazas. The development and operation of market sites also falls under the purview of the Ministry. Other agencies operating in the Business, Innovation and Skills sector include the Kogi State Enterprise Development Agency (KEDA), Kogi State Market Development Board and Kogi State Investment Promotion and Public Private Partnership Agency.

The promotion of innovation and skills to drive businesses has taken centre stage globally. In particular, the fast pace of change in the business sector occasioned by innovation from large global organizations, threatens to make emerging economies like Nigeria, and by extension sub-national economies like Kogi State, a dumping ground for their products. It is in recognition of this threat that the Plan prioritizes business, innovation and skills in commercial ventures beyond the traditional commerce and industry arrangement.





Challenges and Opportunities

The business environment is quite challenging in the State. As a component of the nation, the State has its fair share of the tough business environment, most of which cuts across MSMEs, service and manufacturing sectors. These challenges include:

- ◆ Lack of stable and consistent power supply, as the State barely enjoys an average of ten (10) hours of power supply per day, forcing businesses to adopt costly power alternatives such as diesel and petrol generators
- ◆ Low access to credit by MSMEs and cumbersome credit requirements from formal lenders leading MSMEs to source credit from alternative loan providers who charge exorbitant rates
- ◆ MSMEs are generally unorganized with poor workplace conditions leading to loss of business opportunities
- ◆ Undeveloped service and industrial hubs to attract key investments and leverage co-location
- ◆ Weak operationalization of policies to support MSMEs growth and entrepreneurship development
- ◆ Multiplicity of taxes and levies on businesses
- ◆ Lack of one-stop shops for businesses to access government services and comply with regulations, requiring them to interface with multiple public agencies
- ◆ Inability to meet counterpart funding to attract donor support
- ◆ Shortage of highly trained public officers in the sector to drive its revenue generating mandate





Opportunities abound for the business sector to contribute substantially to the State's GDP such: as population growth, providing an ever-expanding market for MSMEs and large businesses to take advantage of; the central location of the State in Nigeria which

is contiguous with ten (10) other states (FCT included); and, the unique location at the confluence of the two largest rivers – Benue and Niger – allowing for advantages in business logistics management through land and waterways.

Objectives and Targets

The objectives of the sector are:

- ◆ To create an enabling environment for businesses to thrive
- ◆ Eliminate structural bureaucracies in the business sector
- ◆ Develop business hubs across the State
- ◆ Attract strategic investments into the State
- ◆ Restore and operationalize moribund State-Owned Enterprises



Strategies and Policies

- ◆ Lower the barrier for MSMEs to participate in public sector procurement processes in the State and reserve percentage of government contracts to MSMEs
- ◆ Develop a comprehensive database of all the MSMEs in the State through a simplified e-portal to register, update and access information for business intelligence and markets' updates
- ◆ Eliminate the multiplicity of taxes and levies on MSMEs and in conjunction with the federal government, adjust and simplify taxes and levies regime to avoid over burdening on businesses in the State.
- ◆ Strengthen and support Kogi Enterprise Development Agency (KEDA) to set up SME development fund in partnership with the private sector for shared risk, targeting priority areas for growth.
- ◆ Partner with Federal Agencies such as the Presidential Enabling Business Environment Council (PEBEC), Nigeria Investment Promotion Council (NIPC), SMEDAN, NOTAP, NAFDAC, SON and RMRDC to ensure that MSMEs in the State adopt new trends and technologies that engender growth and competitiveness
- ◆ Establish KEDA/investors and business leaders forum to meet periodically and communicate needs to the State government
- ◆ Strengthen entrepreneurship education, technical and vocational training in the school system, including certifications from relevant accreditation boards.
- ◆ Provide access to finance through a framework that provides blended financing tools, such as low interest loans and grants to SMEs in partnership with non-bank financial institutions such as Fintechs
- ◆ Promote women participation in business through concessions and targeted interventions, support and training programmes
- ◆ Establish industrial zones and institute incentives to attract investments into the State

Expected Outcomes

Broad outcomes envisaged from the policies and strategies above are:

- ◆ A structured, vibrant and efficient MSME subsector that generates employment and creates wealth
- ◆ A simple and streamlined regulatory regime for businesses in the State
- ◆ Operational industrial zones and business clusters
- ◆ Sustained strategic business investments into the State



Results Framework

Table 6: Results Framework For Business, Innovation And Skills

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
A structured, vibrant and efficient MSME subsector that generates employment and creates wealth	Proportion of MSMEs duly registered with relevant agencies (%)	NA	50	70	90
A simple and streamlined regulatory regime for businesses in the State	Existence of Standardized MSME compliance manual	NA	Yes	Yes/ Reviewed	Yes/ Reviewed
	Proportion of MSMEs utilizing Standardized compliance manual (%)	NA	50	70	90
Operational industrial zones and business clusters	Number of active business hubs	1	3	9	21
Sustained strategic business investments into the State	Number of executed Final Investment Decisions (FIDs) with external entities	NA	5	10	20
	Value of external investment into the State (% of State GDP)	NA	10	20	50
Source(s): KEDA, estimates					



Communication and Digital Economy

06

Overview

The information and communication sector is the fastest growing in the State since the country effectively entered its digital phase from 2001. This remarkable achievement came on the heels of an unprecedented explosion in Global System for Mobile communication (GSM) and other digital networks. The sector is characterized by exponential growth in mobile data traffic and new digital markets.

As at the 4th quarter of 2022, the State has 4,435,184 active voice and taking the national average, broadband penetration is around 35.4%. This digital transformation currently shapes the economy, traversing and recreating market boundaries virtually across every sector and all aspects of human life. The State has experienced a significant economic impact of the GSM revolution which has catalyzed the growth of the economy and increased investment in the ICT sector.

The communication and digital economy sector is presently overseen by the State's Ministry of Information and Communication. The political head is the Commissioner, with the Permanent Secretary as the accounting officer assisted by other departmental heads. The Ministry is responsible for communication, telecommunication and broadcast industries.

The digital economy is an economy that "encompasses businesses that sell goods and services via the internet, and digital platforms that connect spare capacity and demand". The World Economic Forum and the Group of Twenty (G20) define the digital economy as "a broad range of economic activities comprising all jobs in the digital sector as well as digital occupations in non-digital sectors". For the purpose of this Plan, digital economy is any aspect of the economy that is based on or driven by digital technologies and the State will seek to set up adequate arrangements to tap into it.





Challenges and Opportunities

The challenges in the Communication and Digital Economy sector are mainly:

- ◆ Inadequate policy, legal and regulatory framework to prepare the State to take advantage of the Fourth Industrial Revolution.
- ◆ Inadequate funding of ICT development programs across the State.
- ◆ Inadequate ICT and digital infrastructural facilities and poor maintenance culture, affecting quality of service (QoS) in telecommunication services and broadband penetration.
- ◆ Shortage of skilled ICT manpower and understanding of ICT, its opportunities and potential in the public service.
- ◆ Unstable and epileptic power supply requiring the use of expensive alternate sources to power available ICT and digital hardware.
- ◆ Inability to keep up with the high cost of ICT facilities and rapid technological changes in equipment and software.
- ◆ Low adoption of digital technologies in public and private sectors for service delivery across the State.



Objectives and Targets

Communication and digital technologies are now at the forefront of development issues especially following the lockdowns occasioned by the Covid-19 pandemic in 2021. Therefore, in building a modern digital economy, the State has the following objectives;

- ◆ To transform the State by 2056 into a leading digital economy in the country, providing quality digital services and promoting a robust digital economy that creates jobs and generates revenue for the State and its citizens.
- ◆ Promote the utilization of communication and digital technologies in all spheres of public service and private business in the State
- ◆ Increase the contribution of communication and digital economy to the State's GDP
- ◆ Promote open governance initiatives using digital technologies
- ◆ Become a digital hub for content creation, domestic software applications and the delivery of private and public services over the internet.

Strategies and Policies

To achieve the objectives specified for the sector, the following strategies will be implemented;

- ◆ Develop a digital economy policy and strategy with priority on:
 - Developmental regulation
 - Digital literacy and skills
 - Robust digital infrastructure
 - Digital services development and promotion
 - Software Infrastructure
 - Digital society and emerging technologies
 - Indigenous content development and adoption
- ◆ Improve the framework for e-governance and develop a robust masterplan reflective of the current digital age
- ◆ Collaborate with national agencies in the communication and digital economy space to leverage expertise and interventions
- ◆ Partner with large multi-national private sector agencies in the communication and digital economy sector such as Google, Microsoft and Amazon to leverage their technologies for driving digital development in the State



Expected Outcomes

- ◆ Enhanced delivery of public services using digital technologies
- ◆ State-wide broadband coverage
- ◆ Highly digitally-literate public service and citizenry
- ◆ Digital hubs producing home-grown technologies for local and international use

Results Framework

Table 7: Results Framework For Communication And Digital Economy

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Enhanced delivery of public services using digital technologies	Proportion of MDAs fully delivering services using digital channels (%)	<1	20	70	100
State-wide broadband coverage	Proportion of State land mass (%)	35.4	50	70	90
Highly digitally-literate public service and citizenry	Public service (%)	NA	50	90	100
	Citizenry (%)	NA	30	50	70
Digital hubs producing home-grown technologies for local and international use	Number of digital hubs – 3 per senatorial district + Lokoja (%)	0	40	80	100
Source(s): NCC					



Mining and Mineral Resources

07



Overview

The state is endowed with diverse mineral resources, and holds a substantial quantity of three of the minerals designated as strategic by Nigeria Mining Road Map: **Gold** in Isanlu-Makutu, Isanlu-Esa, Mopa, Ilafin, **Lead** & Zinc in other parts of the state.

Iron Ore, Limestone, Barite, Coal are available at Koton-Karfe, Okaba and Odu-Ogboyaga; limestone and marble at Jakura, Ajaokuta, Osara, Ekinrin-Adde, Okoloke and Itobe; kaolin at Agbaja and iron ore deposits at

Agbaja plateau and Itakpe hills, while the deposit in Agbaja is the highest in the country.

While Government has implemented initiatives resulting in some positive development, Mining and mineral exploration are capital intensive and risky business with long gestation periods, therefore, to attract investors, Government need to address all the bottlenecks militating against investment in the sector such as Lack of a clear sector policy, Cumbersome process of procuring mining rights and mining licenses from the Nigerian Mining Cadastral Office, Lack of comprehensive geo-scientific



data on the mineral resources of the state, Lack of trained manpower with technical skills. These led to the Prevalence of informal and illegal activities by artisanal miners across mining communities in the state.

The 1999 constitution (as amended) vests in the federal government exclusive legislative power over mines, mineral resource and geological surveys, the state can however own mining companies. The state has set-up Kogi mineral development company, as a vehicle, to drive the state's investments in the sector. Quarrying, sand, clay and coal exploration are the main activities of the sector in the state.

Presently, private sector groups are exploiting

coal in the eastern part of the state, whilst for years, the Dangote group's major cement manufacturing component, limestone, is from the state in Obajana. The federal government is addressing the Ajaokuta steel company as a priority to resuscitate it.

Whilst mineral exploration boosts the economy of the state, its many negative impacts is evidenced in the mining communities and includes deforestation, habitat destruction, pollution/ contamination of local streams and wetland and alteration of soil profile. Increase in noise level and dust, soil erosion, human-wildlife conflict and loss of biodiversity are other negative consequences in the state. To address the environmental challenges, Kogi

MINERAL PRODUCTION 2019–2020

Table 8: Mineral Production For Kogi State 2019

MINERAL TYPE	TOTAL(Tons)
Laterite	443,879.26
Limestone	7,819,454.49
Granite	9,068.30
Sand	1,916.00
Clay	1,309,904.08
Coal	517,568.63
Feldspar	10,422.06
TOTAL	10,112,212.82

Table 9: Mineral Production For Kogi State 2020

MINERAL TYPE	TOTAL(Tons)
Laterite	367,444.40
Limestone	10,499,028.63
Marble	
Granite	33,729.13
Granite Block	
Sand	11,675.00
Clay	1,338,142.53
Coal	243,583.38
Feldspar	9,931.93
TOTAL	12,503,535.00



State Mineral Resources and Environmental Management Committee (MIREMCO) is set up to oversee mining operation, supervise the environmental aspects of mines, tackle illegal

mining and trafficking of minerals from the state.

Challenges and Opportunities

- ◆ Weak compliance and enforcement of existing regulatory framework
 - ◆ Insecurity, unsafe mining sites which are vulnerable to attacks
 - ◆ Illegal mining, Illicit trade and Smuggling
 - ◆ State and federal government tax alignment in the sector
 - ◆ Poor infrastructure in remote mining area in the state, creating burden for investors
 - ◆ Weak local content and value addition
 - ◆ Inadequate funding, poor access to loans
- ◆ for the sector, non-availability of public private initiatives in the sector
 - ◆ Low level of mining mechanization as mining machineries and equipment are expensive
 - ◆ High susceptibility to commodity price fluctuations
 - ◆ Negative culture of quick return on investment in the sector due to its long gestation period.

Objectives and Targets

As demand grows for mineral resources to foster economic growth, potential new mines and mineral processing facilities will put growing pressure on the environment and community and the people. The objective here is to evolve an efficient social, economic and environmental governance impact in mining and processing operations in the state that is sustainable and responsive, where the local communities have fair share of exploitation of mineral resources for the benefit of all that guarantees participatory and collective development. This will ensure that by 2056, there is transparency in mineral resource management with local content development and beneficiation of the mineral resources in the state.

Secondly, the mineral resources deposits in the state are unproven in tonnage, grade and continuity. The objective in the midterm is for a comprehensive geo-scientific survey of all the minerals in the state in collaboration with the Nigerian Geological Survey agency. This evaluation is to improve on the availability of a geoscience database for the state, which preferentially places the state as the destination of choice to local and foreign investors. The other component is to target the development of the state's extractive sector by Public Private Partnership (PPP).



Policies and Strategies

Despite these challenges, the mineral sector presents an opportunity to catalyse resource-based industrialization for growth, boost the economy and generate employment in the state. The state's strategy as a federating unit is to collaborate with the federal government on exclusive legislative issues in this sector. Kogi state aligns with the FGN strategies as encapsulated in the National Development Plan (NDP) of 2021-2025.

In aligning with the federal government policies and initiatives in the sector, the state will develop its complimentary policy and regulatory framework for the sector that includes deep dives on six priority areas that have important implications for the state

wellbeing: - Environment, climate change, biodiversity, mining community rights, and corruption.

Oil and Gas

Kogi state is the first northern state to be recognized as an oil-producing state. The exploration of crude oil in Ibaji Local Government Area of the state, where Oda River-toil well is located. The state now enjoys derivation allocation and in line with the present administration's commitment to accountability and transparency, has created an agency to judiciously manage the fund with prudence as a watchword for the people.

Expected Outcomes

- ◆ Enhanced and sustained economy growth of the State
- ◆ Improved exploration/exploitation of minerals in the state
- ◆ proper incentives for artisanal miners
- ◆ provision of environmental remediation scheme

Results Framework

Table 10: Results Framework For Mining And Mineral Resources

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Exploitation of mineral resource in the state in a more responsive way	Existence of functional mining exploitation policies and other instruments	NA	Yes	Yes/Reviewed	Yes/Reviewed
Increase in sector contribution to the state IGR	Contribution of the sector to the State GDP (%)	0.05	0.5	1	1.5
Source(s): NBS					



Culture and Tourism

08



Overview

Kogi State is a melting pot of culture, and the culture is as diverse and varied as the ethnic groups with multiple languages, from the Ebiara, Igala and Okun people with others such as Bassa, Kupa, Kakanda and Ogori Magongo. Each ethnic tribe has its unique festival that exemplify her culture: the Ebiaras are synonymous with carnivals and festivals with enchanting masquerades and minstrels whose songs are laced with wisdom and how to

navigate life and live well; Ogori and Magongo people are famous for the Ovia-Osese festival where young women are celebrated and ceremoniously introduced into adulthood; the Igala Kingdom celebrates the Ocho and Italo festivals and masquerades are an integral part of Igala celebrations similar to Ebiaras. There have been recent attempts to energize tourism in the State with the introduction of the "Confluence Carnival", a yearly event that showcases the State's cultures, from coloured and intricately woven attires for street lining and

parades to welcome and entertain visitors, to diverse culinary displays of traditional cuisines. The carnival is vibrant and attracts visitors from far and wide. Further, the diverse culture of State manifests in food peculiarity, marriage and burial rites and mode of dressing, and the names of indigenes reflect their ethnicity or tribe.

Kogi State is a tourist delight, replete with historical relics of colonialism such as the National Museum of Colonial History which houses relics of Nigeria's colonial past. The museum displays relics of Lord Frederick Lugard, the first Governor-General of Nigeria, including his personal properties and records of administration. Another prominent tourist's attraction is the Iron of Liberty, the most significant leftovers of slavery in the State. The natural landscape is also a tourist attraction, from Mount Patti, 1,500m above sea level, to the confluence of Rivers Niger and Benue, earning the State the moniker 'Confluence State' and making it naturally and uniquely positioned to drive tourism in heart of Nigeria. The Tourism and hospitality sector hold latent potentials to generate employment and contribute to the State's GDP, however, the sector faces a number of challenges ranging from, lack of creative marketing of tourism as a product to targeted and potential clients, and poor investment over time until recent modest effort to address these challenges.

The statutory government entities responsible for the coordination and supervision of the sector are;

- ◆ Ministry of Culture and Tourism which is the central coordination and policy formulation organ
- ◆ Kogi State Council for Art and Culture that promotes and acts as a vehicle for cultural awareness and sensitization

- ◆ Kogi State Hotel Tourism Board is the main vehicle for promotion of tourism

The State has hotels and investments which are, however, presently in various stages of disuse or completion. These include:

- ◆ Kogi Hotels
- ◆ Confluence Beach Hotel
- ◆ Kogi House Abuja
- ◆ Kogi Liaison Offices and properties in Lagos, Abuja and Kaduna

Additional tourist sites in the State include:

- ◆ Confluence of Rivers Niger and Benue at Lokoja
- ◆ Mount Patti (which includes the Lord Lugard Guest house, First Telecommunication House in Northern Nigeria, First Banking Vault in northern Nigeria)
- ◆ First Primary School in Northern Nigeria
- ◆ European Cemetery in Lokoja
- ◆ World War II Cenotaph in Lokoja
- ◆ Royal Niger Flag post
- ◆ Statue of Inikpi at Idah
- ◆ Osi-kpokpokpo Hills/Caves in Koton-Karfe
- ◆ Upogo water falls in Okene
- ◆ Attah's Palace, Idah
- ◆ Inachalo River, Idah
- ◆ Ofejiji Water falls, Okura-olafia
- ◆ Earth Bridge, Egane, Ofu
- ◆ Azad's Palace in Okene

Some notable cultural festivals include:

- ◆ Ovie Osese in Ogori Magongo
- ◆ Egbe festival in Egume
- ◆ Ekuechi festival in Ebiraland
- ◆ Dankwo fishing Festival in lokoja
- ◆ Ogo festival in Iyale



- ◆ Italo festival in Anyigba
- ◆ Ogani festival in Ankpa
- ◆ Oluwo festival in Agbaja
- ◆ Ogidi festival in Ijumu
- ◆ Yam festivals in Okun and Ebira lands
- ◆ Epa festival in Egbe
- ◆ Oro festival in Kabba

In 2017, the sector was estimated to have contributed 0.05% to the State Gross Domestic Product (GDP)¹. This is in contrast to the national contribution of 3.6% in 2021². It is anticipated that the sector would improve its contribution from the present 0.05% to the national minimum by 2056.

Challenges and Opportunities

The central location of the State in Nigeria and its nearness to Abuja, the nation's capital, combined to position it to be the tourism hub of the country. The sector possesses potential to generate new direct and indirect employment opportunities and contribute to internally generated revenue of the State.

- ◆ The insecurity perception despite the pragmatic approach at tackling the menace and the many successes recorded.
- ◆ Poor infrastructure, such as deplorable federal roads leading into State and tourist sites
- ◆ Funding gaps in tourism infrastructure
- ◆ Shortage of trained professional in tourism and hospitality sector
- ◆ Non-availability of a coherent tourism policy and the need to review existing tourism law
- ◆ Lack of branding and promotion of the tourism sector with no creative marketing strategy to sell tourism (4As, viz, Accommodations, Access, Amenities and Attractions)

Other opportunities that can be leveraged on include:

- ◆ Central location of the State (both geographically and historically) makes tourism a potential development influencer
- ◆ Large presence of historical sites
- ◆ Diversity of culture

Objectives and Targets

- ◆ Unlock the potential of tourism and hospitality sectors to generate employment
- ◆ Increase internal revenue contribution of tourism
- ◆ Transform the State into a hub for official and leisure tourism
- ◆ Increase and sustain investment in tourism infrastructural development
- ◆ Rehabilitation of historical sites
- ◆ Improved the tourism ecosystem through technical collaboration with strategic players in the industry.

1 Kogi State Bureau of Statistics 2017

2 Statista 2022



Strategies and Policies

For the State's tourism ecosystem to drive tourist traffic into the State, tourism laws and policies need to be reviewed to empower relevant agencies to better set standards, supervise and ensure conformity. Additional strategies include:

- ◆ Focus on partnerships with industry players and federal institutions such as the National Institute for Hospitality and Tourism (NIHOTOUR) to develop and reinforce the capacity of public servants in the sector and tourism operators in the State
- ◆ Effective classification of hospitality providers such as hotels, hostels, bed-and-breakfast and others to allow easy understanding and choice amongst potential visitors and leverage the Nigeria Tourism Development Corporation (NTDC) in classifications according to the size, levels of service and facilities provided to ensure standardization
- ◆ Incentivize local and international players to encourage affiliations with renown global hospitality brands and facilitate their entrance into the State
- ◆ Deploy digital marketing strategies and technology to promote the State's tourism potential
- ◆ Evolve cost-effective marketing strategies targeting stakeholders such as international donors, development partners, federal ministries, department and agencies to schedule trainings, workshop, seminars and retreats to the State
- ◆ Leverage the State's proximity to Abuja and its relatively secured and peaceful ambience to attract tourism traffic
- ◆ Deliberate policy to create a thriving fashion industry by leveraging the abundance of gifted and talented tailors and creative fashion designers across the State
- ◆ Develop areas such as gastronomy tourism and culinary tourism woven around seafood and other foods peculiar and indigenous to the State
- ◆ Leverage the confluence of the two major rivers in the country to promote water sports and recreational activities such as swimming, canoeing, surfing, rowing, snorkeling and sport fishing

Expected Outcomes

- ◆ A developed tourism sector with strong contribution to the State's economy
- ◆ Significant contribution to employment through the multiplier effect of tourism
- ◆ Become a preferred tourism destination in Nigeria for business and leisure
- ◆ A robust and active private-sector-driven tourism subsector



Results Framework

Table 11: Results Framework For Culture And Tourism

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
A developed tourism sector with strong contribution to the State’s economy	Contribution to GDP (%)	0.05% (2017)	1	2	3.6
Significant contribution to employment	Proportion of labour force (%)	NA	1	3	5
Become a preferred tourism destination in Nigeria for business and leisure	Annual tourist* visits to Kogi State (millions)	NA	1	2.5	4
A robust and active private-sector-driven tourism subsector	Number of active private-owned tourism investments, e.g., hotels, parks, eateries, etc	NA	>300	>1000	>2500
Source(s): KGSBS					



An aerial photograph of a city, likely in an urban area, showing a multi-lane highway bridge with a black and white checkered guardrail. The bridge spans across a valley or a body of water. In the background, there are several multi-story buildings and a dense residential area. The overall scene is captured in a dark, monochromatic style with a purple tint.

Part Three:

Building Resilience

- ◆ Education and Human Capital Development
- ◆ Health and Human Services
- ◆ Infrastructure
- ◆ Natural and Built Environment
- ◆ Water and Sanitation

Education and Human Capital Development

09

Overview

Education is at the heart of all transformative societies, it is a veritable vehicle to advance civilization, create independence and improve standards of living. An educated society is crucial for economic growth and providing citizens with education has been shown to reduce poverty. According to UNESCO, secondary education alone can potentially cut poverty in half and societies with high rates of education completion tend to have lower crime rates, better overall health and civic involvement. Education empowers citizens to fulfill their potential and make their dreams a reality.

Investing in people and making sure everyone in the State is given the educational tools to fulfill their potential is essential to ensure equity and sustained economic growth. Improving education and human capital to promote growth and development will require a quantum increase in the quality and quantity of resources to this sector. It is imperative to leverage the State's tremendous human capital potential and foster skills needed in the 21st century labour market. Expanding access to the education system and improved teaching quality will

give every citizen the tools to realize their full potential, regardless of their background. Only then will the citizens of the State stand a chance to compete in every sphere of endeavour.

The State government is responsible for the provision of quality and functional education, it formulates policies, sets standards and supervises education through the Kogi State Ministry of Education, Science and Technology (MOEST). Education is delivered at three levels: basic, post-basic and tertiary. Basic education comprises pre-primary, primary, junior secondary and non-formal education and is usually achieved in a minimum of 9 years with a defined curriculum at each stage. The post-basic level is a three-year (senior secondary or technical & vocational) education which mainly prepares students for admission into tertiary institutions. The State has a total of 2,889 primary schools, divided into 1,818 public and 1,071 private schools in 2018, and a combined enrolment of 306,740 pupils, made up of 212,464 in public, and the remaining 94,274 in private, schools. The junior secondary school enrolment stood at 57,076 for public and 29,337 for private totaling 86,413, while the senior secondary school enrolment in





same period totaled 70,006, this is segregated into 34,487 for the public and 35,519 for private school enrolments. Various Islamic schools such as Islamiyah exist across the state for Islamic education. The Government has also enacted the State Education law (2020) and other matters connected to it. Noteworthy also is that, the out of school children in the State as at 2023 stood at 731,126 (secondary 428,664; primary 302,462).

The State is home to 20 tertiary institutions, making it the state with the highest tertiary institutions in Nigeria's north-central region: 5 universities (3 state, 1 federal and a satellite campus, and 1 private); 3 polytechnics, 3 colleges of Education, 6 schools of Nursing and Midwifery, 1 College of Health Technology and a vocational training institute – the Nigeria-Korea friendship Institute of Vocation and Advance Technology.

The vision is to be among the best in the provision of quality education in line with the goals of the

State. The education sector is geared towards pursuing and embracing a high standard of education to all in order to achieve self-sufficiency and good economic development.

The Ministry of Education, Science and Technology (MOEST) received support from development partners such as Action Aid/ PIBCID to undertake summits and stakeholder engagements to review issues affecting education in the State and propose solutions for implementation. This recently resulted in the development of a 2-year road map to guide Government interventions in the sector for sustained development and improved performance. The sector has over the years been consistent with school census and training of staff on ICT for effective service delivery while continuous monitoring and evaluation systems of the sector is a priority. It is noteworthy that the State has a robust School-Based Management Committee Coordination Policy in place.



Enrolment in Public and Private PRIMARY Schools

Table 12: Enrolment In Public And Private Primary Schools By Gender 2022/2023

Sector	M	F	TOTAL
Public	85,258	83,796	169,054
Private	50,572	50,731	101,303
Total	135,830	134,527	270,357

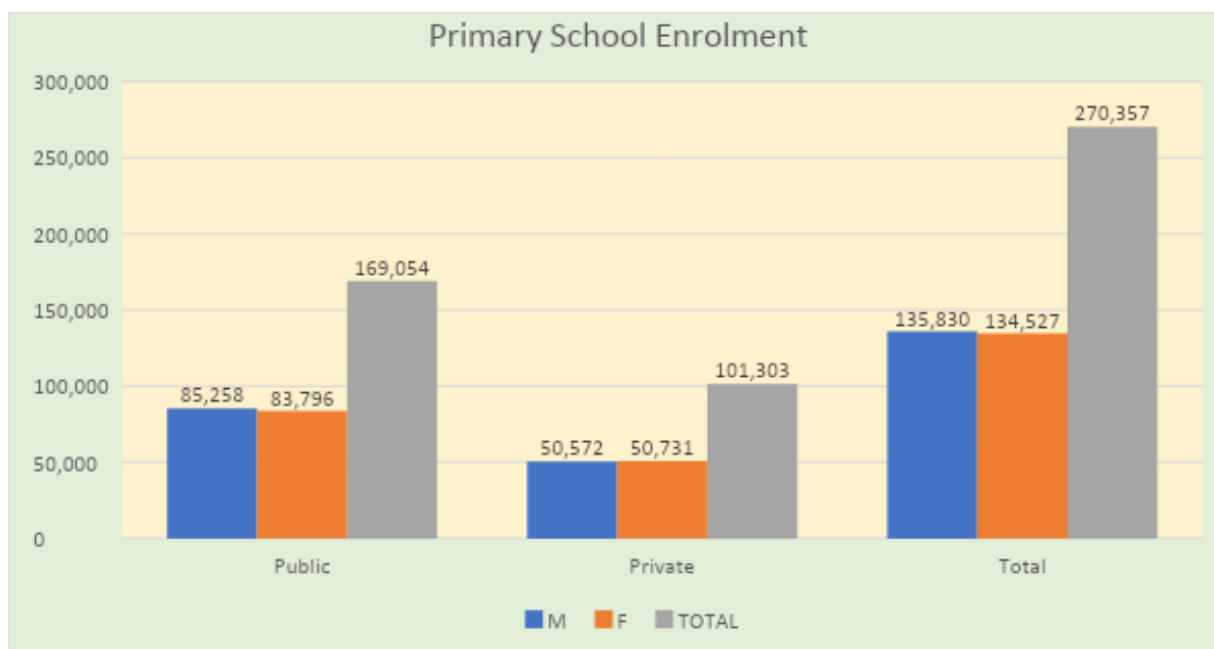


Figure 5: Enrolment In Public And Private Primary Schools By Gender 2022/2023

Enrolment in Public and Private JUNIOR Secondary Schools

Table 13: Enrolment in Public and Private Junior Secondary Schools by Gender 2022/2023

Sector	M	F	TOTAL
Public	22,364	20,505	42,869
Private	32,294	34,376	66,670
Total	54,658	54,881	109,539



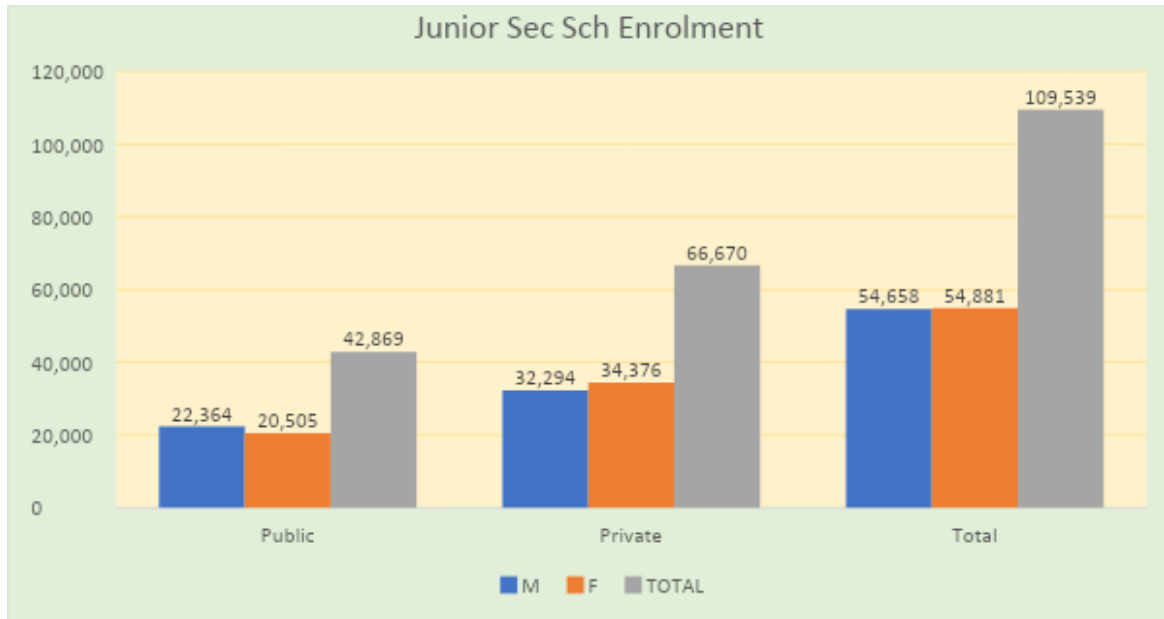


Figure 6: Enrolment in Public and Private Junior Secondary Schools by Gender 2022/2023

Enrolment in Public and Private SENIOR Secondary Schools

Table 14: Enrolment in Public and Private Senior Secondary Schools by Gender 2022/2023

Sector	M	F	TOTAL
Public	16,288	14,015	30,303
Private	22,878	24,290	47,168
Total	39,166	38,305	77,471

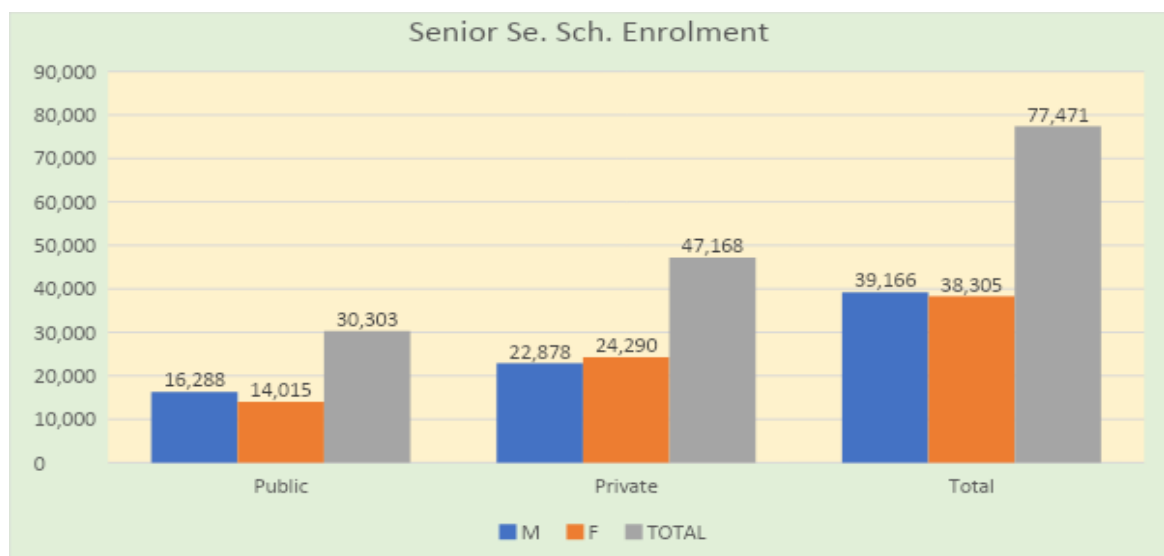


Figure 7: Enrolment In Public And Private Senior Secondary Schools By Gender 2022/2023



Summary of Enrolment Into Tertiary Institution

Table 15: Summary Of Enrolment Into Tertiary Institution By Gender For 2016/2017 To 2018/2019 Sessions

S/N	SESSION	MALE	%	FEMALE	%	TOTAL
1	2016-2017	16579	52	15541	48	32120
2	2017-2018	15363	52	14172	48	29535
3	2018-2019	14456	52	13164	48	27620
	TOTAL	46398	52	42877	48	89275

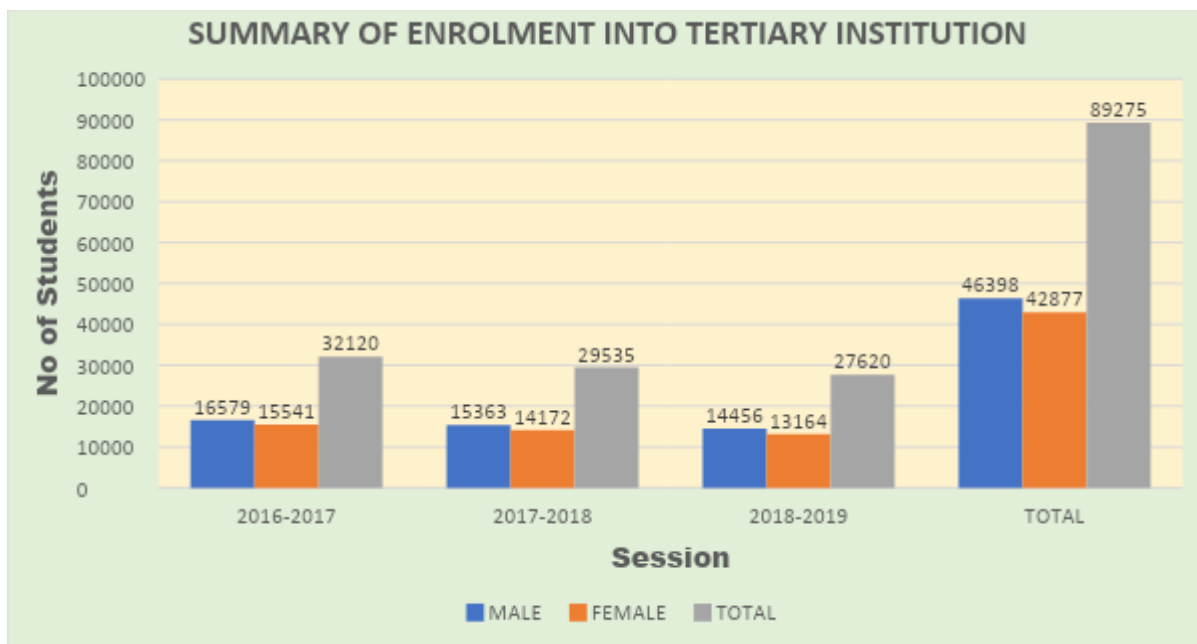


Figure 8: Summary Of Enrolment Into Tertiary Institution By Gender For 2016/2017 To 2018/2019 Sessions





Challenges and Opportunities

Education provision in Kogi State is driven by the provisions in the existing National Policy on Education (FRN 2014 and 2016) and other National Commitments to global initiatives on Education for All (EFA) and Sustainable Development Goals (SDGs 4). Historically, Kogi State lacked a coherent policy response to the challenges of the sector with no clear direction and deficiencies in instructional delivery that hindered the target of improving literacy rate, advancing early Child Care Development Education (ECCDE), enhancing the quality of education from basic to tertiary levels, promoting girl child education, and elevating ICT skills and STEM education. In response to these challenges, the Kogi State Ministry of Education, Science and Technology conducted in 2018, a State Education Summit tagged the ‘Education Roadmap’, the outcome of which led to enactment of State Education Law to provide guidance and regulation for the sector.

The Ministry moved a step further by developing the State Education Strategic Plan (SESP) 2021-2039 and the state Education Operational Plan (SESOP) 2021-2027. Whilst tremendous milestones have been achieved including significant investments in the sector, the following challenges still exist:

- ◆ Inadequate manpower across secondary and primary school levels in the State
- ◆ Inadequate educational infrastructure and teaching aids.
- ◆ Low remuneration and poor incentive to teachers at the primary level of education in the State, resulting in poor attitude to work.
- ◆ Skewed geographical distribution of public and private schools resulting areas with significantly more educational resources (schools and teachers) than others, worsening the qualified teachers-to-student ratio in such localities.



- ◆ Low participation of community and faith-based organizations in the provision of education.
- ◆ Lack of a comprehensive State education policy

Despite the numerous challenges within the education sector, opportunities abound for ensuring access to quality education, enhancing teacher effectiveness, and upgrading school infrastructure.

- ◆ High number of public and private educational institutions
- ◆ Availability of manpower for effective engagement
- ◆ The strong political-will of the State government towards education sector is an opportunity to leverage on for educational development

Objectives and Targets

The key objective is to reposition the sector to deliver inclusive, quality and functional education in the State, build an educational system with qualified teaching professionals, standard classrooms and state-of-the-art laboratories, vocational and skill acquisition workshops and digital technology-enhanced learning in a secure environment. Other objectives include:

- ◆ Improve the qualified teacher-to-student ratio in the State
- ◆ Improve the literacy rate
- ◆ Advance early child care development education, girl child education and elevate ICT and STEM education
- ◆ Foster apprenticeship programmes in the State for non-formal education subsector
- ◆ Improve the participation of faith-based organizations and private sector investment in education.
- ◆ Improve teacher retention ratio and develop specialized programs to address subject-specific teacher shortages
- ◆ Improve educational infrastructure across the State
- ◆ Promote Information and Communication Technology (ICT) integration in education
- ◆ Strengthen Partnerships and Collaboration with private sector and development partners in the education sector

Strategies and Policies

To deliver on the objectives, the following strategies will be adopted:

- ◆ Renovate, expand and equip schools from primary to secondary to enhance the learning environment, and cater for all types of pupils including those with special needs and persons with disability (PWD)
- ◆ Provide alternate sources of power to schools to ensure continuous learning and support digital transformation
- ◆ Establish and equip additional Model Science Schools to enhance STEM education across the State
- ◆ Expand the provision of vocational and technical education by revamping and equipping old ones and establishing new technical colleges, with relevant certification
- ◆ Continue provision of tuition-free basic education and support financially challenged households, and payment of key examination fees such as WAEC, NECO and



- JAMB in an inclusive and equitable manner
- ◆ Improve the quality of merit-based scholarships to support and encourage deserving students of the State in their pursuit of higher education
 - ◆ Encourage private organizations and philanthropists to create education endowments fund to assist students from indigent backgrounds
 - ◆ Prioritise teachers' welfare by enhanced emoluments, insurance and housing. In addition, introduce performance-based incentives to reward outstanding teachers.
 - ◆ Recruit additional qualified teachers to improve the teacher-to-student ratio based on evidence-driven needs assessment
 - ◆ Enforce sanctions on parents and families who refuse to send their wards to school
 - ◆ Expand school attendance incentives such as free school feeding programmes
 - ◆ Establish mentoring mechanism for non-formal skill acquisition and introduce stipends for apprenticeship schemes, and provide tools and seed capital on completion
 - ◆ Collaborate with universities and teacher training institutions to design and implement programs that focus on subjects with critical shortages. Offer scholarships and grants to individuals interested in pursuing teaching careers in these subject areas
 - ◆ Conduct regular training sessions and workshops to familiarize teachers with various teaching aids and technology tools, and foster teacher-to-teacher collaboration
 - ◆ Create resource centers in each local government area equipped with teaching aids, reference materials, and technological resources
 - ◆ Employ qualified librarians or resource center coordinators to manage and support teachers in utilizing available resources
 - ◆ Establish partnerships with public and private sectors and development partners to mobilize additional resources (both financial and non-financial) for education infrastructure development and technical expertise
 - ◆ Encourage the development and utilization of educational software and applications
 - ◆ Foster collaboration with international development agencies, non-governmental organizations, and philanthropic organizations to access funding, technical expertise, and resources
 - ◆ Continuous capacity development and reinforcement for sector managers in collaboration with National Teachers Institute (NTI), National Education Resource Development Centre (NERDC) and Federal Ministry of Education (FME)

Expected Outcomes

- ◆ Improved educational infrastructure across the State
- ◆ Sustained funding for education sector
- ◆ Improved partnership with external institutions
- ◆ Highly capable citizens contributing to overall socio-economic development
- ◆ Translation of knowledge to goods and services due to application of science and technology



Results Framework

Table 16: Results Framework For Education And Human Capital Development

Expected Outcome	Key Performance Indicator	Baseline	Target		
		2022	2024-2033	2034-2042	2043-2056
Improved educational infrastructure across the State	Proportion of Basic and Senior Secondary school meeting model standard (%)	<1	10	60	100
	Number of Kogi higher institutions in top 100 schools in Nigeria	1	2	5	10
Sustained funding for education sector	Proportion of annual budget allocated to education (%)	25	>26	>26	>26
	Proportion of private funding to education (% of annual budget)	NA	10	30	40
Improved partnership with external institutions	Number of collaborative agreements executed	NA	100	150	200
Highly capable citizens contributing to overall socio-economic development	Functional literacy rate (%)	NA	40	60	80
Translation of knowledge to goods and services due to application of science and technology	Number of commercial innovations developed from school system	NA	100	200	>300
Source(s): Kogi State Ministry of Education, Science and Technology					



Health and Human Services

10

Overview

There are three tiers of healthcare delivery in Kogi State: primary, secondary and tertiary. The State Ministry of Health (SMoH) drives policies, laws, regulations and supervision within the health sector. Additionally, the following agencies implement policy in the sector: Kogi State Hospital Management Board, Kogi State Health Insurance Agency and Kogi State Primary Health Care Development Agency, Kogi State Drugs and Medical Supply Management Agency, Kogi State Agency for the Control of AIDS. To further improve healthcare delivery, various programmes are undertaken overtime such as the State Malaria Elimination Program and State AIDS and Sexually Transmitted Infection Control Programme (SASCP). There are also various program coordinators across disease areas and cross cutting issues such as, health insurance and monitoring and evaluation across the State.

The State has a total of 845 primary health facilities managed by Local Government Health Departments, 54 secondary health facilities, and 3 tertiary health facilities, and a federal Teaching Hospital in Lokoja. The tertiary healthcare institutions in the

State are State Specialist Hospital Lokoja, Reference Hospital Okene, Prince Abubakar Audu University Teaching Hospital and the Federal University Teaching Hospital. In addition to public healthcare facilities, there are 510 private hospitals spread across the 21 local governments of the State, but mainly clustered in urban centres. Further, there are unregulated and unregistered traditional healers and practitioners operating in State who are mainly patronized by rural dwellers and efforts are ongoing to organize, supervise and regulate them. For primary healthcare, which is provided mainly through primary healthcare centres (PHCs), the State is working towards seamless 'Primary Health Care Under One Roof' to be managed by the State Primary Health Care Development Agency.

Recognizing its obligation to keep the citizen healthy as a basic human right, the State has made substantial investments in health infrastructure such as the state-of-art Reference Hospital in Okene, the renovation and upgrades to general hospitals across the State. However, additional investment is required as the population continues to grow.

Various programmes and interven-





tions in healthcare delivery are ongoing in the State and they include:

- ◆ Basic Healthcare Provision Fund (BHCPF)
- ◆ Malaria Elimination Programme
- ◆ TB/leprosy/Buruli Ulcer Control Programme
- ◆ Accelerating Nutrition Results in Nigeria (ANRiN)
- ◆ Immunization Plus and Malaria Progress by Accelerating Coverage and Transforming Services (IMPACT)
- ◆ HIV Control and Prevention Programme
- ◆ Neglected Tropical Disease Control Programme (NTD)

- ◆ Reproductive Maternal Neonatal Child and Adolescent Health + Nutrition (RMNCAH+N)

Demand for Health Care Delivery Services has continued to increase due to sensitization and Mobilisation of the citizenry. For instance, outpatient facility attendance in year 2015 – 2016 grew from 375,963 to 445,582 (15%) thus the potential growth in demand for health care delivery services is in the affirmative. However, critical issues like Human Resource for Health and Financial access are militating factors to this potential grow in demand. Appendix 1 provides further information on key health indicators in the State.

Challenges and Opportunities

While the State Government prioritizes healthcare delivery with health infrastructure funding a top priority, there are other challenges in the sector, which include:

- ◆ Shortage of staff, occasioned by retirement and brain drain without replacement of professional staff
- ◆ Over concentration of support staff and non-medical personnel
- ◆ Poor remuneration in the sector leading to perennial industrial disputes
- ◆ Excessive influence of the politicians on the health system. The professionals have limited rights and privileges in the administration of the health system

- ◆ Lack of interest and funding in health system research has made the State to be incapable of generating health data

Despite the identified challenges, which have reduced the effectiveness of the healthcare system in Kogi State, there are opportunities for achieving the objectives of the sector. These include:

- ◆ Presence of pool of national and international health partners in the State
- ◆ Availability of National Healthcare programmes by the Federal Ministry of Health

Objectives and Targets

Access to health care is a fundamental human right, and thus a Rights-Based Approach to achieving quality health care for all is critical. To ensure that Kogi

Citizens get the best healthcare, the health sector has set out the following objectives.

- ◆ Citizens to enjoy access to high level health services, live a socially and



economically productive life through efficient and curative healthcare system that is affordable to all in the State

- ◆ Provide effective leadership and an enabling policy environment that ensures adequate oversight and accountability for the delivery of quality healthcare for sustainable development of the health system.
- ◆ Promote community engagement for sustainable health development
- ◆ Enhance harmonized implementation of essential health services in Kogi in line with

a strong and resilient health sector, with well-equipped and maintained state-of-the-art health care facilities

- ◆ Promote health tourism to the State from within Nigeria and African countries
- ◆ Attract and retain a pool of well trained and specialized health professionals that are dedicated and committed to rendering top-quality health services
- ◆ Strengthen the State health insurance scheme to achieve Universal Health Coverage (UHC)

Strategies and Policies

- ◆ Strengthening primary health care by setting up model PHCs in all the 239 political wards of the State in collaboration with the National Health Care Development Agency (NPHCDA), with specific focus on maternal and neonatal health to reduce mortality
- ◆ Continuous expansion of the physical capacity of health facilities to cater for the growth in population
- ◆ Automate the health care delivery system with enabling technology and legislation to protect patients' data
- ◆ Promote clean environments in the State as a potent disease prevention strategy and encourage citizens to maintain personal hygiene, good nutrition and access to immunization
- ◆ Upgrade, design and maintain standards in building new or remodelled/renovated health facilities in line with best practice where health facilities are patient-centered, inclusive of gender consideration and persons with disability (PWDs)
- ◆ Advocacy and collaboration with artisans, cooperatives, MSMEs, market women, youth and community leaders to ramp up enrolment in the State health insurance

scheme and remove administrative bottlenecks to easy insurance re-imburement

- ◆ Attract and retain health professionals to the state by implementing improved financial compensation, insurance and welfare plan that discourages attrition
- ◆ Develop a State health policy to optimally superintend the sector, conduct regular needs assessments to identify gaps and empower relevant agencies in the health sector to address the gaps in a targeted manner.
- ◆ Provide financial incentives such as exemptions from State levies, subsidies, and expatriate comfort to international partners to build specialty hospitals in the State
- ◆ Reinvigorate the essential drug revolving scheme on sustainable basis leveraging on digital technology for effectiveness
- ◆ Partner with the federal government in the Nigeria Health Sector Renewal Investment Initiatives in a transformational service-wide approach to improve health outcome



Expected Outcomes

- The expected outcomes for the sector include:
- ◆ An improved healthcare ecosystem in the State
 - ◆ Improved life expectancy
 - ◆ Improved infant and maternal mortality
 - ◆ Elimination of communicable diseases

Results Framework

Table 17: Results Framework For Health And Human Services

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
An improved healthcare ecosystem in the State	Increase in annual health budget (% in real terms)	-11%	10%	15%	20%
	Universal health coverage (% of population)	<5	40	60	90
	Doctor-Patient Ratio	1:10000	1:7000	1:3000	1:2000
	Nurse-Patient Ratio	1:2700	1:1500	1:1000	1:600
	Number of functional primary healthcare centres	838	913	963	1013
Improved life expectancy	Life expectancy	54	57	60	>70
Improved infant and maternal mortality	Infant mortality rate (per 1,000 live births)	27	20	10	<2
	Maternal mortality rate (per 100,000 live births)	814	500	150	70
Elimination of communicable diseases	Reduction in prevalence of communicable diseases and NTDs (%)	NA	25	50	>75
Source(s): MOH, HMIS					



Infrastructure

11

Overview

Infrastructure is critical to developing a prosperous economy and communities that enjoy high living standards. The State's goal is to ***“Transform the State through world-class infrastructure and become a strategic business and investment confluence that attracts local and international investors”*** and this underscores the importance attached to the sector.

The Kogi State Ministry of Works and Housing is saddled with the key responsibilities of superintending and managing the provision of roads, electricity infrastructure and housing in the State. In addition, the Ministry serves as the Consultant/Supervisor to other government

agencies in design, supervision and execution of their capital projects. The Ministry also serves as the supervising agency for Kogi State Road Maintenance Agency (KOGROMA) and Kogi State Fire Service Agency. To effectively develop the infrastructure of the State, three distinct infrastructural areas are critical in the Kogi State Development Plan 2024-2056: roads, transportation and electricity. It should be noted that infrastructure entails more than these three areas in a broader sense and typically also includes infrastructure development in education, health, water and communications, amongst others. These other infrastructural areas are adequately covered in the respective sectors of the Plan.

Roads and Rail

Kogi State is centrally located in the country, with the State bordering nine states and the Federal Capital Territory (FCT), the highest by any State in the country. These states are: Anambra, Benue, Enugu, Edo, Kwara, Nasarawa, Niger, Ondo and Ekiti. It is a gateway state between the northern and the southern part of the country, and therefore, experiences heavy vehicular movement on a daily basis. The State maintains a network of roads and highways that link it with other parts of the country and intra-state roads connecting

settlements across the State. The major road networks in the State include: Benin-Okene-Lokoja-Abuja Road, the Lokoja-Otukpa-Enugu, and Okene-Akoko-Akure-Lagos Road.

The road network consists of 1,140km of federal roads covering asphalted, surface-dressing and earth roads, 2,777km of state roads, while local governments have a sizable distance of earthen roads as feeder roads from the rural areas to the council centres. Recent efforts in the State have led to significant expansion





in the road networks through urban renewal projects by reconstructing, expanding and dualizing some of the intra-state roads and interventions to repair federal roads that were in a deplorable condition. The state road maintenance agency, KOGROMA, rehabilitates, renovates and maintains roads and bridges, filling potholes and reconstructing

road verges in all the 3 senatorial districts.

Rail transportation is currently an effort of the Federal Government through the Nigeria Railway Corporation and Kogi State has a functioning rail line linking Itakpe to Warri in Delta State and Port Harcourt in Rivers State.

Transportation

Transportation is a key contributor to economic activities in the State and accounts for a significant number of jobs due to the movement of people and goods which constitutes a daily activity across the State. Daily commute is mainly with automobiles such as motor vehicles, tricycles and water freights for riverine and river

bank communities using manually paddled canoes and boats with propellers. There exists a mega terminal in Lokoja which is central hub for road transport in central Nigeria. All, these are in addition to the rail link mentioned above.



Electricity and Power

Electricity provision and management has historically been under the purview of the Federal Government. Thus, the state is impacted by the general challenges in electricity provision such as epileptic supply and low access. Most areas within the State do not enjoy more than 10 hours power supply daily, with the power supply from the grid hovering around 60–80KW per day. Thus, residents and businesses are compelled to source for alternatives, resorting to use of generators and solar panels. In

addition, some highways, roads, streets and alleys are lit up with solar powered street lamps. Many rural areas are without electricity; some are unserved or underserved. Concerted efforts have been made recently to connect many rural communities to the national grid, alongside other efforts to provide off-grid power. There is also a key power generator, Geregu Power Plc, located in Ajaokuta.



Challenges and Opportunities

The major challenges and opportunities in the infrastructure sector centre around the improvement and expansion of the road network and unstable electricity supply to the State, in addition to a mostly informal transport architecture.

Challenges:

- ◆ Lack of a comprehensive infrastructure master plan for the State to guide infrastructure development
- ◆ Absence of a reliable mechanism for tracking and evaluating ongoing infrastructure projects
- ◆ Erratic power supply from the national grid
- ◆ Weak arrangements for alternative power

supply

- ◆ Weak road maintenance mechanisms
- ◆ Largely informal transportation architecture resulting in weak linkage of transportation to development

Opportunities

- ◆ Leverage water transportation for movement of goods and people
- ◆ Investment in alternative power supply with State eligibility to invest in power
- ◆ Leverage the centrality of the State in transportation to develop a robust system
- ◆ Attract more power investment to the State with the presence of gas pipeline passing through the State

Objectives and Targets

The major policy thrust in the infrastructure sector is to continually maintain and expand the infrastructure stock in the State. Based on the challenges and opportunities, the objectives of the sector are specified below.

- ◆ Expand the road network and ensure that they are in good condition
- ◆ Develop an efficient transport management system

- ◆ Ensure all-round access to electricity within the State
- ◆ Ensure reliable mechanisms for coordinating, tracking and evaluating infrastructure development projects in the State



Strategies and Policies

- ◆ A number of strategies will be deployed to overcome the identified challenges and ensure the attainment of specified objectives for the infrastructure sector.
- ◆ Improve road network by expanding old ones and building ring roads, corridors and access roads, enforce curbsides in road design
- ◆ Construction for non-motorized transportation (walking, skating and cycling) in urban areas
- ◆ Public encouragement to invest funds, technical know-how into roads construction and maintenance through Public Private Partnerships (PPPs)
- ◆ Strengthen the enforcement of existing transport law in the State
- ◆ Improve access to finance for indigenous transport firms
- ◆ Encourage private sector investments in transport infrastructure such as terminals, parks and mini-jetties
- ◆ Encourage private players to invest in light rail transportation linking the three senatorial districts in the State
- ◆ Take advantage of the gas pipeline traversing the State to develop additional power generation plants
- ◆ Encourage and incentivize private sector investment in micro-grid power generation using alternative power sources
- ◆ Empower the rural electrification agency to energize more unserved communities by connecting them to the national grid or off-grid renewable sources

Expected Outcomes

The expected outcomes of the sector are:

- ◆ Functional road infrastructure
- ◆ Functional and safe water transportation facilities
- ◆ Increased efficiency and lifespan of public infrastructure
- ◆ Improved access to electric power supply
- ◆ Expanded rail infrastructure covering the State



Results Framework

Table 18: Results Framework For Infrastructure

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Functional road infrastructure	Length of Roads Constructed (Km)	NA	400	600	800
	Length of Roads Rehabilitated (Km)		400	600	800
	Length of Drains constructed (Km)		100	200	200
	No of Culverts Constructed		50	100	100
Functional and safe water transportation facilities	No. of jetties constructed	NA	10	20	20
	No. of jetties rehabilitated		10	20	20
	No. of water routes		10	20	20
Increased efficiency and lifespan of public infrastructure	Contribution to GDP (%)	Road - 0.54 (2017) Rail - NA Water - 0.2 (2017)	0.6 0.25 0.5	1 0.5 1	2 1 2
Improved access to electric power supply	Proportion of population with access to electricity (%)	NA	60	80	95
	Average electricity availability (Hours)		17	20	24
Expanded rail infrastructure covering the State	Length of Rail Constructed (Km)	NA	100	150	200
Sources (s): Ministry of Works and Housing					



Natural and Built Environment

12

Overview

The natural and built environment sector seeks to protect the environment through facilitation, development and climate effects mitigation. It also promotes sustainable exploration and exploitation of natural resources in the State, and the maintenance of urban areas, communities and places where citizens dwell. All these are done in line with the State Environmental Policy and Goals 11, 13, 14 and 15 of the SDGs.

The sector is administered by the Ministry of Environment and Natural resources, Ministry of Works and Housing and the Bureau for Lands and Urban Development. The mandates of these government establishments are primarily to secure a clean, healthy and sustainable environment that is conducive for tourism, economic growth and wellbeing of the State's citizenry. In addition, the Ministry of Environment and Natural Resources oversees the following: Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL), Kogi State Sanitation and Waste Management Board, and Kogi State Environmental Protection Agency (KOSEPA).

Natural Environment

The natural environment sub-sector for the purpose of this Plan, is concerned with managing natural resources such as forests

and water bodies (excluding solid minerals) in the State as well as ensuring proper waste management to facilitate healthy living of the citizenry. Due to the importance of solid minerals to the State, it is treated separately under Part One – Fostering Prosperity.

Kogi State has a fast-growing population resulting in increased urbanisation and waste generation. Inadequate management of this increased waste generated has further resulted in air and water pollution despite the establishment of the Kogi State Environmental Protection Agency (KOSEPA) and Kogi State Sanitation and Waste Management Board (KSWMB), that have the responsibility to police, protect and enforce environmental regulations and laws. As such, practices like indiscriminate gas and dust emissions from local industries, vehicles and bush-burning are still prevalent. There are a few ongoing activities by KSWMB and KOSEPA in respect of waste management; however, additional strategies are required for optimal performance of the sector.

Built Environment

Built environment refers to curated spaces for urban and community living and work. This traditionally includes buildings (home and office), cities, the placement of public



infrastructure, transportation, open and green spaces. Built environment highlights the connection between physical space and social consequences, its impacts on the environment and how society physically manoeuvres and functions, amongst others. The major urban settlements in Kogi State include Lokoja (the State capital), Okene, Kabba, Dekina, Idah and Ankpa, while other smaller

settlements have fast-growing populations. The key strategy for the built environment is to avoid unregulated development leading to urban slums. Effective administration of the built environment sector will improve the delivery of infrastructure and optimise the cost in the provision of basic amenities.

Challenges and Opportunities

There are a number of challenges affecting the natural and built environment sectors in the State. The major ones are described below in the context of this Plan.

- ◆ Widespread violations of urban development regulations and constructions without relevant approvals
- ◆ Land-grabbers and racketeers allocating lands under the guise of clan, ancestral or family inheritance without recourse to laid down town planning rules and regulations
- ◆ Environmental pollution occasioned by bush burning, generator fumes and other air emissions, poor farming practices, industrial and government operations without Environmental Impact Assessments (EIA)
- ◆ Noise pollution from buildings, markets and motor parks, religious and entertainment places, without consideration of their impact on wellbeing
- ◆ Indiscriminate disposal of waste and refuse in built areas, drains, uncompleted buildings and various available open spaces, and around designated refuse dumps
- ◆ Insufficient and poorly managed designated spaces for waste management and refuse collection
- ◆ Insufficient waste disposal and processing facilities for waste and refuse collection, disposal and recycling for other use
- ◆ Deforestation, land degradation and illegal exploitation of forest product accelerated by climate-change and poor traditional practices
- ◆ A number of strategic opportunities exist in the sector which can be explored. These include:
 - ◆ Development of waste management facilities for recycling and power generation to manage the waste generated
 - ◆ Water capture arrangements to draw excess flood waters inland for irrigation agriculture



Objectives and Targets

The following objectives will be pursued by the Natural and Built Environment Sector over the period of 2024-2056:

- ◆ Coordinate and sensitize all stakeholders on environmental protection and natural resources conservation for sustainable development
- ◆ Formulate and enforce the State's environmental protection policies, regulations, and standards for sustainability
- ◆ Prevent and/or stop, any act of commission or omission, with adverse consequences on the environment. The aim is to deal generally with waste disposal/discharge (solid, liquid, or gaseous) in the environment, and with any violations deemed hazardous to the environment and the ecosystem
- ◆ Conserve, manage and protect biodiversity (flora and fauna)
- ◆ Expand housing stock in the State
- ◆ Enforce urban development control regulations and implementation of urban and country planning policies/urban renewal programmes in the State
- ◆ Strengthen capacity on technical and project management processes
- ◆ Promote, provide, and protect green areas, parks, and recreational facilities in urban and rural areas in the State

Strategies and Policies

To achieve the main objective of achieving good living and work in a sustainable environment, the following strategies will be implemented:

- ◆ Review and redesign the State's physical masterplan, to cover major urban settlements in the three senatorial districts, incorporating urban slums across the State
- ◆ Improve and reform the regulatory framework for building approval, such as materials, landscapes, accessibility for the aged and people with disability (PWD) in public facilities and large private facilities
- ◆ Develop framework for the promotion of smart buildings in the State
- ◆ Recover public spaces for recreational centres and parks, clearing shanties along roads for walkways
- ◆ Reducing carbon emissions pollution by encouraging ecofriendly Compressed Natural Gas (CNG) powered vehicles especially for mass transit
- ◆ Advocacy and campaign for homes to transition from firewood, charcoal, kerosine-enabled cooking to domestic gas
- ◆ Discourage bush or refuse burning in and around built environment; appropriate sanction for defaulters to be applied
- ◆ Develop and implement a revised forest conservation and management policy to optimize the use of the State's forest resources
- ◆ Implement climate adaptation and mitigation practices to reduce the impact of adverse weather conditions and flooding



Expected Outcomes

- ◆ Sustainable exploitation of forest resources
- ◆ Reduced impact of adverse climate conditions
- ◆ Optimally developed urban settlements
- ◆ A robust housing market

Results Framework

Table 19: Results Framework For Natural And Built Environment

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Sustainable exploitation of forest resources	Replenishment of forests (% forest land replanted)	NA	10	20	30
Reduced impact of adverse climate conditions	Number of flood mitigation projects	NA	3	6	9
Optimally developed urban settlements	Urbanization rate (%)	NA	50	45	40
	Rural-urban migration (%)	NA	6	5	3
A robust housing market	Real estate contribution to State GDP (%)	2.04 (2017)	3	5	7
Source(s): Ministry of Environment, Ministry of Works and Housing					



Water and Sanitation

13

Overview

Safe drinking-water, sanitation and hygiene are crucial to human health and good living and have significant impact on the livelihoods of people. Hence, access to water is deemed a fundamental human right. Safe water, sanitation and hygiene (WASH) is not only a prerequisite to health but contributes to livelihood and dignity and helps to create resilient communities living in healthy environments.

There is limited state-wide data on households' access to potable water as this is mainly available in urban areas. Potable water supply in the State falls within the remit of Ministry of Water Resources and the Departments and Agencies under it. The Ministry manages a total of 116 water schemes comprising 13 surface water works, 103 motorized boreholes and manual water wells spread across the State. The Ministry of Water Resources oversees two agencies, namely: Kogi State Water Board and

Rural Water Supply and Sanitation Agency (RUWASA). The Ministry is statutorily empowered to formulate and implement policies for the water sector with a vision to have a society with safe and adequate water supply and contribute to eradicating water related-diseases and poverty. The Ministry's mission is to promote water resources development and facilitate the provision of safe water to the State's citizens through effective and efficient autonomous water administration.

The Kogi State Water Board is charged with the responsibility of providing safe, affordable water supply to urban centres of the State by effectively managing various water works, and bills consumers, while RUWASA works toward the reduction of water and sanitation related-diseases and improve access to rural water supply and sanitation facilities with focus on schools, Primary Health Care Centres and communities.

Challenges and Opportunities

While the State is confronted with limited resources with competing needs and priorities, allocations have been made for initiatives, interventions and plan to address WASH tasks in the State. However;

- ◆ poor funding remains a key challenge in water provision. Some water works are product of the colonial era and are worn-out, outdated and unserviceable. Equipment and pipelines are old with some having been laid over 50 years ago.





- ◆ indiscriminate ground digging for road constructions and right of way leading to water pipeline breakages and leaks.
- ◆ epileptic power supply to water works resulting in the use of expensive diesel-fueled power alternatives.
- ◆ dearth of manpower due to retirement and non-recruitment of new staff
- ◆ poor metering system and the nonpayment of water bills due to the wide-spread perception of citizens of water as a free product or social service.
- ◆ very low water tariffs requiring that funding

is mainly from State allocations.

- ◆ open defecation is prevalent due to absence of toilet facilities. The MICS (2022) places open defecation in the State at 53% of households which is very high.

The State's daily water demand as at 2015, though growing, stood at 492,085m³/day while the daily supply capacity is around 84,680m³/day but operating at 90% supply capacity estimated at 76,212m³/day. Thus, opportunities exist for private sector investment in the State water sector with the right environment in place.

Objectives and Targets

The focus is to provide clean and safe water, comprehensive sanitation facilities and hygiene services to urban and rural residents in line with global standards. The main thrust of this Plan is to:

- ◆ prioritize WASH, recognizing the linkage between access to potable water and hygiene and its various manifestation in multi-dimensional poverty indices
- ◆ ensure adequate and equitable provision of potable water and enforce sanitation policies and programmes
- ◆ reduce the prevalence of water-borne diseases
- ◆ invest and ramp up public sanitary infrastructure to eliminate open defecation in its entirety and other harmful sanitation practices



Strategies and Policies

- ◆ Complete all ongoing water projects across the State in a timely manner and initiate new water projects
- ◆ Rehabilitate old water works to modern standards and high daily operability
- ◆ Strategically locate water projects to ensure all communities in the State are connected to have access to clean and safe water
- ◆ Promote awareness through advocacy on good hygiene and sanitation practices, such as hand washing and proper refuse and waste disposal
- ◆ Reinvigorate sanitary officers to efficiently and effectively enforce sanitation policy and law, and collaborate with CSOs for greater advocacy
- ◆ Encourage private sector in the State to adopt water projects as Corporate Social Responsibility (CSR) with potential for concessions from the State
- ◆ Attract funding from private sector and international developing partners to fund water projects using best practices
- ◆ Provide a policy guidelines and framework for the water sector that encourages private sector participation such as cost-reflective tariffs
- ◆ Ensure inter-agency synergy between water sector and other sectors to facilitate effective water supply and sewage management
- ◆ Control and restrict indiscriminate sinking of boreholes and water wells, and ensure best practices to eliminate proximity of water sources and sewage facilities
- ◆ Recruit and train personnel to replace the dearth of officers in the water and sanitation sector to improve management and administration of good WASH practices in the State.
- ◆ Evolve a public private partnership (PPP) model that suits MSMEs to come into refuse and garbage disposal ventures across the State
- ◆ Prepare a realizable, comprehensive and costed water and sanitation masterplan as a component of urban renewal and infrastructure plan
- ◆ Ensure adequate metering of all completed and operationalized water works that are piped to residences with emphasis on smart meters to plug revenue leakages
- ◆ Designate dump sites and sewage treatment plants in each of the senatorial districts and procure additional sewage trucks for use across the State
- ◆ Build and regulate special waste disposal facilities such as for medical waste

Expected Outcomes

There are two key expected outcomes from the implementation of this Plan. They are:

- ◆ Increased access to safe and affordable water
- ◆ Elimination of open defecation across the State



Results Framework

Table 20: Results Framework For Water And Sanitation

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Increased access to safe and affordable water	Access to potable water (%)	15	30	50	90
Elimination of open defecation across the State	Prevalence of open defecation (%)	53	40	20	<10
Source(s): RUWASA					



An aerial photograph of a city, likely in an urban area, showing a multi-lane bridge with a black and white checkered safety railing. The bridge spans across a body of water. In the background, there are several multi-story buildings and a dense residential area. The overall color palette is a muted, sepia-toned brown.

Part Four:

Providing Direction

- ◆ Finance and Revenue Mobilisation
- ◆ Governance and Administration
- ◆ Security, Law and Justice
- ◆ Social and Youth Development

Finance and Revenue Mobilisation



Overview

A major challenge to sustained economic development and fostering a prosperous society is finance. Sufficient public resources must be sourced, managed and disbursed in an effective and efficient manner to ensure intended objectives are achieved. As with other federating units in the country, it is clear to Kogi State that reliance on federally-allocated revenue alongside the relatively low internally generated revenue will not be enough to drive the level of development and progress envisioned. Therefore, innovative strategies and approaches will have to be deployed to ensure adequate Mobilisation of resources to finance development in the State.

Furthermore, recent occurrences in the macroeconomic space have increased the vulnerability of the main sources of public revenue to the State. These include unstable crude oil prices, falling demand for Nigerian crude and low crude production, devaluation of the Naira and business closures due to challenging economic environment translating to lower IGR collections from the business sector. All the foregoing point to the need for a strategically robust approach to adapt and increase public revenues accruing to the State.

The Finance and Revenue Mobilisation sector comprise MDAs in the State with responsibility for revenue collection and administration, and sourcing funds. They include:

Kogi State Ministry of Finance, Budget and Economic Planning
Debt Management Office
Office of the Accountant-General
Kogi State Internal Revenue Service (KGIRS)
Kogi State Fiscal Responsibility Commission
Bureau of Public Procurement



The agencies are charged with evolving strategies and enforcing policies towards public financial management in the State. Further, the implementation of the Kogi State Development Plan 2024-2056 will require the sector to develop solutions towards closing

the funding gap occasioned by strategies and activities by various sectors of the Plan towards achieving their objectives.

Challenges and Opportunities

The major challenges confronting the Finance and Revenue Mobilisation sector are as follows.

- ◆ Low internally generated revenue relative to the volume of economic activity in the State
- ◆ With the exception of KGIRS, low application of digital technologies to revenue collection and administration
- ◆ Over reliance on federally-allocated revenue
- ◆ Weak enforcement of provisions of laws and regulations pertaining to taxes and levies
- ◆ Duplication of functions within the sector
- ◆ Low coordination amongst agencies in the sector towards plugging revenue leakages
- ◆ Weak enforcement of State fiscal and financial responsibility rules.
- ◆ Weak financial planning architecture
- ◆ Staff shortages and operational challenges within MDAs in the sector

While the State seeks creative and innovative ways to bridge funding gaps, there are opportunities to expand revenue base to capture more IGR from economic activities in the State by widening the levies and taxes base.

Objectives and Targets

The broad objective of the sector is to optimize revenue collection and administration, and ensure effective fiscal and economic planning. Other objectives include:

- ◆ Timely formulation and implementation of fiscal and financial policies
- ◆ Timely preparation and implementation of budgets
- ◆ Expand the database of registered tax payers
- ◆ Regular conduct of evaluation and reviews of performance of fiscal sectors in the State
- ◆ Attract funding from development partners and coordination of their activities
- ◆ Centralize information management in the sector
- ◆ Expansion of the revenue generation and collection capacity of the State
- ◆ Conduct of economic trends research and analysis
- ◆ Strengthen capacity within the sector
- ◆ Improvement of the capacity of MDAs to generate and keep quality/timely administrative data



Strategies and Policies

To meet the objectives of the Plan, the State must make effective use of its resources, with accountability from all line MDAs involved in the implementation. To achieve this, the following strategies will be executed.

- ◆ Strict adherence to budget call circular from all MDAs
- ◆ Review and revamp existing strategy on IGR to broaden the tax base
- ◆ Strict adherence to public financial rules of the State and ensure fiscal responsibility
- ◆ is top agenda at all MDAs
- ◆ Improve budget performance and reporting through prudent budgeting and regular reports on progress
- ◆ A well-resourced Public Procurement office put in place to implement the public procurement law
- ◆ Increase citizens engagement and participation in governance leveraging CSOs and the general public on budget monitoring and evaluation

Expected Outcomes

- ◆ Robust internal revenue generation
- ◆ Transparent management of public finances

Results Framework

Table 21: Results Framework For Finance And Revenue Mobilization

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Robust internal revenue generation	Proportion IGR to total revenue (%)	16.8 (2021)	20	40	50
	Proportion of IGR to State GDP (%)	1	3	5	10
Transparent management of public finances	Proportion of MDAs with timely Audited Accounts (%)	NA	80	90	100
Source(s): MFBEP, BudgIT					



Governance and Administration

15

Overview

The ability of State organs to deliver efficient service to the citizens determines her effectiveness, and this is reliant on the efficiency of her institutions and processes. The Governance and Administration sector is saddled with the responsibility of providing direction towards desired outcomes and coordinating good governance within the State. All non-sector specific MDAs and executive arm of government constitute the Governance and Administra-

tion sector. For Kogi State, this includes: Office of the Governor, Office of the Head of Civil Service, Office of the Secretary to the State Government, Offices of the Auditors-General (State and Local), amongst others. Critically, the roles of these organs of the State cut across various spheres of public administration and requires interface and coordination with other sector specific MDAs. The sector is concerned with achieving the broad goals of the State and collectively oversees governance in the State.

Challenges and Opportunities

While the State has made progress in establishing good governance through accountability, quality leadership, consensus-oriented decision making, and equity and inclusiveness, some challenges still remain in the sector. These include:

- ◆ Unmotivated civil service and general low morale and poor attitude to work
- ◆ Low technical capacity for governance and policy-making in the public service
- ◆ Low digital skills amongst public servants
- ◆ Duplicity of functions across the service
- ◆ Low communication and information

exchange between MDAs

- ◆ Inadequate training and capacity-building programmes for state officers
- ◆ Delays in policy formulation and implementation
- ◆ Poorly equipped offices and sub-optimal working conditions
- ◆ Despite these challenges, the Governance and Administration sector can readily benefit from the presence of tertiary educational institutions in the State for capacity-building and its youthful leadership can help steer the sector towards digital adoption.

Objectives and Targets

To reposition the sector, provide much needed direction and ensure access to public services for the citizens of the State, the following

objectives will be pursued.

- ◆ Timely implementation of policies



- ◆ Expansion of reforms to the civil service to engender a service that is nimble enough to respond to service delivery needs and standards
- ◆ Improve coordination between the Executive, Legislature and Judiciary and deepen synergy among MDAs
- ◆ Invest in digital technology and data management solutions to automate good governance initiatives and optimise planning, implementation, monitoring and evaluation
- ◆ Provide digital platforms for increased citizen participation in the social, economic and political space and allow for greater citizen engagement with government
- ◆ Eliminate bureaucracy and bottlenecks in service delivery to ensure citizens access to public services in a timely manner across MDAs

Strategies and Policies

To achieve these objectives, the State will:

- ◆ Increase public sector efficiency by enhancing coordination between the various tiers of government and redefining the competency framework for civil servants
- ◆ Enhance inter-tiered governmental coordination and grassroots decision making and policy implementation by strengthening the operations of relevant agencies through reforms
- ◆ Foster regular strategy alignment between State and Local Government actors
- ◆ Introduce training and certification programs in digital skills and competences to upscale the capacity of officers at State and Local levels
- ◆ Reassess skills compositions and distribution within the public service
- ◆ for realignment towards improving the delivery of public services
- ◆ Expand citizen engagement and inclusion through policy changes and technology adoption. Enact and implement policies that encourage citizen participation (particularly women and youth) and ensure increased transparency through higher citizenry access to information and participation in key decision-making areas
- ◆ Enhance anti-corruption capacity across the public, private and social sectors through technology adoption
- ◆ Enhance the current fight against corruption and ensure compliance with transparency and accountability requirements, discipline of officials in positions of authority, as well as prioritize independent audits of public institutions

Expected Outcomes

- ◆ Improved public service delivery standards
- ◆ Optimised public service structure
- ◆ Improved transparency and accountability in governance
- ◆ Increased citizens' participation in governance



Results Framework

Table 22: Results Framework For Governance And Administration

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Improved public service delivery standards	Average response time for service (week)	NA	3	1	<1
Optimised public service structure	Number of reforms undertaken	1	>3	>3	>3
Improved transparency and accountability in governance	Proportion of MDAs with timely Audited Accounts (%)	NA	80	90	100
	Proportion of MDAs with published reports on their activities (%)	NA	20	60	100
Increased citizens' participation in governance	Proportion of MDAs conducting at least 2 citizens engagement activities annually (%)	NA	20	60	100
Source(s): MFBEP					



Security, Law and Justice

16

Overview

The security and welfare of the people is the primary purpose of Government, the foremost duty of the State is upholding the sanctity of life by protecting it and safeguarding property. Kogi State has made significant investments in establishing effective policing system, with emphasis on proactive approach to crime prevention.

The State has implemented various security initiatives in recognition of the low police-to-population ratio and general insecurity challenges across the country. This is critical given the central location of Kogi State which is also the only state in Nigeria to share boundaries with ten other states (FCT included) making it susceptible to interstate criminal activities. With the inadequate presence of federal security personnel in the State to effectively manage security issues and ensure coverage across, it is imperative that the State clearly defines and implements a robust security and safety architecture to safeguard her citizens.

The State has laws and procedures that guarantee the safety and freedom of citizens and provides mechanisms for punitive deterrents for those found guilty of contravening the laws. Some of these include:

- ◆ 1999 Constitution as Amended
- ◆ The Penal Code

Other legislations include: Adoption of the Child Right Act 2010; Violence Against Persons Prohibition Act (VAPP) 2022; Child Right Law 2009; and, the enactment of Administration of Criminal Justice Law to expedite trials. Moreover, there is an increase in jurisdiction of Magistrate Courts followed by the recruitment of additional Magistrates to expedite trials and deliver justice on time. It is important to acknowledge the role of various informal system (traditional rulers) which complement the work of the formal system in the administration of justice in the State through collaboration on security issues and informal dispute resolution activities.

On Security, the State has the Nigerian Police Force, Nigerian Security and Civil Defence Corps (NSCDC) as part of a complement of federal security agencies alongside military installations. The State also has the State Vigilante Group that provides internal security at community level. Additionally, various State organs support the provision of internal security in the State, such as the Office of the State Security Adviser which coordinates security agencies and the Security Trust Fund which provides/mobilizes resources for security activities.

The State has an estimated 3,762 Police Officers for a population of over 3.3m citizens, giving a ratio of 1:877, which is grossly inadequate considering the UN standard ratio of police officers to citizens of 1:460.



Data on the distribution of judicial officers in Kogi State indicates that there are 190 Judges (High Court, Magistrate and Area Courts), with at least 1 court in each Local Government Area.

The State has 5 medium security Correctional centers which are aimed at providing reformatory services to convicted citizens.

Challenges and Opportunities

A number of security issues occur in the State bordering on general criminality and youth restiveness. Key challenges to addressing these issues include:

- ◆ Poor funding to the sector overall
- ◆ Inadequate training of security personnel
- ◆ General low welfare for security personnel including working conditions such as operational equipment and offices
- ◆ Low number of judicial officers
- ◆ Overcrowded Correctional Centres
- ◆ Perception of police and other security personnel as pervasively corrupt

- ◆ Ineffective real-time response to security emergencies
- ◆ VIP services by Police Officers thereby reducing the number available for citizens security

However, there are opportunities for speedy improvement in the Security, Law and Justice sector due to the following:

- ◆ Availability of coded laws and regulations
- ◆ Presence of tertiary institutions for training of judicial officers in the State
- ◆ Increased awareness on Alternative Dispute Resolution Mechanisms (ADR)

Objectives and Targets

The prime objective is for the State to have a robust security architecture that guarantees the safety and peace of the State while equally prepared for future security threats. Additional objectives and targets include:

- ◆ Support Federal Government agencies responsible for maintaining law and order in the State
- ◆ Strengthen platforms for Early Warning/ Early Response (EWER) to conflicts in the State
- ◆ Strengthening the justice system with a view to ensuring quick dispensation of justice

- ◆ Promote a dynamic, responsive, and constitutionally effective Legislature
- ◆ Strengthening the capacity of the Legislature to be able to perform its constitutional functions effectively as a separate and independent arm of government
- ◆ Improve access to justice for all citizens
- ◆ Increase the number of people having access to alternative dispute resolution mechanisms
- ◆ Increase collaboration with the judiciary, law enforcement agencies and correctional institutions



Strategies and Policies

In order to meet the above objectives and targets, the State will embark on the following strategies:

- ◆ Strengthen the security architecture to include identification systems for people, assets, and others through mandatory operations of CCTV in public areas
- ◆ Require businesses to install CCTV camera in and around their business premises to complement Government effort
- ◆ Identify crime blackspots and recover and convert such to safe public areas such as parks and gardens with requisite night-time illumination
- ◆ Facilitate trainings for law enforcement officers in the State with focus on improving community policing and adopting proactive methods to improve security
- ◆ Provide funding and resources to correctional facilities and collaborate with development partners and faith-based organizations to re-skill and up-skill prison inmates for effective rehabilitation and reintegration into society
- ◆ Development of multi-funding system to adequately cater for security infrastructure and equipment by re-invigorating the existing security fund
- ◆ Implement arrangement for effective use of the Mobile Court provisions and systems
- ◆ Develop effective monitoring and evaluation mechanisms for measuring progress on initiatives
- ◆ Improve synergy and collaboration within and amongst security agencies
- ◆ Appointment of additional judges/ magistrates to clear existing backlogs of cases and implement an effective performance management system in the judicial system

Expected Outcomes

- ◆ Improved security of life and property
- ◆ Increased Monitoring and Evaluation of case handling by State counsels
- ◆ Reduced number of cases in court due to utilization of the ADR mechanisms
- ◆ Reduced waiting period for awaiting trial cases
- ◆ Reduced number of inter-communal crisis
- ◆ Improved re-integration through skills acquisition programmes for inmates of the custodial centres



Results Framework

Table 23: Results Framework For Security, Law And Justice

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Increased number of cases settled through Alternative Dispute Resolution (ADR)	% of cases settled through Alternative Dispute Resolution (ADR)	NA	40	45	50
Peaceful co-existence across the State	Intercommunal crisis (number of incidents/year)	NA	<7	<3	0
	Farmer-Herder clashes (number of incidents/year)	NA	<7	<3	0
Speedy dispensation of justice	Elimination of awaiting trial cases	>3 months	Yes	Yes	Yes
Source(s): Ministry of Justice					



Youth and Social Development

17

Overview

The State has an obligation to her citizens to provide services and facilities that enhance opportunity and quality of life, beyond providing healthcare, education and infrastructure. The State has the constitutional and moral duty to respond to the needs of disadvantaged groups (e.g. people with disability, the poor, the homeless, people with acute morbidity, vulnerable and orphaned children, widows and widowers, and older people), to cope daily with these vagaries of life. As such, the aforementioned groups, amongst others, require special facilities, aids and interventions.

As demographics and economic realities change, its social impacts, such as unemployment, wealth and income inequality, create existential challenges for vulnerable segments which can create known and unknown problems for society. It is therefore, important that government intervenes to safeguard life and property, ensure equality of opportunity and quality of life, with the recognition that government alone cannot shoulder the responsibility of the infirm, orphans and other vulnerable groups.

The broad mandate of the Social and Youth Development sector in the State is to advise and implement government policies on youth, gender, children alongside Vulnerable Persons (including Persons with Disabilities), family issues and the aged. The sector houses two major ministries which are the Kogi State Ministry of Women Affairs and Social Development as well as the Kogi State Ministry of Youths and Sports Development. These ministries warehouse other agencies such as Kogi State Disability Office, Kogi State Youth Development Commission, Kogi State Agency for Social Security and Protection of Older Citizens and the Kogi State Sports Council.

This social sector of the State, has consistently strived to create enabling environment for youths and special persons to engage and explore potential via the entrenchment of policies such as Child Protection Policy, Kogi State Action Plan for Peace and Security of Women and Children, accessibility codes for public buildings in the State, amongst others.





Challenges and Opportunities

While investments in Education and Health are social investments, the vulnerable and youth cannot reach their full human potential towards contributing effectively to economic growth and sustainable social development if such vulnerabilities are not addressed. Key challenges in the sector include:

- ◆ Decline in social capital with the unprecedented collapse in civic, social and associational life with negative consequences such as lack of empathy towards the vulnerable
- ◆ Weak social infrastructure in the State due to under-investment in social sector over a long period. Most rural and urban areas lack sport facilities hindering talent discovery and development in sports
- ◆ Youth focus on football, neglecting other sports with equally bright prospects, while the statistics of young girls' participation in sport is far lower than their male counterparts
- ◆ Insufficient sports personnel in the State, such as various sport coaches, administrators and professionals in sport medicals
- ◆ Few available social workers to deal with the vulnerable, women rights and gender violence issues, from counselling to trauma management
- ◆ Significant unemployment among young people and women, fostering hopelessness, social vices and criminality
- ◆ Woman participation in active politics is



low, far short of Beijing Declaration and Platform for Action

- ◆ Despite high literacy levels in the State, there is a lack of awareness of opportunities of the social development programmes provided by both state and federal governments
- ◆ Emerging menace of access to easy finance and unregulated loan provision severely impacting women who are mainly

into micro-businesses and are vulnerable to such schemes

- ◆ Inadequate skill acquisition centres across the State to prepare women and youth in relevant skill and craft

Despite the above listed challenges, the State is endowed with the requisite manpower and resources to create enabling environment for the wellbeing of citizens in the State including a youthful population and resourceful citizenry.

Objectives and Targets

To provide for the needy remains a government priority and specifically, the vulnerable in the society, such as the elderly, orphans and people with disability will be targeted in addition to women and girls who traditionally have fewer opportunities than men. Various programmes and interventions in this sector will be tailored towards such groups.

- ◆ Emphasize a strong and stable family as foundation for development
- ◆ Build a State where women rights are respected with no incidences of

gender-based violence

- ◆ Increase in women participation in politics and decision-making
- ◆ Create avenues for youths to engage in all sports, arts and culture, music and other talent development programmes in the State
- ◆ Children, women and the vulnerable are protected from abuse and violence and from being trafficked for sexual and labour exploitation and organ harvesting

Strategies and Policies

- ◆ Create thorough awareness on the Child Rights Law and Violence Against Persons Prohibition Law, effects and dangers of human trafficking.
- ◆ Deploy effort and practices to reduce out of school children by implementing the education sector policy
- ◆ Align the social and youth development sector to the innovations and digital economy sectors with focus on 21st century skill acquisition to generate employment for youths and women

- ◆ Establish state-of-the-art sports facilities strategically located in each of the local government areas with focus on youth talent development and citizens' recreation
- ◆ Introduction of inclusive safety nets, such as State special public works scheme (e.g., public infrastructure maintenance) to engage youth, low-income and non-labour constrained households
- ◆ Establish schemes to provide farm inputs such as subsidized fertilizers, seedlings and



chemicals for rural women in farming

- ◆ Upgrade slums through public works by providing roads, clearing drainages and stagnant pools, potable water, sanitation and distribution of mosquito nets to vulnerable households
- ◆ Partner with the Federal Government, development partners and donor agencies to expand the State’s beneficiaries of “Targeted Transfers to Poor and Vulnerable Households” component of the “Nigeria – National Social Safety Nets Projects”

Expected Outcomes

- ◆ Reduced youth and women unemployment
- ◆ Improved child protection services
- ◆ Improved awareness and strengthened collaboration with stakeholders
- ◆ Improved social protection services

Results Framework

Table 24: Results Framework For Youth And Social Development

Expected Outcome	Key Performance Indicator	Baseline 2022	Target		
			2024-2033	2034-2042	2043-2056
Reduced youth and women unemployment	Youth unemployment rate (%)	NA	60	80	>95
	Women unemployment rate (%)	NA	60	80	>95
Improved child protection services	Number of LGAs with child protection legislations and policies	1	10	15	21
Improved social protection services	% reduction in incidence of abuses of vulnerable persons	NA	50	80	100
Source(s): KGSBS					



An aerial photograph of a highway interchange with a residential area in the background. The highway has a black and white checkered safety barrier. A car is visible on the road. The background shows several multi-story buildings and a dense residential area.

Part Five:

Paper to Reality

- ◆ Financing
- ◆ Implementation
- ◆ Monitoring and Evaluation
- ◆ Communication and Engagement

Financing

18

Overview

The Kogi State Government is fully committed to the success of this State Development Plan and is not unmindful of the role that adequate financing will play in the implementation of the Plan. As such, it is critical that the additional funding requirement occasioned by the various strategies and policies specified in this Plan are mobilised in due course and effectively administered toward achieving the desired outcomes of the State and its people. Various challenges to financing in the State stem from the general nature of governance in Nigeria, which operates a federal system with various constitutional and legal specifications for the federating units. Kogi State as a federating

unit is limited by many variables outside its control under the federal system which impacts its ability to generate revenue such as the revenue sharing formula from the national revenue and value added tax, macroeconomic factors like exchange rates and crude oil production, and the certain business incomes taxes that do not accrue to the State despite such businesses operating the State.

Given the above, mobilising the required funding for implementing the Plan strategies becomes challenging and requires innovative approaches and collaborative engagements across a broad spectrum of actors in the State and beyond.

Fiscal Policy Direction

To achieve the target revenue for financing the Plan, the State will adopt a number of fiscal policy initiatives over the Plan period geared towards ensuring greater control over existing revenue sources and creating and expanding new ones.

- ◆ Taxpayers' engagement and enlightenment with the aim of improving the acceptance of tax payment as a veritable way of sourcing public revenue for development projects and also facilitate easier enforcement of tax laws and regulations
- ◆ Review and update tax and revenue laws and policies with particular focus on

ensuring enforceability and operationalise dormant sections not previously implemented

- ◆ Prioritise ongoing projects over new ones to ensure completion and eliminate incidences of abandoned projects. This also guarantees that only projects that contribute to the achievement of the outcomes of the Plan are included in the budgets of MDAs
- ◆ Set aside 3% of recurrent revenue towards the setting up of a development fund for long-term implementation of special impact projects





- ◆ Strengthen KGIRS and ensure collaboration amongst revenue generating agencies
- ◆ Engage private sector operators to mobilise investments to fund identified projects under the purview of this Plan with appropriate incentives
- ◆ Streamline and centralise the coordination of projects by development partners to eliminate duplication and optimise this external funding source
- ◆ Explore Public-Private Partnership (PPP) arrangements for certain projects requiring significant amounts to free up regular revenue for other development initiatives
- ◆ Limit annual recurrent expenditure increases by MDAs in real terms to not more than +/- 5 per cent of previous year with amounts exceeding that range requiring special approvals of the State Executive Council after satisfactory justification

The above measures are in addition to steps already being taken to strengthen fiscal discipline and accountability in the State and ensure the mobilisation and application of sufficient revenues towards achieving the stated outcomes of the Plan.

Revenue and Expenditure Projections

The long-term nature of the Plan creates challenges for reliable revenue projections. Various global events make it very difficult to make accurate revenue forecast beyond a

few years. Events that significantly influence macro-economic factors which are outside the control of the State such as the ongoing global conflicts in Eastern Europe and the Middle-East,



technological advancements and the effects of climate change, all combine to make global direction unpredictable. In the same vein, the global cost of implementing the Plan has not yet been done as the specific projects and interventions are still being developed. Therefore, the more reliable projection and approach to revenue management for the implementation of the Plan is the rolling three-year Medium Term Sector Strategies (MTSS) which

serves as the basis for annual budgets.

The State has a number of revenue sources but relies mainly on its share of federally-allocated revenue which is projected to account for about 53% of its total revenue over the 2024-2026 MTSS period. Other revenue sources include Internally Generated Revenue (IGR), aids and grants, and capital receipts.

Table 25: Total Revenue Projections 2024-2026

	2024	2025	2026
Recurrent Revenue	168,406,138,861.00	185,246,752,747.10	203,771,428,021.81
GOVERNMENT SHARE OF FAAC	138,170,806,176.00	151,987,886,793.60	167,186,675,472.96
INDEPENDENT REVENUE	30,235,332,685.00	33,258,865,953.50	36,584,752,548.85
Other Receipts	89,872,362,478.00	98,859,598,725.80	108,745,558,598.38
AID AND GRANTS	54,259,272,458.00	59,685,199,703.80	65,653,719,674.18
CAPITAL DEVELOPMENT FUND (CDF) RECEIPTS	35,613,090,020.00	39,174,399,022.00	43,091,838,924.20
Total Revenue	258,278,501,339.00	284,106,351,472.90	312,516,986,620.19

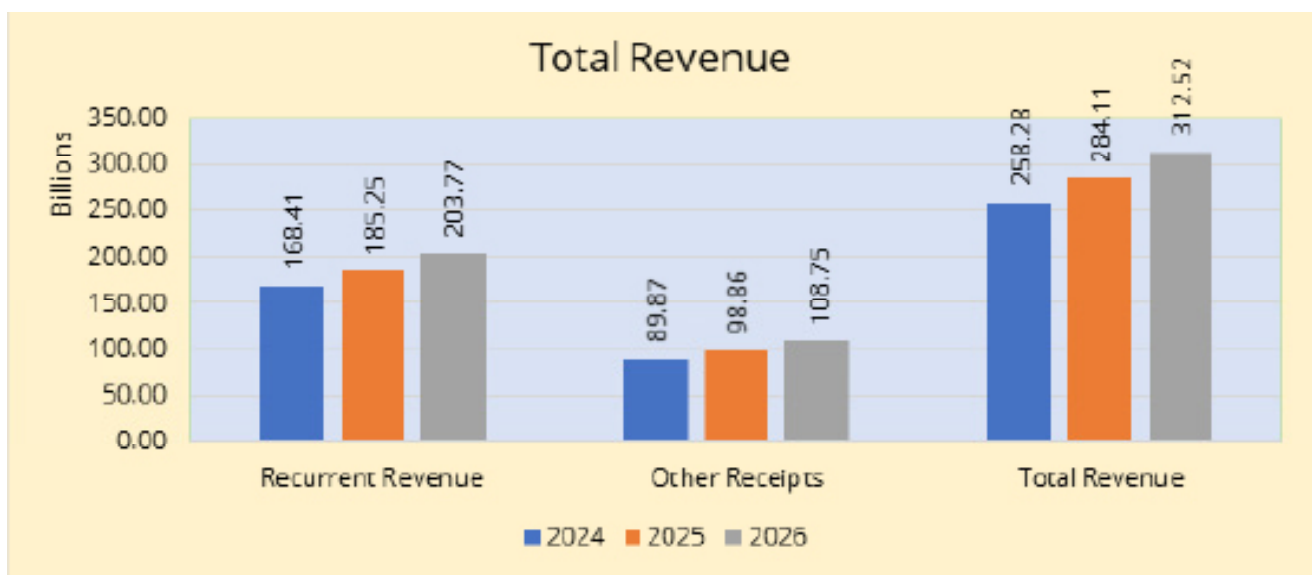


Figure 9: Total Revenue Projections By Category 2024-2026



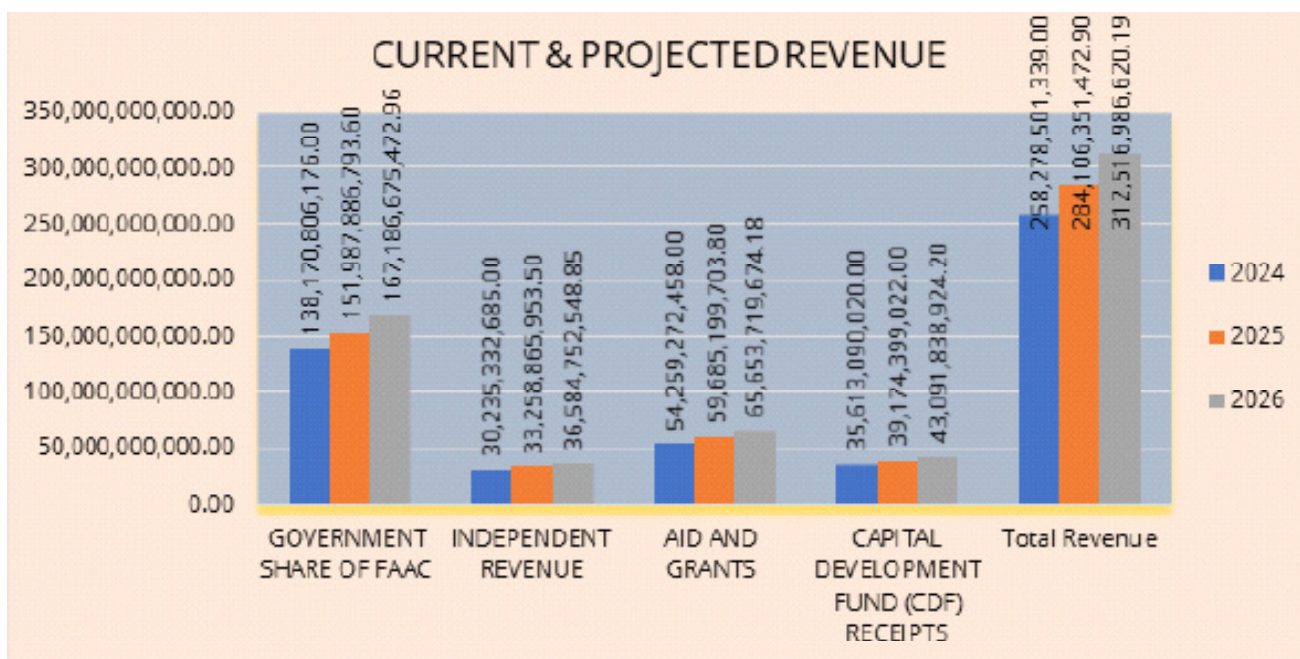


Figure 10: Total Revenue Projections By Item 2024–2026

Table 26: Breakdown of Kogi State Share of Projected Federally-Allocated Revenue 2024–2026

	2024	2025	2026
Revenue	138,170,806,176.00	151,987,886,793.60	167,186,675,472.96
STATE GOVERNMENT SHARE OF STATUTORY REVENUES	85,650,179,027.00	94,215,196,929.70	103,636,716,622.67
STATUTORY ALLOCATION	85,650,179,027.00	94,215,196,929.70	103,636,716,622.67
KOGI STATE MINERAL FUND (13% DERIVATION)	0.00	0.00	0.00
STATE GOVERNMENT SHARE OF VAT	34,017,078,421.00	37,418,786,263.10	41,160,664,889.41
STATE GOVERNMENT SHARE OF OTHER FAAC REVENUES	18,503,548,728.00	20,353,903,600.80	22,389,293,960.88
EXCESS CRUDE	0.00	0.00	0.00
FOREX EQUALISATION	2,577,798,101.00	2,835,577,911.10	3,119,135,702.21
BUDGET AUGMENTATION	2,004,373,101.00	2,204,810,411.10	2,425,291,452.21
NON-OIL REVENUE	418,303,951.00	460,134,346.10	506,147,780.71
EXCHANGE DIFFERENCE	6,392,704,874.00	7,031,975,361.40	7,735,172,897.54
RECOVERED EXCESS BANK CHARGES	200,000,000.00	220,000,000.00	242,000,000.00
SOLID MINERALS	910,368,701.00	1,001,405,571.10	1,101,546,128.21
ECOLOGICAL FUND	0.00	0.00	0.00
ELECTRONIC MONEY TRANSFER (EMT)	6,000,000,000.00	6,600,000,000.00	7,260,000,000.00



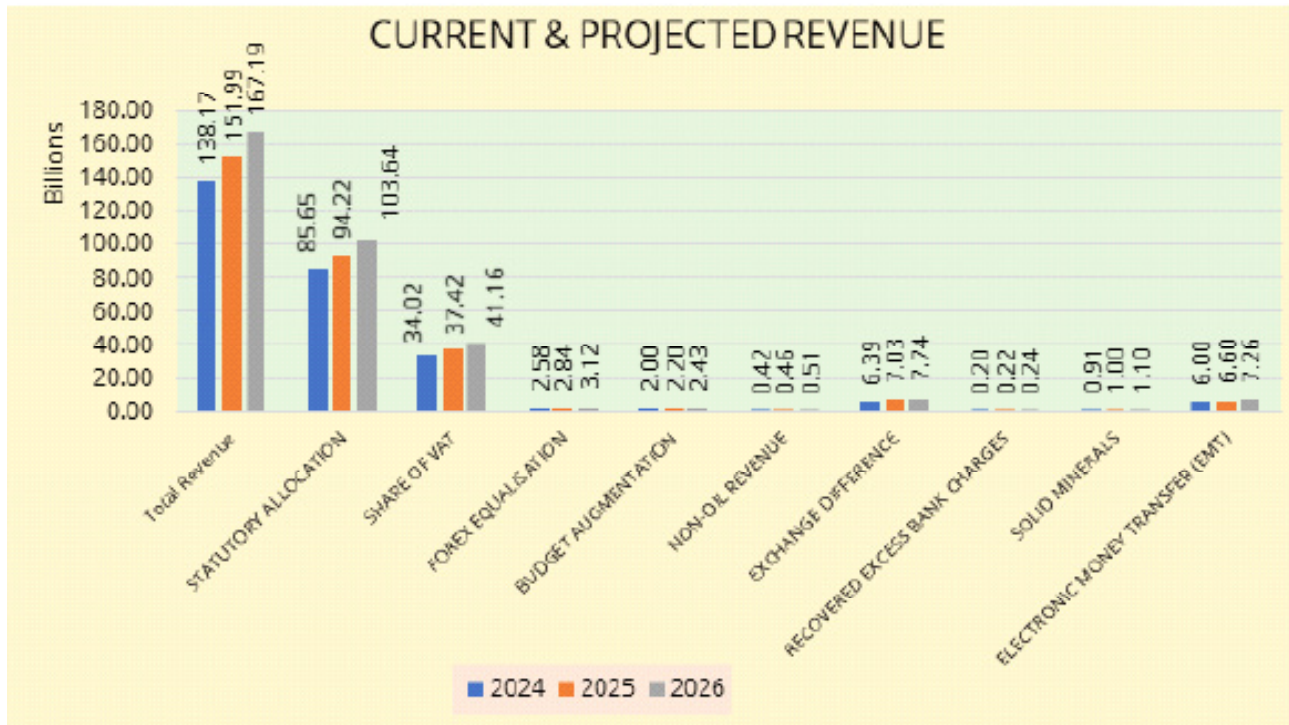
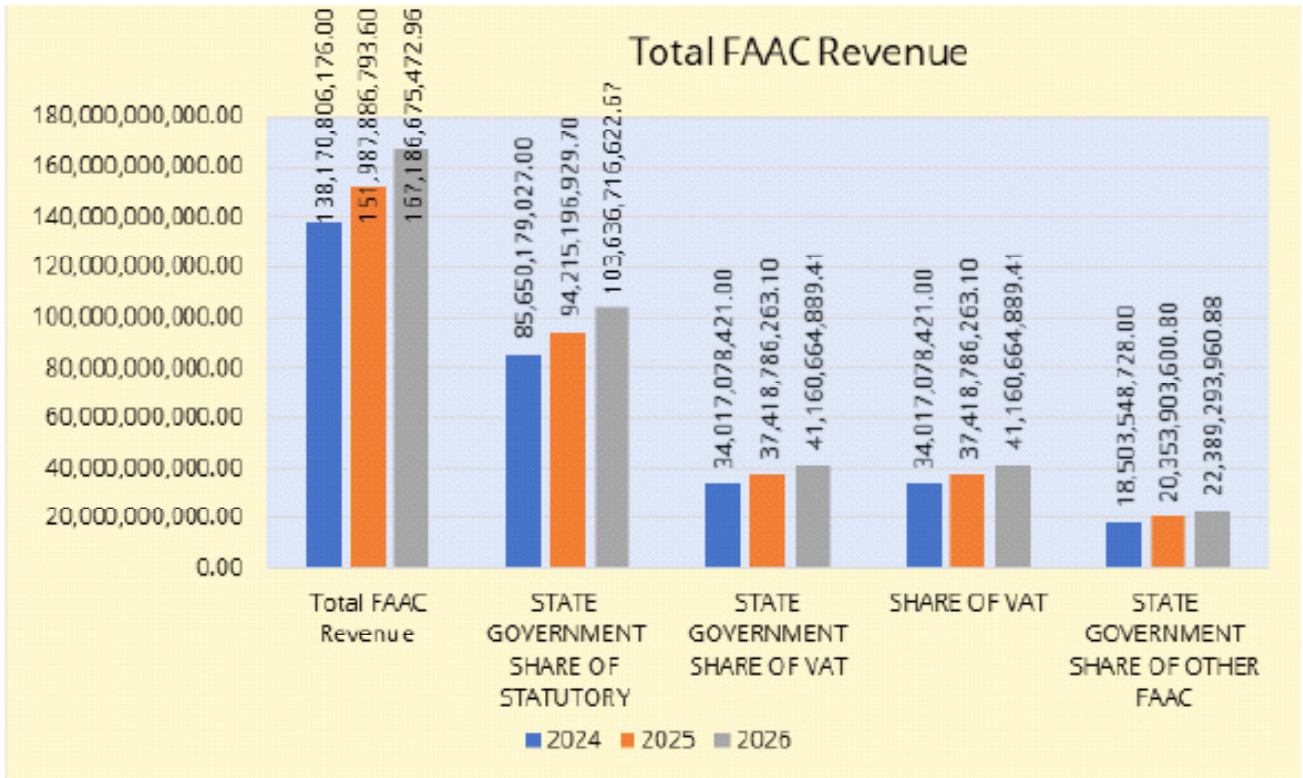


Figure 12: Breakdown of Kogi State Share of Projected Federally-Allocated Revenue by Item 2024-2026



Table 27: Projected Tax and Non-Tax Revenues 2024-2026

	2024	2025	2026
Revenue	30,235,332,685.00	33,258,865,953.50	36,584,752,548.85
TAX REVENUE	20,421,912,462.00	22,464,103,708.20	24,710,514,079.02
PERSONAL TAXES	14,466,713,066.00	15,913,384,372.60	17,504,722,809.86
OTHER TAXES	5,955,199,396.00	6,550,719,335.60	7,205,791,269.16
NON-TAX REVENUE	9,813,420,223.00	10,794,762,245.30	11,874,238,469.83
LICENCES - GENERAL	1,170,882,724.00	1,287,970,996.40	1,416,768,096.04
MINING RENTS	250,000,000.00	275,000,000.00	302,500,000.00
FEES - GENERAL	5,590,028,732.00	6,149,031,605.20	6,763,934,765.72
FINES - GENERAL	85,958,571.00	94,554,428.10	104,009,870.91
SALES - GENERAL	250,182,555.00	275,200,810.50	302,720,891.55
EARNINGS -GENERAL	1,336,647,160.00	1,470,311,876.00	1,617,343,063.60
RENT ON GOVERNMENT BUILDINGS - GENERAL	10,466,000.00	11,512,600.00	12,663,860.00
RENT ON LAND & OTHERS - GENERAL	864,154,481.00	950,569,929.10	1,045,626,922.01
INVESTMENT INCOME	255,100,000.00	280,610,000.00	308,671,000.00

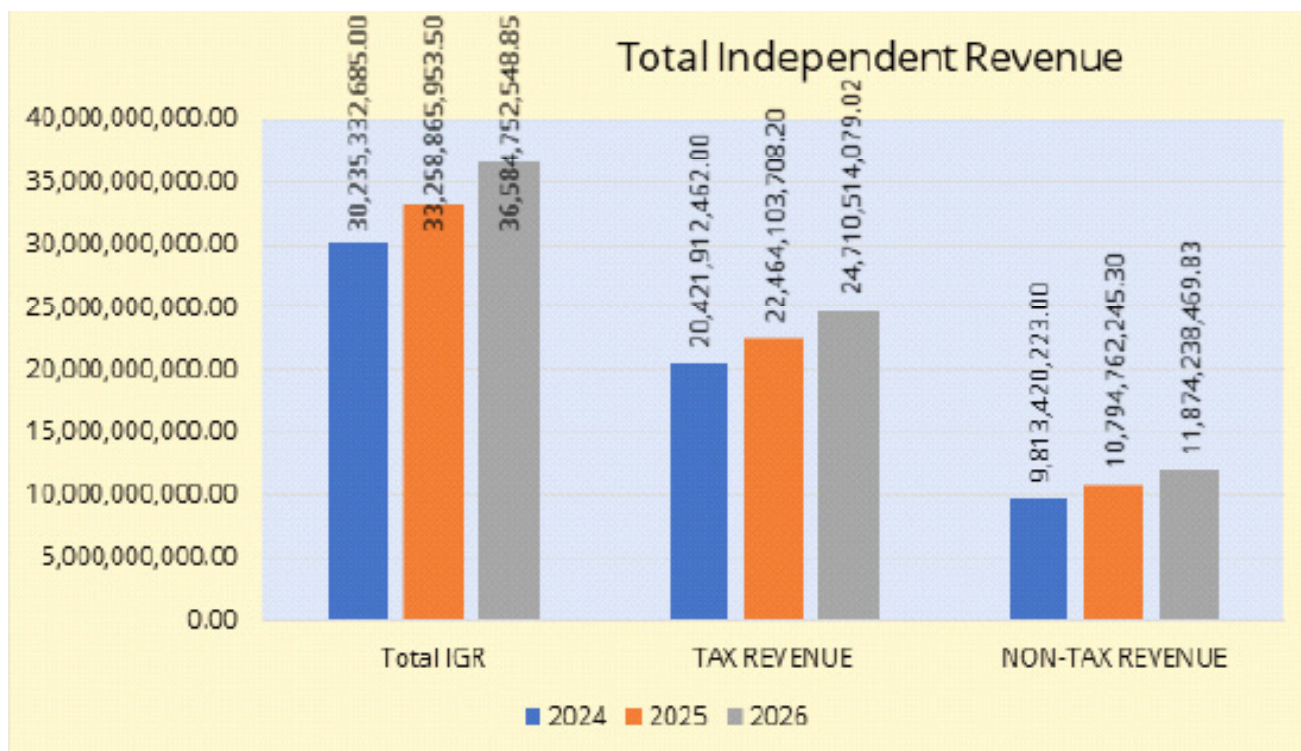


Figure 13: Projected Tax and Non-Tax Revenues by Category 2024-2026



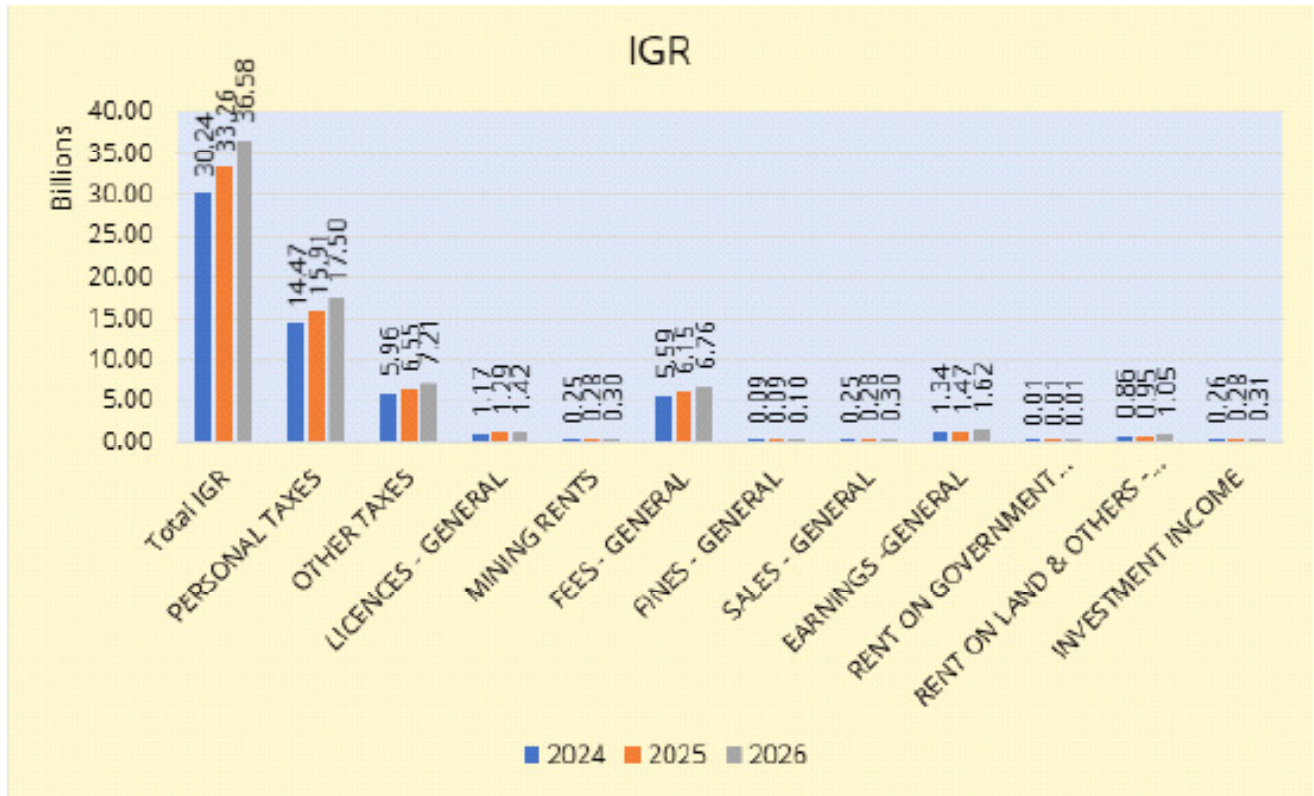


Figure 14: Projected Tax and Non-Tax Revenues by Item 2024-2026

Table 28: Breakdown of Projected Tax Revenues 2024-2026

	2024	2025	2026
Revenue	30,235,332,685.00	33,258,865,953.50	36,584,752,548.85
TAX REVENUE	20,421,912,462.00	22,464,103,708.20	24,710,514,079.02
PERSONAL TAXES	14,466,713,066.00	15,913,384,372.60	17,504,722,809.86
PERSONAL INCOME TAX (PAYE)	14,152,136,066.00	15,567,349,672.60	17,124,084,639.86
DIRECT ASSESMENT TAX	309,625,000.00	340,587,500.00	374,646,250.00
TAX CLEARANCE CERTIFICATE	4,952,000.00	5,447,200.00	5,991,920.00
OTHER TAXES	5,955,199,396.00	6,550,719,335.60	7,205,791,269.16
WITHHOLDING TAX(LGAs)	2,040,578,760.00	2,244,636,636.00	2,469,100,299.60
CONSUMPTION TAX	12,385,000.00	13,623,500.00	14,985,850.00
CAPITAL GAIN TAX	9,908,000.00	10,898,800.00	11,988,680.00
2% DEVELOPMENT LEVY	599,031,436.00	658,934,579.60	724,828,037.56



INFRASTRUCTURAL MAINTENANCE LEVY	94,126,000.00	103,538,600.00	113,892,460.00
ECONOMIC DEVELOPMENT LEVY	0.00	0.00	0.00
EDUCATION DEVELOPMENT LEVY	3,175,000.00	3,492,500.00	3,841,750.00
ENVIRONMENTAL LEVY	130,000,000.00	143,000,000.00	157,300,000.00
TAX AUDIT	2,600,850,000.00	2,860,935,000.00	3,147,028,500.00
SOCIAL SERVICE CONTRIBUTION LEVY (CORPORATE)	272,717,700.00	299,989,470.00	329,988,417.00
SOCIAL SERVICE CONTRIBUTION LEVY (INDIVIDUALS)	49,540,000.00	54,494,000.00	59,943,400.00
1% PROJECT MORNITORING FUND	50,000,000.00	55,000,000.00	60,500,000.00
STAMP DUTY	92,887,500.00	102,176,250.00	112,393,875.00

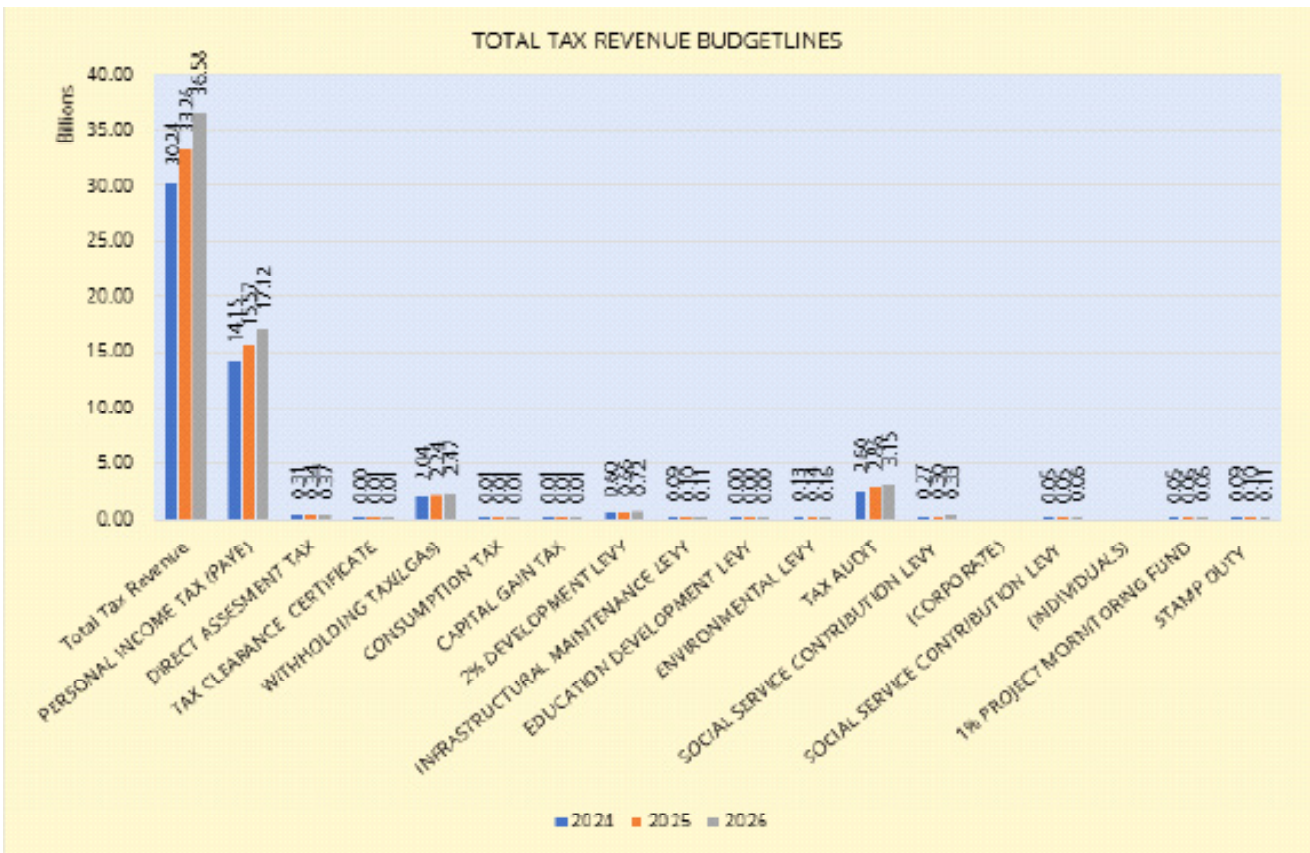


Figure 15: Breakdown of Projected Tax Revenues by Item 2024–2026



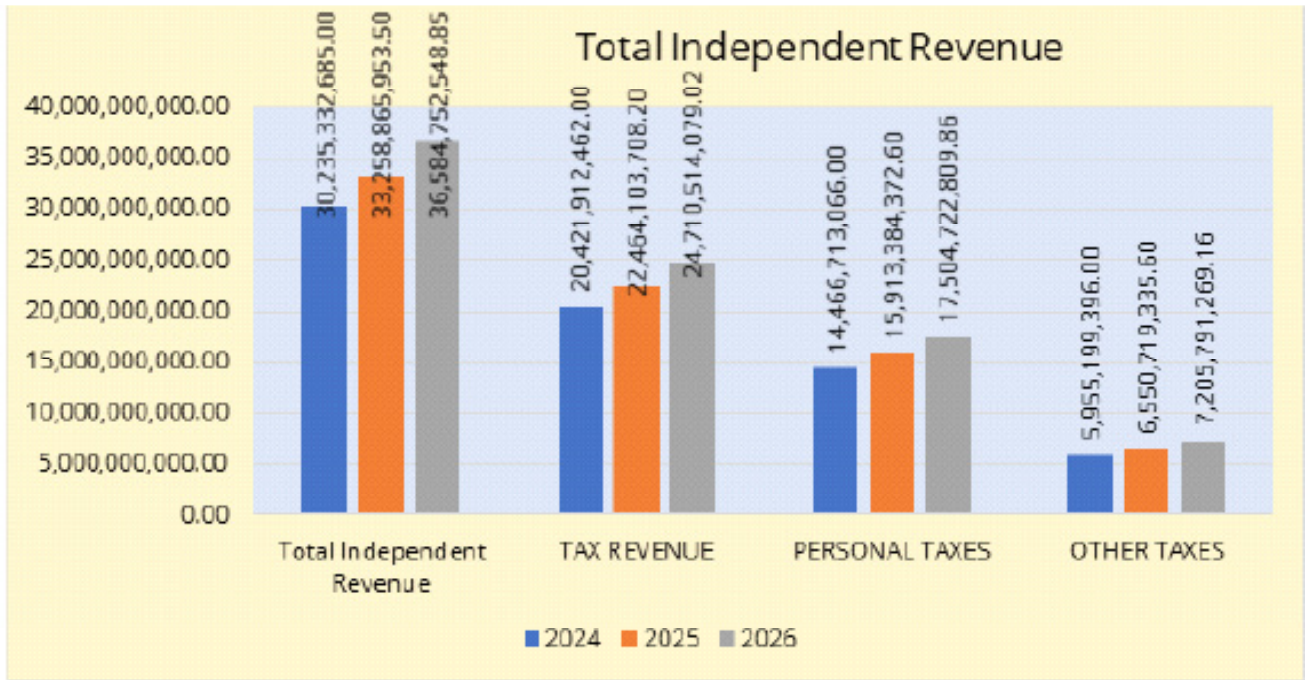


Figure 16: Breakdown of Projected Tax Revenues by Category 2024–2026

Table 29: Projected Revenue from Aid and Grants and Capital Development Fund 2024–2026

	2024	2025	2026
Revenue	89,872,362,478.00	98,859,598,725.80	108,745,558,598.38
AID AND GRANTS	54,259,272,458.00	59,685,199,703.80	65,653,719,674.18
AID	200,000,000.00	220,000,000.00	242,000,000.00
GRANTS	54,059,272,458.00	59,465,199,703.80	65,411,719,674.18
DOMESTIC GRANTS	45,934,684,234.00	50,528,152,657.40	55,580,967,923.14
CURRENT GRANTS FROM FGN	21,200,000,000.00	23,320,000,000.00	25,652,000,000.00
CAPITAL GRANTS FROM FGN	10,895,045,843.00	11,984,550,427.30	13,183,005,470.03
CURRENT GRANTS FROM LGAS	11,127,638,391.00	12,240,402,230.10	13,464,442,453.11
CURRENT GRANTS FROM OTHER SOURCES	2,712,000,000.00	2,983,200,000.00	3,281,520,000.00
FOREIGN GRANTS	8,124,588,224.00	8,937,047,046.40	9,830,751,751.04
CURRENT FOREIGN GRANTS	7,824,588,224.00	8,607,047,046.40	9,467,751,751.04
CAPITAL FOREIGN GRANTS	300,000,000.00	330,000,000.00	363,000,000.00
CAPITAL DEVELOPMENT FUND (CDF) RECEIPTS	35,613,090,020.00	39,174,399,022.00	43,091,838,924.20
OTHER CAPITAL RECEIPTS	3,345,597,895.00	3,680,157,684.50	4,048,173,452.95



0.8% AUDIT PROJECTS MONITORING FUND FROM CAPITAL EXPENDITURE EXECUTED BY STATE GOVERNMENT	58,597,895.00	64,457,684.50	70,903,452.95
SALES OF NON-ESSENTIAL GOVERNMENT ASSETS	3,000,000,000.00	3,300,000,000.00	3,630,000,000.00
SALES OF UNSERVICEABLE VEHICLE, PLANTS AND EQUIPMENT	250,000,000.00	275,000,000.00	302,500,000.00
REVOLVING CAR LOAN REPAYMENT	37,000,000.00	40,700,000.00	44,770,000.00
LOANS/ BORROWINGS RECEIPT	32,267,492,125.00	35,494,241,337.50	39,043,665,471.25
DOMESTIC LOANS/ BORROWINGS RECEIPT	22,519,812,125.00	24,771,793,337.50	27,248,972,671.25
DOMESTIC LOANS/ BORROWINGS FROM FINANCIAL INSTITUTIONS	19,000,000,000.00	20,900,000,000.00	22,990,000,000.00
DOMESTIC LOANS/ BORROWINGS FROM GOVERNMENT ENTITIES	3,519,812,125.00	3,871,793,337.50	4,258,972,671.25
INTERNATIONAL LOANS/ BORROWINGS RECEIPT	9,747,680,000.00	10,722,448,000.00	11,794,692,800.00
INTERNATIONAL LOANS/ BORROWINGS FROM FINANCIAL INSTITUTIONS	9,747,680,000.00	10,722,448,000.00	11,794,692,800.00

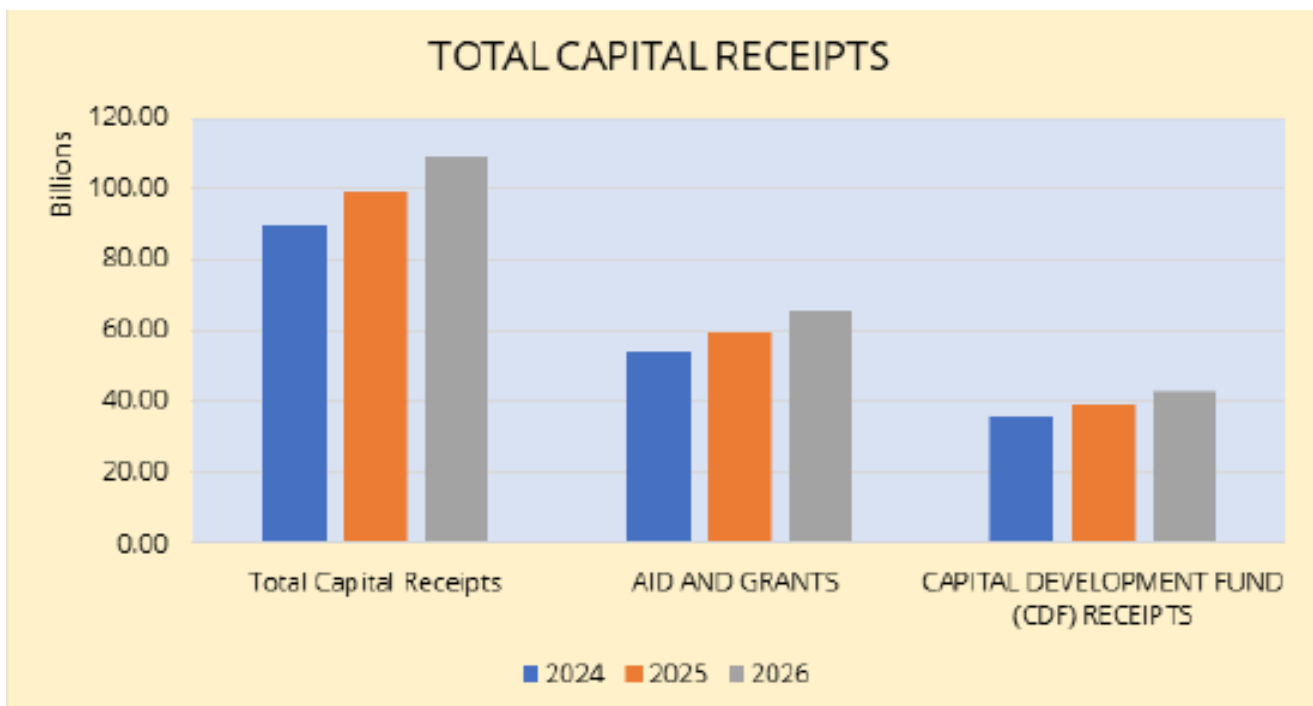


Figure 17: Projected Revenue from Aid and Grants and Capital Development Fund by Category 2024-2026



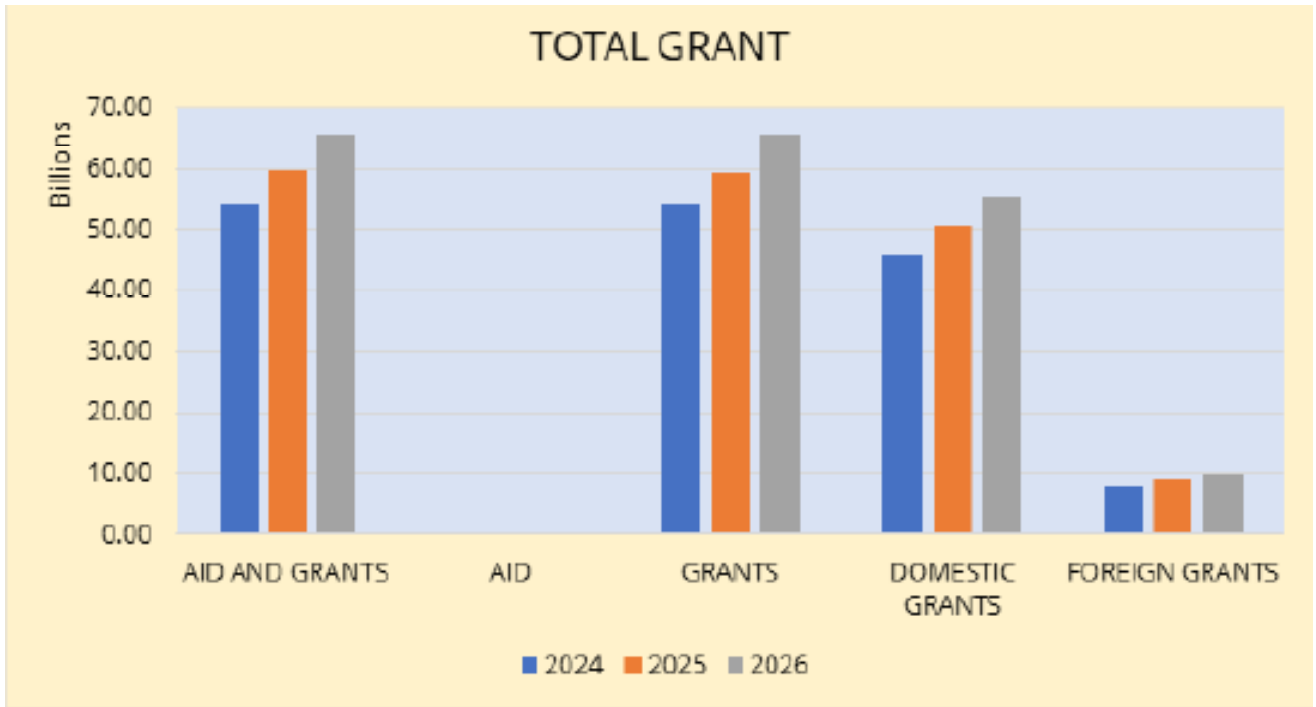


Figure 18: Projected Revenue from Aid and Grants and Capital Development Fund by Item 2024-2026

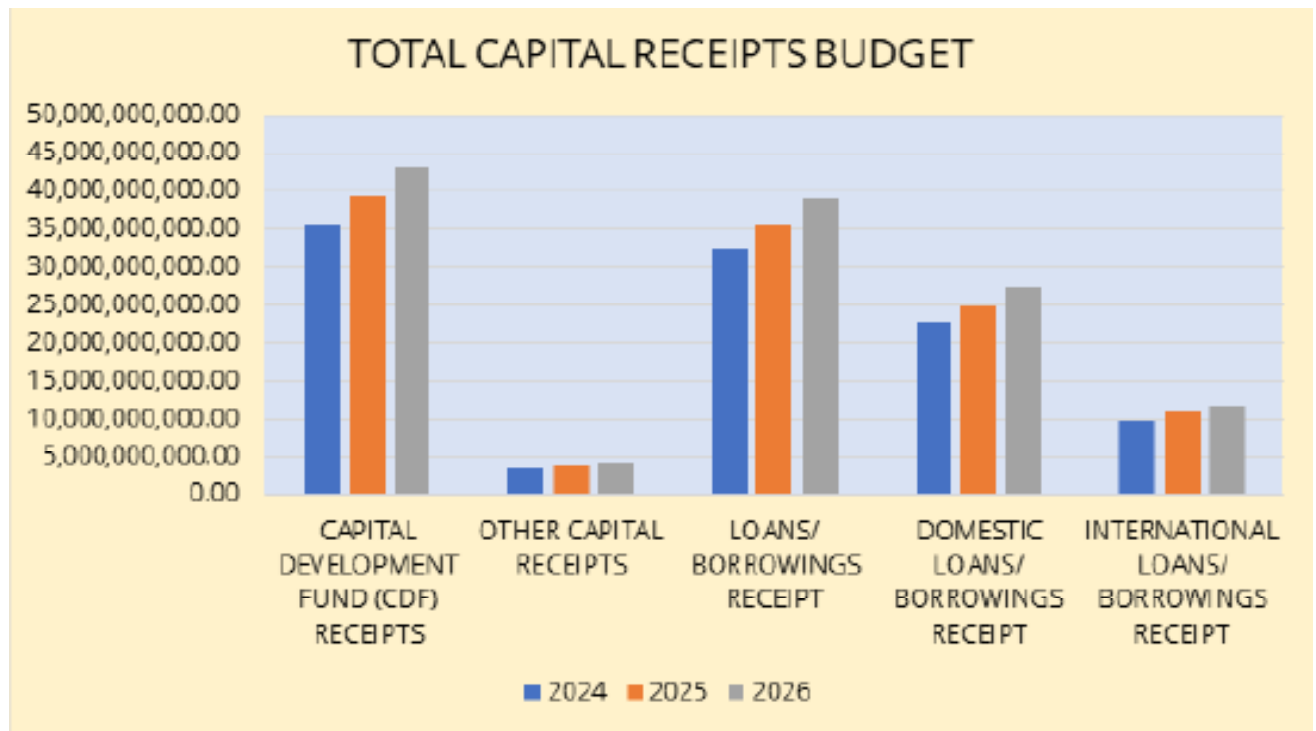


Figure 19: Projected Revenue from Capital Receipts by Category 2024-2026



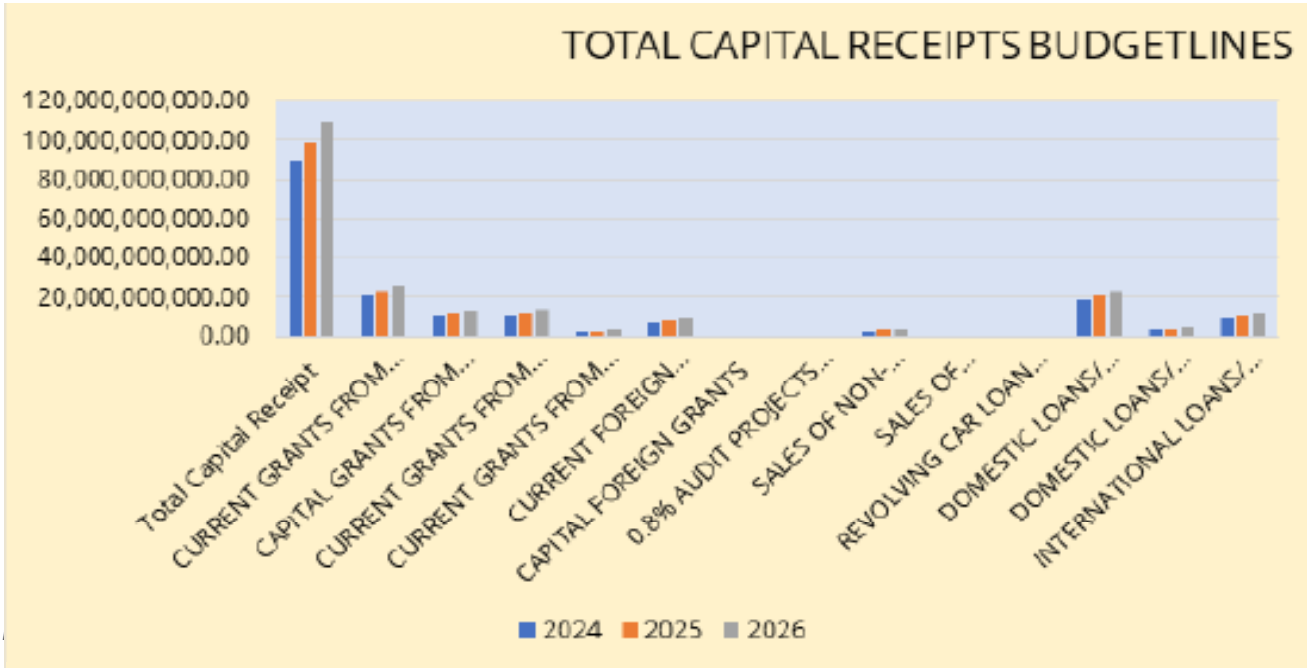


Table 30: Total Expenditure Projections 2024-2026

	2024	2025	2026
TOTAL EXPENDITURES	258,278,501,339.00	284,106,351,472.90	312,516,986,620.19
TOTAL PERSONNEL COST	65,071,493,479.00	71,578,642,826.90	78,736,507,109.59
OTHER RECURRENT COSTS	80,664,936,130.00	88,731,429,743.00	97,604,572,717.30
TOTAL CAPITAL EXPENDITURE	112,542,071,730.00	123,796,278,903.00	136,175,906,793.30

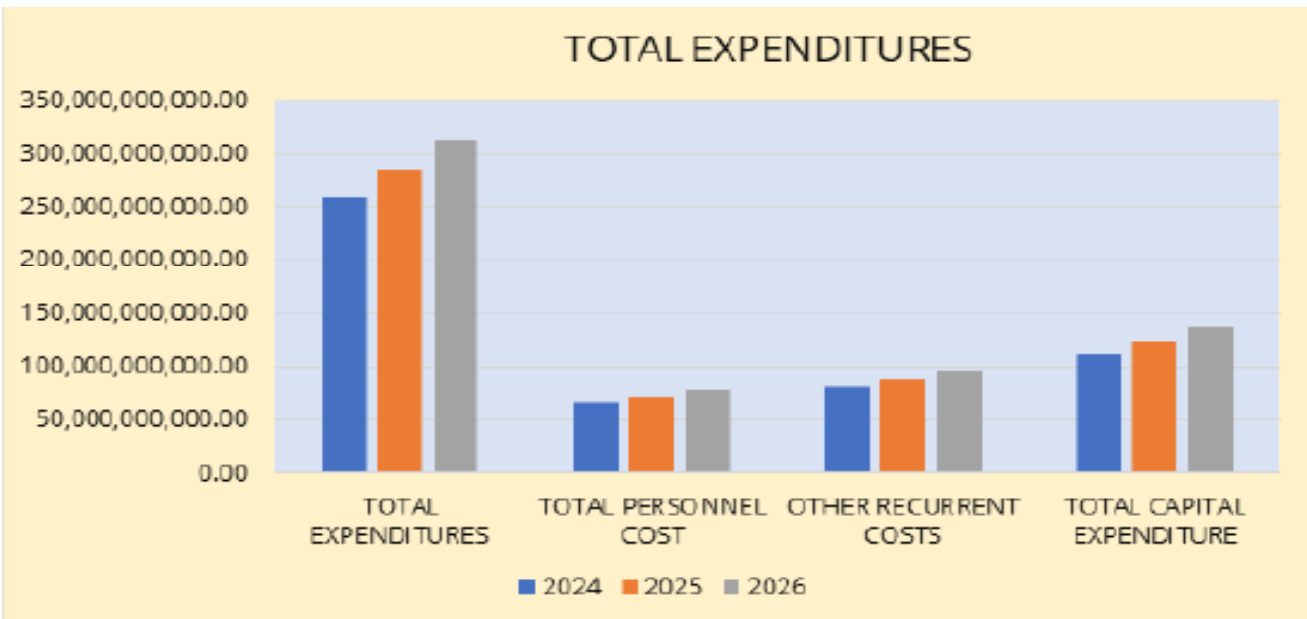


Figure 2: Total Expenditure Projections 2024-2026



Table 31: Breakdown of Projected Personnel Costs 2024-2026

	2024	2025	2026
PERSONNEL COST	65,071,493,479.00	71,578,642,826.90	78,736,507,109.59
SALARIES AND WAGES	43,373,048,386.00	47,710,353,224.60	52,481,388,547.06
ALLOWANCES AND SOCIAL CONTRIBUTION	4,665,498,126.00	5,132,047,938.60	5,645,252,732.46
SOCIAL BENEFITS	17,032,946,967.00	18,736,241,663.70	20,609,865,830.07

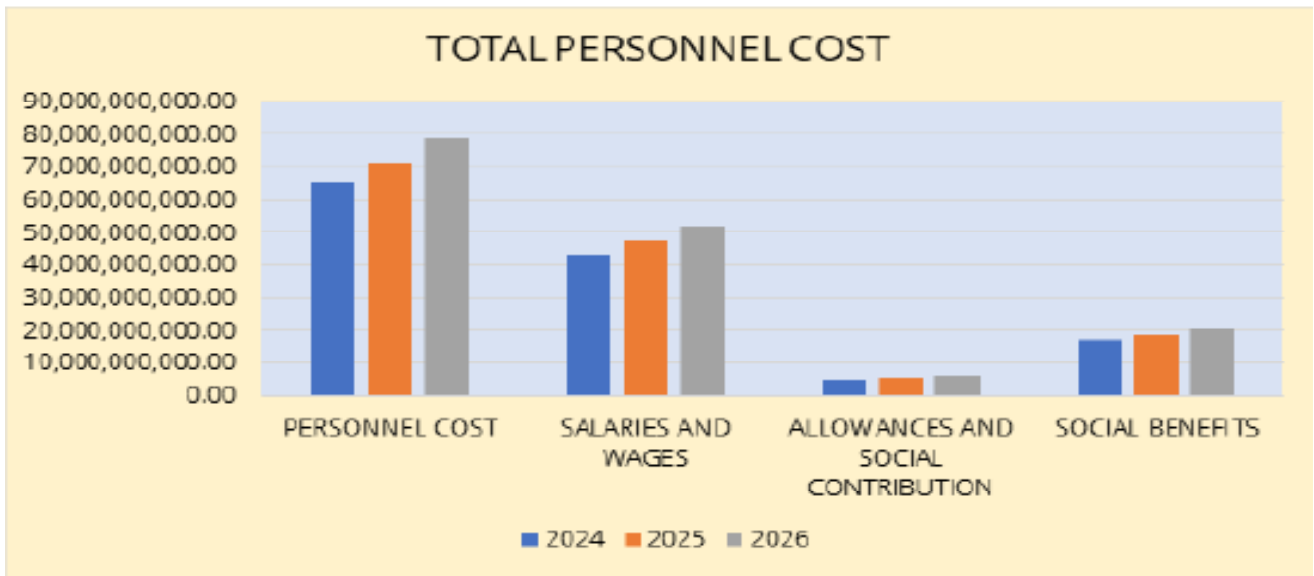


Figure 22: Breakdown of Projected Personnel Costs 2024-2026

Table 32: Breakdown of Projected Other Recurrent Costs 2024-2026

	2024	2025	2026
OTHER RECURRENT COSTS	80,664,936,130.00	88,731,429,743.00	97,604,572,717.30
OVERHEAD COST	57,002,294,550.00	62,702,524,005.00	68,972,776,405.50
LOANS AND ADVANCES	677,850.00	745,635.00	820,198.50
LOCAL GRANTS AND CONTRIBUTIONS	314,644,643.00	346,109,107.30	380,720,018.03
PUBLIC DEBT CHARGES	15,100,000,000.00	16,610,000,000.00	18,271,000,000.00
TRANSFERS-PAYMENT	2,008,291,887.00	2,209,121,075.70	2,430,033,183.27
TRANSFERS-PAYMENT TO INDIVIDUALS	6,239,027,200.00	6,862,929,920.00	7,549,222,912.00



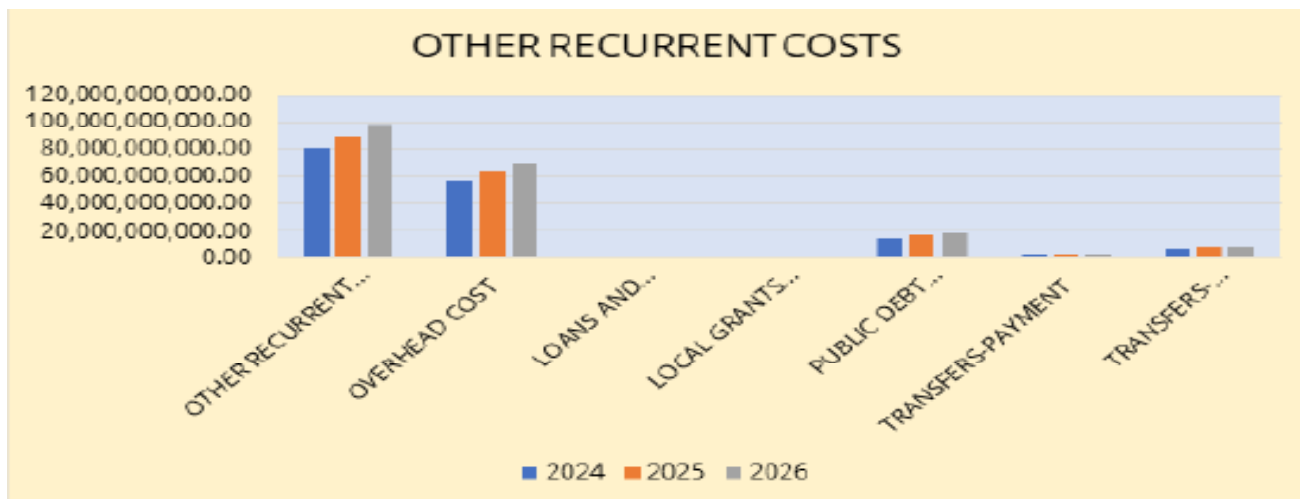


Figure 23: Breakdown of Projected Other Recurrent Costs 2024-2026

Table 33: Breakdown of Projected Capital Expenditure 2024-2026

	2024	2025	2026
CAPITAL EXPENDITURE	112,542,071,730.00	123,796,278,903.00	136,175,906,793.30
FIXED ASSETS PURCHASED	19,021,664,597.00	20,923,831,056.70	23,016,214,162.37
CONSTRUCTION / PROVISION	67,725,482,406.00	74,498,030,646.60	81,947,833,711.26
REHABILITATION / REPAIRS	22,309,920,049.00	24,540,912,053.90	26,995,003,259.29
PRESERVATION OF THE ENVIRONMENT	82,690,009.00	90,959,009.90	100,054,910.89
OTHER CAPITAL PROJECTS	3,402,314,669.00	3,742,546,135.90	4,116,800,749.49

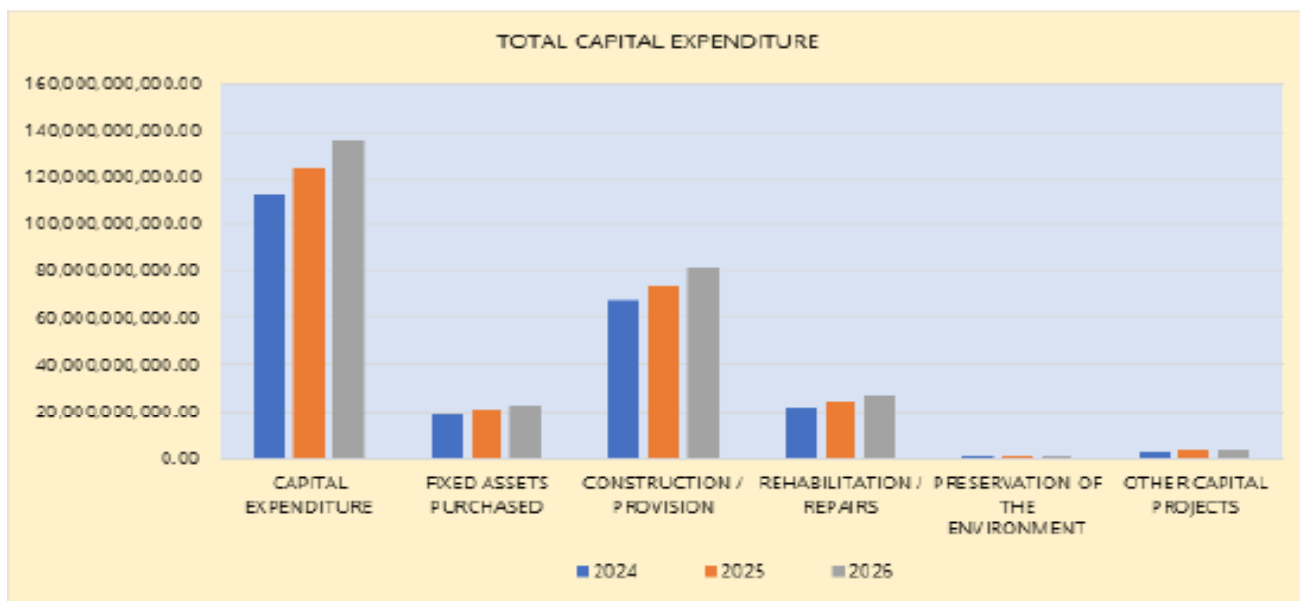


Figure 24: Breakdown of Projected Capital Expenditure 2024-2026



External Financing Sources

From the revenue projections across 2024–2026, Kogi State recognises that mobilising the required revenue to adequately implement the Plan will be challenging. This revenue profile is expected to remain similar across the near-term MTSS cycles due to various factors, economic situation nationally and global pressures to public sources of revenue. As such, other external non-public sources become critical. While implementing this Plan, the State will seek to mobilize resources from the private sector, attract well-structured aid and grants and leverage emerging alternative and innovative funding opportunities over the Plan period. All such resources will be mobilised in a coordinated manner and in accordance with strict public financial management principles.

Private Sector

Private sector investment is key in economic development and a strategic source to augment public sector revenues in financing development initiatives. From the Plan, critical areas requiring large investments will be implemented in collaboration with private sector actors through innovative public private partnerships (PPPs), concessions and management arrangements in addition to outright private control. Specifically, required investments in the Plan related to infrastructure, exploration of mineral and natural resources and youth development will be targeted at the private sector. The State will host annual investment summits to showcase such areas and engage investors (both local and international) with a view to addressing their concerns.

Development Partners

In the course implementing the Kogi State Development Plan the State will continuously engage development partners. Currently, development partners already play a critical role in supporting the activities of government towards taking development to the last-mile and assisting to draw attention to under-resourced areas. The State will leverage existing good relationships with development partners to expand its receipt of technical and logistics support towards achieving the objectives of the Plan. Deliberate and concerted effort will be exerted towards expanding the receipts of aids and grants from governmental and non-governmental providers and with the overall effort to be coordinated by a special unit to be setup in Budget and Economic Planning arm. This will help project to development partners that the State prioritises their contribution and also promote synergy amongst MDAs within the State.

Other Sources

The 32-year development plan period is relatively long and the State recognises that significant changes in the national and global landscape will occur during this period. As such, the special coordination unit to be setup in Budget and Economic Planning will ensure flexibility in sourcing revenue for implementing the Plan. Emerging funding sources and innovative financing approaches will be continually evaluated for feasibility in adoption by the State.



Implementation

19

Overview

For any type of Plan, effective implementation is critical. Strategies and policy actions are meaningless if such statements do not leave the paper on which they are written. This is why the part of this Plan that contains its implementation strategy is aptly titled “Paper to Reality”. Kogi State fully accepts that no desired outcome will be attained if this Plan is not implemented, and fully implemented at that. Therefore, following careful deliberations and consultations, the implementation approach of this Plan is detailed in this chapter. This is the first State Development Plan for Kogi State, as

such, it becomes critical that the implementation strategy adopted is fit-for-purpose. To this end, the methodology adopted is relatively simple: adapt implementation strategies that have been largely successful from other federating units that have a good history of State Development Planning with high achievement of desired outcomes. The adaptation process further takes into account the peculiarities of Kogi State and the feasibility of approaches in line with advances in systems design. The outcome of this detailed adaptation delivered the following implementation approach suited to the needs of the State.

Institutional Implementation Framework

Successful implementation of this Plan requires the contribution of all stakeholders drawn from the public and private sectors, and the State citizenry. As the party tasked with providing direction, State Government institutions will take the lead in coordinating all other stakeholder groups during the implementation. Therefore, the institutional framework for the Plan implementation covers the State Executive Council, Sector Implementation Councils, legislature, Planning Department (Macro) of MFBEP as the Special Delivery Unit, Monitoring and Evaluation Units of MDAs and other critical stakeholders covering CSOs, private sector and development partners.

State Executive Council

The State Executive Council (SEC) is the highest decision-making organ in the State and is chaired by the Executive Governor, assisted by the Deputy Governor with Commissioners as members. As the most strategic organ of the State, all coordination mechanisms towards the implementation of the plan will be done by the SEC and necessary approvals rest with this body in line with extant laws and procedures. The SEC will act as a clearing house for all strategies and policies toward the Plan implementation and set priorities for the Plan implementation through widespread consultations and deliberations to ensure that all stakeholders are carried along. As such, all stakeholders are expected to align their priorities to that of the SEC for cohesion and synergy.



Sector Implementation Councils

Sector Implementation Councils (SICs) will be created for all sectors detailed in this Plan. The role of the SICs is to coordinate strategies and policies in the particular sector to ensure synergy, optimisation and eliminate duplication across the sector. The SICs will also assist the SEC in the task of setting implementation priorities to avoid rancour. Therefore, SICs will negotiate and agree the sequencing of implementation activities across the sector for easier approval and ratification by the SEC as the case may be. SICs will be made of all MDAs in the sector with representation from CSOs and private sector. The SICs will be chaired by the Honourable Commissioner for the relevant MDA and if there are more than one ministry for the sector, co-chaired by all the relevant Honourable Commissioners. A key task of the SIC is to develop robust Sector Implementa-

tion Plans (SIPs) for the approval of the SEC.

A critical advantage of the SIPs is that they will be made of the key stakeholders from the relevant sectors of the Plan and they are therefore, better positioned to determine the implementation road map for the sector. In addition, with the presence of relevant Commissioners for the sectors at the helm of the SICs, there is significant representation from membership of the SEC ensuring that their priorities receive speedy attention.

State House of Assembly

The Legislature is a critical arm of government providing the legal backing for laws of the State in addition to their oversight functions over activities of the Executive Arm. The Kogi State House of Assembly will play a crucial role in the implementation of the Plan through the

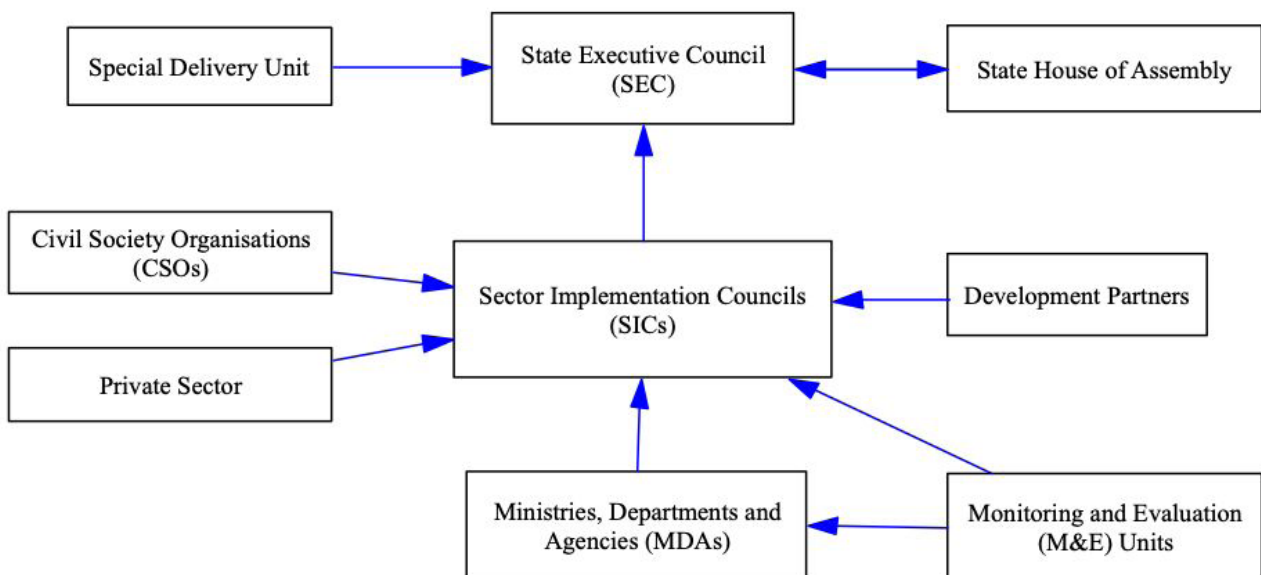


Figure 25: Institutional Framework for Implementation



formulation of relevant laws indicated under the various sector strategies of the Plan and will also be required to map their oversight functions to the SICs through relevant House Committees. This will ensure synergy between the Executive and Legislative Arms.

Special Delivery Unit

The Planning Department (Macro) of MFBEF will be designated as the Special Delivery Unit dedicated to Plan implementation to assist with the coordination of implementation for the SEC. The delivery unit will have technical and operational competence to advise the SEC and SICs, and critically provide linkage between the various SICs. The delivery unit will ensure the elimination of duplication across sectors and will act as a clearing house for SICs to check if other SICs have adopted specific projects that are similar to theirs. The delivery unit will also interface with Monitoring and Evaluation (M&E) units of MDAs to ensure that all activities are in line with Plan strategies. The unit will provide regular reports to the SEC and share observations with the SICs to ensure seamless implementation.

Monitoring and Evaluation Units

Monitoring and Evaluation (M&E) Units across MDAs will be responsible for ensuring the strategies, policies and programmes for the respective MDAs under this Plan are implemented effectively and geared towards stated outcomes. Specifically, M&E Units will ensure that programmes and projects are linked to the relevant SIP and make reports to the SICs accordingly. Exceptions are to be quickly escalated for remedial action.

Other Critical Stakeholders

The effective implementation of the Plan will benefit significantly from the inputs of other actors within the State. In particular, CSOs and the private sector have a critical supporting role to play by partnering the public sector and providing ideas for operationalising the strategies across sectors. These partners also play significant roles in mobilising resources for Plan implementation and also accountability through M&E activities.

Civil Society Organisations

Civil Society Organisations (CSOs) play a very important role in governance and are instrumental to developmental efforts. As such, their role in the implementation of this Plan cannot be over-emphasized. To ensure optimal implementation of the Plan, CSO activities around advocacy, enlightenment and community representation will ensure that Plan implementation puts the State citizenry first and the outcomes are in line with desired targets. In addition, CSOs will be encouraged to participate actively through membership of relevant SICs to their operational area.

Private Sector

The private sector is another critical stakeholder to the Plan implementation. Kogi State has a large presence of small and medium businesses alongside large companies operating in the State. The economy is naturally driven by the activities of private sector actors with investments in commerce and industry. As such, private sector representation will be required in the respective SICs to make specific inputs into how the business environment can be improved, enable them grow and by



extension generate more jobs and revenue for the State. As part of implementation, the State will strongly promote partnerships with the private sector and is committed to the annual investment summits mentioned earlier.

Development Partners

Kogi State appreciates the role its development and donor partners have played and continue to play in the State. The implementation of the Plan will benefit immensely from the technical expertise of development partners and the financial support they can muster. In this vein, development partners will be granted observer status in SICs and can attend and make their inputs into the Plan implementation activities. All SICs will be required to conduct at least one Development Partner Summit annually to review implementation activities and leverage the expertise in the sector. This is in addition to regular consultations with CSOs.

Manpower Development Strategy

The implementation of the Kogi State Development Plan 2024–2056 will not be successful without the requisite technical and operational capacity. Over the years, there has been a dearth of development competencies due to retirement of experienced State Officers and low training and mentorship opportunities for existing officers. To ensure adequate capacity for implementing development initiatives especially around programme and systems design, M&E amongst others, all SICs will be required to undertake capacity building in identified areas and report to the SEC accordingly. In addition, SICs can leverage their associated CSOs and development partners to build on experience in their sectors.



Monitoring and Evaluation

20

Overview

To ensure adequate feedback that facilitates review and response to divergence in Plan implementation, this Monitoring and Evaluation (M&E) framework is developed for this Plan. For the overall Plan implementation to be a success, regular feedback on the state of implementation alongside status tracking of progress towards outcomes is needed. There has previously been no state-wide M&E despite the presence of M&E departments and units in MDAs. These M&E departments and units mainly focus on tracking and reporting of outputs specified in budgets and MTSS and

other activities of their respective MDAs. Also, the linkage between M&E activities across sectors has been weak due to low coordination on M&E issues between sectors and MDAs and the absence of an overarching objective for M&E at the State level. It is imperative that the M&E process is strengthened to track and report at outcome level as this is the only way lasting change and improvement (outcome) occasioned by the implementation of the Plan can be determined. Conversely, where Plan implementation is behind schedule or deviates from the direction of specified outcomes, a robust M&E system will help draw attention so that corrections can be made.

Policy Direction for Monitoring and Evaluation

As there is no previous State Development Plan (SDP) in the State, this is the first attempt to develop a comprehensive M&E arrangement that operates with a broad outlook towards tracking the achievement of outcomes. It should be noted that various citizens engagement arrangements are in place to provide feedback on the activities of government and how they affect the lives of State citizens. This is especially notable from the New Direction Blueprint, which was developed and implemented following widespread consultations and engagements with citizens to identify priority areas with citizens further involved in the feedback process during the implementation. Building

on the aforementioned, this Plan will broaden the M&E architecture in the following ways:

- ◆ Develop robust M&E Policy on Results-Based Principles to cover the entire State and harmonise individual activities of M&E departments within MDAs. The policy will clearly define what is to be monitored, the nature of data to collect and how such data will be collected, by whom, and evaluated to determine alignment with governments priorities and strategies specified in this Plan. Various feedback mechanisms will include citizens engagement to ensure wide-ranging participation.



- ◆ Mandate the development of an M&E Manual to guide the M&E operations of SICs for their sectors. Each SICs will be required to show evidence of implementation of such M&E Manual which will be in line with the State M&E Policy.
- ◆ Restrict fund release to sectors if they fail to include robust M&E Reports in the regular updates to the SEC. This is will ensure that all activities are tailored towards the desired outcomes of the Plan. Such M&E Manual and the subsequent reports must contain well defined indicators, their measurement and data collection process.
- ◆ Strengthen and upgrade the State Bureau of Statistics to become a state-of-the-art data agency that supports SICs in sourcing the data requirements for the M&E Reporting and activities.
- ◆ Adequate funding of M&E activities and prioritise the role of M&E departments and units in MDAs. Set aside one percent (1%) of all the contracts awarded in the State for monitoring and evaluation system domiciled in the Ministry of Finance, Budget and Economic Planning which has the overall responsibility of coordinating the M&E system of the State.
- ◆ All MDAs and sectors will be mandated to provide certified assurance reports periodically that their M&E departments and units meet the required standards. The Special Delivery Unit on Plan implementation will oversee this activity and include findings as part of its reports to the SEC.

Monitoring and Evaluation Framework

The flow of M&E activities for the purpose of implementing this Plan will be structured as follows:

State Executive Council

The State Executive Council (SEC) remains the highest decision-making organ of the State. As such, all M&E activities have an ultimate reporting responsibility to the SEC. This will be achieved through the Special Delivery Unit on implementation which will arrange quarterly reports and presentation sessions specifically on the outcomes of M&E activities to the SEC and highlight areas of weaknesses in implementation and potential corrective measures. The SEC to include M&E report consideration as key agenda item for such meetings.

Sector Implementation Councils M&E

All SICs are to institute sector-wide M&E committees to comprise M&E departments and units of respective MDAs under the sector. Such arrangement should also include adequate representation from CSOs and the private sector. These committees will have dual reporting lines – to the SICs leadership on the one hand to advise and provide direction on M&E matters, and to the Special Delivery Unit on Plan Implementation on the activities of M&E in the sector. SICs M&E teams will meet regularly with the Special Delivery Unit to provide updates and possibly defend methodologies adopted and findings and conclusions reached.



Monitoring and Evaluation Departments

The M&E Department of Budget and Planning and Planning, Research and Statistics (PRS) Departments in MDAs will be the foundation of the State M&E architecture. Such departments will adapt and implement M&E policy and manuals for the MDA, specifying the relevant indicators for measuring progress towards outcomes, the nature of data required and their availability, data collection techniques and M&E engagements in the field. The revamped State Bureau of Statistics will interface with these departments to ensure that data collection engagements are optimised to avoid duplication.

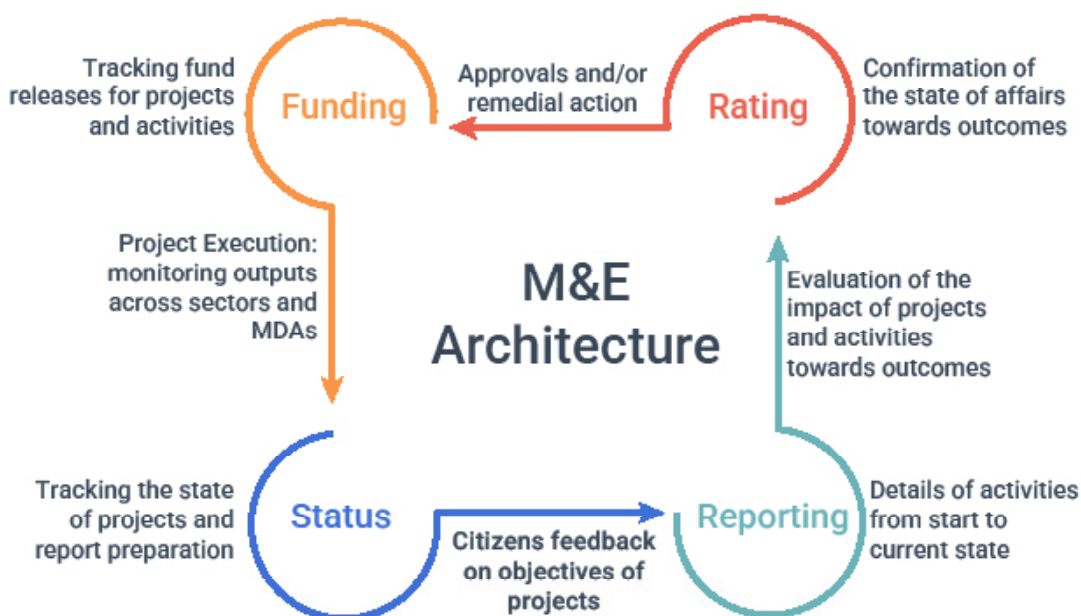
Performance Management Report

A standardised Performance Management Report (PMR) on Plan implementation will be used to compare performance towards outcomes and to compare the performance of sectors during the Plan implementation period. The periodic reports to the SEC will be in the agreed format developed by the Planning Ministry and the Special Delivery Unit.

The Performance Management Report will document and report on the performance of the 32-Year Development Plan annually by measuring the delivery performance against a set of established Key Performance Indicators and targets; and rating the Key Performance Indicator as either good, average, or in need of improvement. Through the documented report, conduct a process review, identify and recommend changes to the public service delivery system that are required in order for the 32-Year Development Plan to get back on track.

Monitoring and Evaluation Architecture

Figure 26: M&E Activity Cycle



Special Issues in Monitoring and Evaluation

A major challenge identified during the development of this Plan is the acute lack of development data and statistics in the State. This was identified early on and special recommendation is made for the Kogi State Bureau of Statistics with respect to increased budgetary allocations. This will assist the agency to develop programmes, build capacity and invest in technology

to become a modern statistics agency.

The lack of data severely impacted the specification of baselines for key performance indicators on the results frameworks in many of the sectors of the Plan. If this challenge is not addressed, M&E activities may not be robust enough to support informed decision-making.

Periodic Plan Review

The 32-Year Development Plan should be subject to an Annual Performance Management Review along the lines of sector performance review processes. The Annual Reviews will be conducted as a relatively simple exercise,

noting trends and serious potential diversions from long terms aims and outcomes. A more thorough exercise, involving a detailed review with all stakeholders, will be held every 5 years.



Communication and Engagement

21

Overview

Among the major shortcomings observed in the execution of development plans across Nigeria's federating units was the lack of effective use of communication tools. A robust framework such as this 32-year Development Plan needs to be backed by a active communication strategy in order to galvanize all segments of the society in the State into action.

Leveraging this experience, it is imperative to create a communication and outreach strategy that supports the strategic aims of this Plan. Consequently, this Communication and Engagement framework has been developed for the implementation of the Kogi State Development Plan 2024-2056, and will be linked to the overall Communications Strategy of the State.

Objectives

The overall objective is to generate sustained public awareness, involvement, support and ownership of the Plan by State citizens. Effective communications of strategies and policies contained in the Plan is expected to motivate participation and feedback of, and from, various Stakeholders and contribute towards the achievement of the outcomes. For this level of buy-in to be successfully achieved, the Vision of the 32- year Development Plan must be shared by all stakeholders.

The objective is to:

- ◆ ensure extensive outreach with up-to-date and accurate information regularly on the progress of the Plan;
- ◆ continually inform officials of the State Government, Ministries, Departments and Agencies;
- ◆ collaborate with the State House of Assembly and Judiciary, Law Enforcement Agencies in the State on ways to smoothen implementation through transparent information exchange;
- ◆ motivate the 21 Local Government Areas towards adapting strategies in line with the Plan; and,
- ◆ galvanize into action the wider stakeholder group including traditional institutions, market associations, CSOs, Kogi citizens within the State and in the diaspora, key institutions in the private sector as well as development partners.



Strategies and Policies

The communication and engagement strategy will include the following activities:

- ◆ Maintain a prominent public and media presence at the events and activities related to the 32-year Development Plan, such as, stakeholders' consultative forum on annual budgets, making presentations on the Plan to development partners, international finance corporations and at project initiations and commissioning.
- ◆ Institute communication channels to include activities such as consultation meetings, promotion of debates, discussions, workshops, community forums, songs, poems, plays, teaching in school, certification of being 32-year Development Plan compliant, development plan clubs and volunteers.
- ◆ Incorporate mentions about the Plan into radio and television programmes, internet and social groups, memorabilia and paraphernalia and sport events.
- ◆ Include the publication of newsletters; and preparation of promotional items such as CDs, DVDs, caps, pens, t-shirts, key holders, bags, bracelets, diaries, gold plated pins, scarf, ties; as well as branding, billboard banners, leaflets, flyers, awareness meetings and workshops and other promotional activities on the 32-year Development Plan.
- ◆ Develop key messages in local languages of the State with slogan that expound the basis of the State and the Plan such as 'EBIGO' Agenda fostering unity, peace and prosperity through the 32-year Development Plan.
- ◆ Mandate all SICs to hold regular feedback sessions on their sectors with the public aimed at communicating their actions and priorities, rationale for projects while receiving feedback from stakeholders.

Expected Outcome

Over the Plan implementation period, the expected outcome is for State citizens and stakeholders to own the Plan through

sustained exchange of meaningful information that breeds trust in the Plan execution.



Appendices

Appendix 1 – Key Health Indicators

SN	INDICATOR	VALUE	SOURCE (year)	OTHER SOURCES
Newborn, Infant and U-5				
1	Neonatal Mortality Rate	27	MICS 2021	50(NDHS 2018)
2	Post Neonatal Mortality Rate	25	MICS 2021	43 (NDHS 2018)
3	Infant Mortality Rate	52	MICS 2021	93 (NDHS 2018)
4	Child Mortality Rate	16	MICS 2021	60 (NDHS 2018)
5	Under 5s Mortality Rate	67	MICS 2021	148 (NDHS 2018)
Children 12 – 23 months with evidence of vaccination				
6	BCG	92.3	MICS 2021	80.0 (NDHS 2018)
7	Hepatitis vaccine at birth	89.2	MICS 2021	63.1 (NDHS 2018)
8	Polio at birth	87.1	MICS 2021	58.2 (NDHS 2018)
9	OPV 1	88.0	MICS 2021	84.0 (NDHS 2018)
10	OPV 2	66.8	MICS 2021	72.8 (NDHS 2018)
11	OPV 3	56.9	MICS 2021	43.4 (NDHS 2018)
12	Yellow fever	62.3	MICS 2021	
13	Card retention	48	MICS 2021	37.2(NDHS 2018)
Women, pregnancy and contraception				
14	Age specific fertility rate (women 15 – 19)	82	(MIS 2021)	
15	Total fertility rate	3.3	MICS 2021	4.8 NDHS 2018)



16	% of women who used any form of contraception method	11.8	NDHS 2018	
17	Unmet need for contraception	27	NDHS 2018	
18	Prevalence rate of modern contraceptive methods (%)	0.232	14.7(NNHS 2018)	18.3(NDHS 2018)
ANC and Delivery				
19	No ANC visit	448,594	DHIS2	
20	One visit	261,094	DHIS2	
21	Four or more visits	45,120	DHIS2	
22	Home delivery			27.2(NDHS 2018)
23	Public hospital delivery		31.7(NDHS 2018)	
24	Private hospital delivery		39.6(NDHS 2018)	
25	Postnatal health checks for mothers	90.1		25.7 (NDHS 2018)
26	% of daughters (0 – 14 years) who had any form of female genital mutilation	1.0	(NDHS 2018)	
27	Maternal Mortality Ratio	576	(NDHS 2013)	
28	Deliveries attended by skilled birth attendants	72.1	(NDHS 2018)	
29	Projected population 2024	5,581,405	DHIS2	
30	Under 5 Years (20% of population)	1,116,281	DHIS2	
31	Adolescents (10 – 24 Years)	2,839,472	DHIS2	
32	Women of child bearing age (15-49 years)	1,227,909	DHIS2	
33	Primary school net attendance ratio (adjusted)	60.6	(NDHS 2018)	
34	Secondary school net attendance ratio (adjusted)	63.0	(NDHS 2018)	
35	Primary completion rate	84	MICS2021	



Malaria				
36	% households with at least 1 LLIN for 2 persons	54.7	(MIS 2015)	
37	Prevalence of malaria among under-5 children	RDT 27.7 Microscopy 15.9	(NDHS 2018)	
38	Proportion of Pregnant Women attending antenatal Clinics that received at least 3 doses of SPs	25.7	(MIS 2021)	
39	Proportion of persons presenting at health facility with fever who received a diagnosis test(RDTs or Microscopy) for malaria			
40	Proportion of persons that tested positive for malaria at Health facility(Uncomplicated or Severe) that received Antimalaria treatment according to national treatment guidelines (Public Health Facilities)			
41	Proportion of Wards in which Community -based Organizations (CBOs) , Civil society organization or implementing partners are involved in ACSM activities			
42	Proportion of health facilities reporting data			
Health Data and Health Financing				
43	Proportion of health facilities reporting data			
44	Proportion of health facilities reporting data in a timely manner	52.4	(DHIS)	
45	% of increase in health budget between 2020 and 2023			
46	Proportion of AOP cost released by the state out of total expected to be funded by the state in 2023			
HIV/AIDS and TB				



47	Immunodeficiency virus (HIV) sero-prevalence rate	0.9	NAIIS(2018)	
48	TB case detection and cure rate			
Nutrition				
49	Bottle feeding among children 0 -23 months (%)			
50	Prevalence of anaemia among children 6 – 59 months (%)			
51	Prevalence of anaemia among women of reproductive age group (15-49 years) (%)			
52	Prevalence of SCD among children (%)			
53	Percentage of households with no salt (%)			
54	Percentage of households with iodinated salt (%)	100(NDHS 2018)		



Appendix 2 – Breakdown of Projected Non-Tax Revenue 2024-2026

	2024	2025	2026
NON-TAX REVENUE	9,813,420,223.00	10,794,762,245.30	11,874,238,469.83
LICENCES - GENERAL	1,170,882,724.00	1,287,970,996.40	1,416,768,096.04
REGISTRATION OF MARKET ASSOCIATION	120,000.00	132,000.00	145,200.00
ENHANCED NATIONAL DRIVER'S LICENSE (ENDL)	75,005,913.00	82,506,504.30	90,757,154.73
LEARNERS' PERMIT	2,443,870.00	2,688,257.00	2,957,082.70
ANIMAL TRADE LICENSE	25,140,000.00	27,654,000.00	30,419,400.00
HIDES AND SKIN BUYER LICENSE	80,000.00	88,000.00	96,800.00
FISHING LICENSES / PERMIT	60,000.00	66,000.00	72,600.00
AUCTIONEERS LICENSE	0.00	0.00	0.00
MOTOR VEHICLE LICENCES	90,693,999.00	99,763,398.90	109,739,738.79
CHURCH MARRIAGE LICENCES	500,000.00	550,000.00	605,000.00
REGISTRATION OF NEW HOSPITALS & CLINICS	510,338.00	561,371.80	617,508.98
CERTIFICATION OF PREMISE FOR HABITATION	0.00	0.00	0.00
ENVIRONMENTAL PERMIT	3,000,000.00	3,300,000.00	3,630,000.00
AUTO DATA/MOTOR VEHICLE REGISTRATION	22,773,693.00	25,051,062.30	27,556,168.53
SURVEY VERIFICATION	6,000,000.00	6,600,000.00	7,260,000.00
ACCREDITATION OF COMPUTERISED VEHICLE TESTING SERVICES	33,000,000.00	36,300,000.00	39,930,000.00
ACCREDITATION OF HEALTHCARE PROVIDERS/FACILITIES	3,500,000.00	3,850,000.00	4,235,000.00
RENEWAL OF HOSPITALS AND PRIVATE CLINICS	5,675,000.00	6,242,500.00	6,866,750.00
REGISTRATION OF BEAUTY PAGEANT	480,000.00	528,000.00	580,800.00



	2024	2025	2026
RIGHT OF WAY PERMIT FEE FOR FIBER OPTIC CABLE, ELECTRICITY CABLE, GAS PIPELINES, SEWAGE PIPES ETC	468,000,000.00	514,800,000.00	566,280,000.00
PERMIT FEE FOR MASTS/TOWERS/TRANSFORMERS/PARABOLIC ANTENNAS/ROOFTOP ANTENNAS	80,000,000.00	88,000,000.00	96,800,000.00
ANNUAL RENEWAL OF PERMITS FOR MASTS/TOWERS	61,200,000.00	67,320,000.00	74,052,000.00
ANNUAL RENEWAL OF RIGHT OF WAY	190,691,200.00	209,760,320.00	230,736,352.00
REGISTRATION OF CONTRACTORS	2,000,000.00	2,200,000.00	2,420,000.00
REGISTRATION OF POWER SAW OPERATION	140,000.00	154,000.00	169,400.00
REGISTRATION OF HEALTHCARE PROVIDERS/FACILITIES	700,000.00	770,000.00	847,000.00
REGISTRATION OF SLAUGHTER SLABS/MEAT	1,000,000.00	1,100,000.00	1,210,000.00
REGISTRATION/DOCUMENTATION OF THEATRE TROUPES, VISUAL ARTS AND CRAFT PRACTITIONER	200,000.00	220,000.00	242,000.00
REGISTRATION AND RENEWAL OF VOLUNTARY ADULT/YOUTH CLUBS/ASSOCIATION FEES	1,782,719.00	1,960,990.90	2,157,089.99
REGISTRATION/RENEWAL OF ORPHANAGE HOMES	1,034,875.00	1,138,362.50	1,252,198.75
REGISTRATION OF SAW MILLERS	600,000.00	660,000.00	726,000.00
REGISTRATION/RENEWAL OF PATENT MEDICINE STORE	7,625,000.00	8,387,500.00	9,226,250.00
REGISTRATION/RENEWAL OF PRIVATE INSTITUTION FEES	20,000,000.00	22,000,000.00	24,200,000.00
REGISTRATION/ RENEWAL FEES OF ACCOUNTING AND AUDITING FIRMS	1,770,000.00	1,947,000.00	2,141,700.00
CONSULTANCY REGISTRATION FEES	250,000.00	275,000.00	302,500.00
REGISTRATION/RENEWAL OF DAY-CARE CENTRES	400,000.00	440,000.00	484,000.00
REGISTRATION OF POST LITERACY CLASSES (EXAM)	15,000.00	16,500.00	18,150.00



	2024	2025	2026
HACKNEY PERMIT	7,911,117.00	8,702,228.70	9,572,451.57
REGISTRATION OF PRIVATE SERVICE PROVIDERS UNDER PUBLIC PRIVATE PARTNERSHIP INITIATIVE (PPPI)	50,000.00	55,000.00	60,500.00
HOTEL REGISTRATION	5,000,000.00	5,500,000.00	6,050,000.00
SCHOOL APPROVAL ASSESSMENT	30,480,000.00	33,528,000.00	36,880,800.00
CERTIFICATE FOR APPROVED SCHOOLS	21,000,000.00	23,100,000.00	25,410,000.00
REGISTRATION/RENEWAL OF PHARMACEUTICAL DRUGS SUPPLIERS	50,000.00	55,000.00	60,500.00
MINING RENTS	250,000,000.00	275,000,000.00	302,500,000.00
REGISTRATION FEES FROM SOLID MINERALS OPERATION	250,000,000.00	275,000,000.00	302,500,000.00
SURFACE RENT (CHARGES) FROM QUARRY LEASE, MINING LEASE	0.00	0.00	0.00
MILLING CHARGES	0.00	0.00	0.00
QUARRYING CHARGES	0.00	0.00	0.00
FEES - GENERAL	5,590,028,732.00	6,149,031,605.20	6,763,934,765.72
BUILDING POST APPROVAL FEES	16,069,272.00	17,676,199.20	19,443,819.12
NEW NUMBER PLATE RATE	114,783,870.00	126,262,257.00	138,888,482.70
CERTIFICATE OF ROAD WORTHINESS	35,200,000.00	38,720,000.00	42,592,000.00
DESIGN AND MAINTENANCE OF STREET NAMING	3,102,250.00	3,412,475.00	3,753,722.50
CHARGES FROM CONSULTANCY SALES OF FOREST PRODUCTS AND TASKFORCE	5,000,000.00	5,500,000.00	6,050,000.00
PROCESSING FEE WITH R of O	2,500,000.00	2,750,000.00	3,025,000.00
PROCESSING FEE WITH C of O	5,500,000.00	6,050,000.00	6,655,000.00
TUITION FEES/SDC TUITION FEES	2,359,275,068.00	2,595,202,574.80	2,854,722,832.28
CHARTING FEE FOR C OF O	8,400,000.00	9,240,000.00	10,164,000.00
SURVEY BILL FEE FOR C OF O	10,500,000.00	11,550,000.00	12,705,000.00



	2024	2025	2026
TRANSCRIPT FEES	138,624,000.00	152,486,400.00	167,735,040.00
EVENING CLASSES/EXTRA-MURAL CENTRES/ CLASSES	25,000.00	27,500.00	30,250.00
CONTRACT REGISTRATION/RENEWAL FEES	3,675,000.00	4,042,500.00	4,446,750.00
SURVEY DEPOSIT FEE FOR C OF O	1,920,000.00	2,112,000.00	2,323,200.00
CONTRACT IDENTITY CARD	0.00	0.00	0.00
CONTRACT DOCUMENT NON-REFUNDABLE TENDER FEES	501,267,550.00	551,394,305.00	606,533,735.50
COURT FEE	15,000,000.00	16,500,000.00	18,150,000.00
ACCEPTANCE OF ADMISSION LETTER	4,390,000.00	4,829,000.00	5,311,900.00
FIRST SCHOOL LEAVING CERTIFICATE	96,000,000.00	105,600,000.00	116,160,000.00
ADMIN. FEES FOR UNSERVICEABLE PLANTS, VEHICLES AND MATERIALS	0.00	0.00	0.00
CHARTING FEE FOR R OF O	9,120,000.00	10,032,000.00	11,035,200.00
DEPOSIT FEE FOR R OF O	9,120,000.00	10,032,000.00	11,035,200.00
ADMINISTRATIVE CHARGES	100,852,944.00	110,938,238.40	122,032,062.24
CHANGE OF OWNERSHIP	35,000,000.00	38,500,000.00	42,350,000.00
DRIVERS THEORY TEST (DTT) FEE	1,500,000.00	1,650,000.00	1,815,000.00
APPLICATION FEES FOR PLOT ALLOCATION	10,000,000.00	11,000,000.00	12,100,000.00
EXAMINATION FEES	90,357,000.00	99,392,700.00	109,331,970.00
LIBRARY FEES	3,175,000.00	3,492,500.00	3,841,750.00
RECERTIFICATION & CONFIRMATION	1,440,000.00	1,584,000.00	1,742,400.00
PROBATE FEE	5,000,000.00	5,500,000.00	6,050,000.00
LOCAL TRADE FAIR FEE IN THE STATE	1,200,000.00	1,320,000.00	1,452,000.00
APPEAL FEE	7,400,000.00	8,140,000.00	8,954,000.00
PRODUCE GRADING FEES	60,100,000.00	66,110,000.00	72,721,000.00
CHANGE OF LAND USE	5,624,619.00	6,187,080.90	6,805,788.99



	2024	2025	2026
FEES FROM VOCATIONAL IMPROVEMENT CENTRES	20,000.00	22,000.00	24,200.00
CLINICAL TREATMENT CHARGES (VET)	1,000,000.00	1,100,000.00	1,210,000.00
BUILDING PLAN APPROVAL	104,720,360.00	115,192,396.00	126,711,635.60
PROJECT IMPLEMENTATION COMMITTEE/ PROJECT MANAGEMENT AND ADMINISTRATIVE FEE	0.00	0.00	0.00
SITE AND BUILDING INSPECTION	12,222,000.00	13,444,200.00	14,788,620.00
NON-REFUNDABLE CAUTION FEES	6,350,000.00	6,985,000.00	7,683,500.00
BUILDING PLAN REGISTRATION	12,222,000.00	13,444,200.00	14,788,620.00
BUILDING PLAN PROCESSING	31,433,858.00	34,577,243.80	38,034,968.18
BILL BOARD/SINGAGE FEES	1,750,000.00	1,925,000.00	2,117,500.00
ENVIRONMENTAL IMPACT ASSESSMENT FEES	25,070,376.00	27,577,413.60	30,335,154.96
FEES FOR REGISTRATION OF PUPILS INTO MINISTRY'S NUR/PRIMARY SCHOOL, GADUMO	0.00	0.00	0.00
STATIONERIES AND CONSULTATION FEE	8,000,000.00	8,800,000.00	9,680,000.00
ACCOMMODATION FEE	21,250,000.00	23,375,000.00	25,712,500.00
INSTRUMENT FEES	3,175,000.00	3,492,500.00	3,841,750.00
TRANSPORTATION FEES	12,700,000.00	13,970,000.00	15,367,000.00
ENVIRONMENTAL CLEANING FEE	3,175,000.00	3,492,500.00	3,841,750.00
APPLICATION AND PROCESSING FEE FOR NEW UTILITY INFRASTRUCTURE DEPLOYMENT	520,000.00	572,000.00	629,200.00
PROCESSING OF PRIVATE LAYOUT	8,000,000.00	8,800,000.00	9,680,000.00
SITE ANALYSIS	10,000,000.00	11,000,000.00	12,100,000.00
DOCUMENT REG AND SEARCH	42,500,000.00	46,750,000.00	51,425,000.00
RENTAL VALUATION FEES	60,000,000.00	66,000,000.00	72,600,000.00
ESTABLISHMENT OF NURSERY/PRIMARY SCHOOL PROCESSING FEES	1,000,000.00	1,100,000.00	1,210,000.00
TRADE TEST CHARGES	50,000.00	55,000.00	60,500.00



	2024	2025	2026
STUDENTS ONLINE REGISTRATION	500,000.00	550,000.00	605,000.00
OPHTHALMIC SERVICES FEE	2,500,000.00	2,750,000.00	3,025,000.00
DENTAL SERVICES FEE	1,500,000.00	1,650,000.00	1,815,000.00
AFFIDAVIT FEES/OATH FEE	1,600,000.00	1,760,000.00	1,936,000.00
AMBULANCE SERVICES (HIRING) FEE	6,800,000.00	7,480,000.00	8,228,000.00
CHARGES FROM SEMINARS AND WORK-SHOPS	4,975,000.00	5,472,500.00	6,019,750.00
X-RAY SERVICES FEE	12,000,000.00	13,200,000.00	14,520,000.00
LABORATING SERVICES FEE	62,950,000.00	69,245,000.00	76,169,500.00
MORTUARY SERVICES FEE	17,500,000.00	19,250,000.00	21,175,000.00
WATER BOARD FORM	3,245,136.00	3,569,649.60	3,926,614.56
NHIS FEE	82,000,000.00	90,200,000.00	99,220,000.00
HAULAGE FEE	1,200,000,000.00	1,320,000,000.00	1,452,000,000.00
BASIC LITERACY EXAMINATION	10,000.00	11,000.00	12,100.00
CITIZENSHIP FEES	0.00	0.00	0.00
SURGICAL OPERATION FEES	40,000,000.00	44,000,000.00	48,400,000.00
MEDICAL CERTIFICATE	3,500,000.00	3,850,000.00	4,235,000.00
SERVICE CHARGE (DRF)	12,500,000.00	13,750,000.00	15,125,000.00
HOSPITAL BED CHARGES FEES	28,000,000.00	30,800,000.00	33,880,000.00
WATER RATE FEE	84,000,000.00	92,400,000.00	101,640,000.00
WATER CONNECTION FEE	168,429.00	185,271.90	203,799.09
FINES - GENERAL	85,958,571.00	94,554,428.10	104,009,870.91
PENALTY	2,500,000.00	2,750,000.00	3,025,000.00
CLAMPING SERVICES	5,500,000.00	6,050,000.00	6,655,000.00
ROAD TRAFFIC OFFENCES	3,300,000.00	3,630,000.00	3,993,000.00
WATER RECONNECTION FEE	8,571.00	9,428.10	10,370.91



	2024	2025	2026
KOTRAMA REVENUE GENERATION	22,000,000.00	24,200,000.00	26,620,000.00
PENALTY ON MEDICAL MALPRACTICES	2,000,000.00	2,200,000.00	2,420,000.00
PENALTY FOR UNREGISTERED SCHOOLS	45,000,000.00	49,500,000.00	54,450,000.00
SANITATION DAY EXERCISE FINE	400,000.00	440,000.00	484,000.00
ENFORCEMENT & PROSECUTION OF SANITARY DEFAULTERS	5,150,000.00	5,665,000.00	6,231,500.00
RELEASE OF ARRESTED STRAY ANIMALS	100,000.00	110,000.00	121,000.00
SALES - GENERAL	250,182,555.00	275,200,810.50	302,720,891.55
SALES OF FINGERLINGS	500,000.00	550,000.00	605,000.00
SALES OF CHEMICAL	10,000.00	11,000.00	12,100.00
SALES OF GRAINS	20,000.00	22,000.00	24,200.00
SALES OF VEGETABLES	100,000.00	110,000.00	121,000.00
SALES OF FORMS	65,500,000.00	72,050,000.00	79,255,000.00
PROCEED FROM AUCTION SALES OF CONFISCATED	2,030,000.00	2,233,000.00	2,456,300.00
SALES OF APPLICATION / EMPLOYMENT FORM	4,850,000.00	5,335,000.00	5,868,500.00
SALES OF APPLICATION FOR TRANSFER OF SERVICE FORMS	0.00	0.00	0.00
SALES OF DRUGS	104,900,000.00	115,390,000.00	126,929,000.00
AUCTION SALES	200,000.00	220,000.00	242,000.00
SALES OF APPLICATION FORM FOR VOCATIONAL INSTITUTION	1,500,000.00	1,650,000.00	1,815,000.00
SALES OF VOLUMETRIC MEASURES	0.00	0.00	0.00
SALES OF OPD CARDS	49,500,000.00	54,450,000.00	59,895,000.00
SALES OF ADMISSION FORMS	1,236,500.00	1,360,150.00	1,496,165.00
SALES OF MANAGEMENT HAND BOOK	1,905,555.00	2,096,110.50	2,305,721.55
SALES OF STUDENT I.D. CARDS	7,820,000.00	8,602,000.00	9,462,200.00



	2024	2025	2026
SALES OF GRAPHICS NEWSPAPER	600,000.00	660,000.00	726,000.00
SALES OF PILGRIMAGE APPLICATION FORMS	50,000.00	55,000.00	60,500.00
SALES OF HAJJ REGISTRATION FORMS	3,500,000.00	3,850,000.00	4,235,000.00
SALES OF ARTS & CULTURE JOURNALS	100,000.00	110,000.00	121,000.00
SALES OF GAZETTES, CSC ANNUAL REPORTS & APER FORM	200,000.00	220,000.00	242,000.00
SALES OF APER & PROMOTION FORMS	5,100,000.00	5,610,000.00	6,171,000.00
SALE OF REGISTRATION FORMS	0.00	0.00	0.00
PROCEEDS FROM OWNER-OCCUPIER HOUSING SCHEME	0.00	0.00	0.00
SALES OF CUSTOMIZED (ITEMS) MATERIALS	0.00	0.00	0.00
SALES OF SEEDLINGS	250,000.00	275,000.00	302,500.00
SALES OF BROILER	0.00	0.00	0.00
SALES OF AGROCHEMICALS	0.00	0.00	0.00
SALES OF SEED	0.00	0.00	0.00
SALES OF KNAPSACK SPRAYERS	0.00	0.00	0.00
SALES OF WATER PUMPS	0.00	0.00	0.00
SALES OF STATUTES (KOGI STATE LAWS)	310,500.00	341,550.00	375,705.00
EARNINGS -GENERAL	1,336,647,160.00	1,470,311,876.00	1,617,343,063.60
EARNINGS FROM SEPTIC TANK EMPTIER	1,000,000.00	1,100,000.00	1,210,000.00
GAMES/SPORT LEVY FEES	20,000.00	22,000.00	24,200.00
EARNINGS FROM DOCUMENTATION/ RENEWAL OF REGULATED PREMISES I.E. SCHOOLS, RESTAURANTS, HOTELS, PURE WATER FACTORIES, BAKERIES ETC	11,300,000.00	12,430,000.00	13,673,000.00
EARNINGS FROM LAND DEVELOPMENT SCHEME /OPERATION	22,000.00	24,200.00	26,620.00
EARNINGS FROM NOTICE OF MARRIAGE	1,208,220.00	1,329,042.00	1,461,946.20
EARNINGS FROM TREE FELLING OPERATION	229,260,000.00	252,186,000.00	277,404,600.00



	2024	2025	2026
FUMIGATION SERVICES BY THE BOARD	100,000.00	110,000.00	121,000.00
PEST CONTROL SERVICES	100,000.00	110,000.00	121,000.00
EARNINGS FROM COLLECTION AND DISPOSAL OF SOLID WASTE FROM PREMISES	66,000,000.00	72,600,000.00	79,860,000.00
EARNINGS FROM DUMPSITE USERS CHARGE	14,000,000.00	15,400,000.00	16,940,000.00
EARNINGS FROM ANYIGBA FORESTRY PROJECT	5,000,000.00	5,500,000.00	6,050,000.00
EARNINGS FROM PACKAGE TOURS	20,000.00	22,000.00	24,200.00
EARNINGS FROM STADIUM GATE TAKING	1,000,000.00	1,100,000.00	1,210,000.00
EARNING FROM TRICYCLES AND MOTOR BIKES	0.00	0.00	0.00
EARNINGS FROM CATERING SERVICES/FOOD, SNACKS AND DRINKS	100,000.00	110,000.00	121,000.00
EARNING FROM LOKOJA MEGA TERMINAL	26,400,000.00	29,040,000.00	31,944,000.00
EARNINGS FROM LUBRICATION SERVICES	0.00	0.00	0.00
EARNINGS FROM RESEARCH AND DOCUMENTATION	8,700,000.00	9,570,000.00	10,527,000.00
EARNINGS FROM ORIGINAL CERTIFICATE	8,750,000.00	9,625,000.00	10,587,500.00
EARNINGS FROM HDRF (DRUGS, REAGENTS & CONSUMABLE)	68,500,000.00	75,350,000.00	82,885,000.00
EARNING FROM GRAPHIC DESIGN	100,000.00	110,000.00	121,000.00
EARNING FROM RICE FARMING/MILLING	10,000.00	11,000.00	12,100.00
EARNINGS FROM COLLECTION OF STATEMENT OF RESULT	500,000.00	550,000.00	605,000.00
EARNINGS FROM USED OF STADIUM (RELIGION AND POLITICAL RELIIES)	1,317,000.00	1,448,700.00	1,593,570.00
EARNINGS FROM SHOP RENTAGE	38,328,000.00	42,160,800.00	46,376,880.00
EARNINGS FROM TRACTOR HIRING	147,000,000.00	161,700,000.00	177,870,000.00
EARNINGS FROM PLANT HIRING SERVICES	2,000,000.00	2,200,000.00	2,420,000.00
EARNING FROM DESK AND CHAIR	6,350,000.00	6,985,000.00	7,683,500.00



	2024	2025	2026
MARKET TOLL COLLECTIONS	9,943,000.00	10,937,300.00	12,031,030.00
OTHERS EARNINGS FROM KOGI STATE GOVERNMENT OWNED PARASTATALS/AGENCIES	499,132,190.00	549,045,409.00	603,949,949.90
EARNING FROM MASS TRANSIT BUSES	25,738,495.00	28,312,344.50	31,143,578.95
EARNING FROM OF PRIVATE MOTOR PARKS	3,300,000.00	3,630,000.00	3,993,000.00
EARNING FROM BRANDING OF PRIVATE VEHICLES	22,861,505.00	25,147,655.50	27,662,421.05
EARNING FROM PRINTING SERVICES	3,500,000.00	3,850,000.00	4,235,000.00
EARNINGS FROM POOLS BETTINGS AND GAMING MACHINE	53,000,000.00	58,300,000.00	64,130,000.00
EARNINGS FROM CULTURAL NIGHT SHOWS	0.00	0.00	0.00
EARNINGS FROM RADIO ADVERTISEMENT	15,000,000.00	16,500,000.00	18,150,000.00
EARNINGS FROM TELEVISION ADVERTISEMENT	400,000.00	440,000.00	484,000.00
EARNINGS FROM FERRY (BARGE)	550,000.00	605,000.00	665,500.00
EARNINGS FROM ASHOK LEYLAND BUSES	26,400,000.00	29,040,000.00	31,944,000.00
EARNINGS FROM DEMOSTRATION PRIMARY SCHOOL /SECONDARY SCHOOL	39,093,000.00	43,002,300.00	47,302,530.00
EARNING FROM AMUSEMENT PARKS	543,750.00	598,125.00	657,937.50
EARNING FROM ENDORSEMENT OF CULTURAL ACTIVITIES	100,000.00	110,000.00	121,000.00
RENT ON GOVERNMENT BUILDINGS - GENERAL	10,466,000.00	11,512,600.00	12,663,860.00
RENTAL CHARGES OF THE SECRETARIAT CONFERENCE HALL	340,000.00	374,000.00	411,400.00
RENT FROM SECRETARIAT OPEN SPACE	126,000.00	138,600.00	152,460.00
PROCEEDS FROM LEASE OF OLUSEGUN OBASANJO SQUARE	0.00	0.00	0.00
PROCEEDS FROM MUHAMMED BUHARI EVENT CENTRE	10,000,000.00	11,000,000.00	12,100,000.00
RENT ON LAND & OTHERS - GENERAL	864,154,481.00	950,569,929.10	1,045,626,922.01



	2024	2025	2026
PROPERTY OWNER EXPRESS (SPECIAL PROGRAMME)	11,009,247.00	12,110,171.70	13,321,188.87
GROUND RENTS	852,945,234.00	938,239,757.40	1,032,063,733.14
EARNINGS FROM RENT ON STADIUM	200,000.00	220,000.00	242,000.00
INVESTMENT INCOME	255,100,000.00	280,610,000.00	308,671,000.00
PRINTING AND GRAPHIC	100,000.00	110,000.00	121,000.00
CULTURAL PERFORMANCES	300,000.00	330,000.00	363,000.00
CRAFTS CERAMICS AND SCULPTURE	100,000.00	110,000.00	121,000.00
MUSEUM, RESEARCH AND PUBLICATION	100,000.00	110,000.00	121,000.00
REGISTRATION OF CASHEW SUB BUYERS	3,000,000.00	3,300,000.00	3,630,000.00
REGISTRATION OF HOSPITALITY AND TOURISM RELATED ENTERPRISES	0.00	0.00	0.00
REGISTRATION/RENEWAL OF BUSINESS PREMISES	251,500,000.00	276,650,000.00	304,315,000.00



Appendix 3 – Breakdown of Projected Expenditure 2024–2026

	2024 Approved Budget	2025 Projection	2026 Projection
TRAVEL & TRANSPORT - GENERAL	2,982,546,110	3,280,800,721	3,608,880,793
LOCAL TRAVELS AND TRANSPORT - TRAINING	136,393,900	150,033,290	165,036,619
TRAVEL AND TRANSPORT - OTHERS	1,425,204,523	1,567,724,975.30	1,724,497,472.83
INTERNATIONAL TRAVEL AND TRANSPORT - OTHERS	908,488,777	999,337,654.70	1,099,271,420.17
TRANSPORTATION OF PILGRIMS TO ABUJA AND BACK TO LOKOJA INCLUDING EVACUATION OF OFFICIAL LUGGAGE	12,386,895	13,625,584.50	14,988,142.95
FIELD TRIP EXPENSES	9,250,000	10,175,000	11,192,500
TRAVEL OPERATION AND LOGISTICS	490,822,015	539,904,216.50	593,894,638.15
UTILITIES - GENERAL	1,466,683,736	1,613,352,109.60	1,774,687,320.56
INTERNET ACCESS CHARGES	157,522,160	173,274,376	190,601,813.60
SOFTWARE CHARGES/LICENSE RENEWAL	83,590,000	91,949,000	101,143,900
WATER RATE	61,679,882	67,847,870.20	74,632,657.22
ELECTRICITY BILL/CHARGES	908,430,059	999,273,064.90	1,099,200,371.39
TELEPHONE CHARGES	160,161,635	176,177,798.50	193,795,578.35
SATELLITE BROADCASTING ACCESS CHARGES	20,300,000	22,330,000	24,563,000
ALTERNATIVE POWER GENERATION	75,000,000	82,500,000	90,750,000
MATERIALS & SUPPLIES - GENERAL	5,219,636,623	5,741,600,285.30	6,315,760,313.83
OFFICE STATIONERY/COMPUTER CONSUMABLE	661,941,726	728,135,898.60	800,949,488.46
NEWSPAPERS, MAGAZINES, JOURNALS AND PERIODICALS	167,826,649	184,609,313.90	203,070,245.29
EXPENSES ON CLIMATE CHANGE MATERIALS	500,000	550,000	605,000
DRUGS AND MEDICAL SUPPLIES	740,562,725	814,618,997.50	896,080,897.25
UNIFORMS AND OTHER CLOTHINGS	38,147,821	41,962,603.10	46,158,863.41



	2024 Approved Budget	2025 Projection	2026 Projection
FOOD STUFF/CATERING MATERIALS SUPPLIES	4,100,000	4,510,000	4,961,000
DRAWING OFFICE AND SURVEY MATERIALS	2,500,000	2,750,000	3,025,000
PURCHASE OF ELECTRICAL ADDING MACHINE FOR THE INTERNAL AUDIT UNIT	1,042,800	1,147,080	1,261,788
PHOTOGRAPHIC MATERIALS, GRAPHIC ARTS AND DESIGN	440,000	484,000	532,400
PURCHASE OF TEXTBOOKS AND TEACHING EQUIPMENT/ LAW BOOKS	126,885,000	139,573,500	153,530,850
WATER SPARE PARTS /CHEMICALS/OTHER REGENTS	98,892,279	108,781,506.90	119,659,657.59
LIBRARY EXPENSES	17,511,126	19,262,238.60	21,188,462.46
PURCHASE OF RAIN BOOT	210,000	231,000	254,100
HEALTH CENTRE CONSUMABLE	500,000	550,000	605,000
EXECUTIVE COUNCIL REFRESHMENT	6,000,000	6,600,000	7,260,000
EXPENSES ON FELELE HOUSING ESTATE PROJECT (ESTATE/STREET LIGHT REPAIRS)	1,000,000	1,100,000	1,210,000
GBV SITUATION ROOM AND DATA MANAGEMENTCENTRE EXPENSES	45,500,000	50,050,000	55,055,000
FOOD, NUTRITION AND CHILD SURVIVAL	8,048,000	8,852,800	9,738,080
MEDICAL EXPENSES IN SCHOOLS/ SCHOOL HEALTH INSPECTORATE SERVICES/INSPECTORATE SERVICES	16,000,000	17,600,000	19,360,000
PUBLICATION OF KOGI STATE STATISTICAL YEAR BOOK/PLANNING & STATISTIC BOOKS/STATE STATISTICAL MASTER PLAN	36,533,086	40,186,394.60	44,205,034.06
OFFICE AND GENERAL EXPENSES	2,515,775,411	2,767,352,952.10	3,044,088,247.31
RECORDING MATERIALS/CDs FOR TRANSMITTING INFORMATION	2,000,000	2,200,000	2,420,000
PROPERTY IDENTIFICATION AND ENUMERATION EXPENSES	16,000,000	17,600,000	19,360,000
EMERGENCY RELIEF (NATIONAL) DISASTER)/PURCHASE OF RELIEVE MATERIALS LOADING AND OFF LOADING	88,000,000	96,800,000	106,480,000
MAINTENANCE/REPAIR OF BOREHOLE WATER SUPPLY	2,500,000	2,750,000	3,025,000



	2024 Approved Budget	2025 Projection	2026 Projection
POLIO AND NON-POLIO SIAs, MEASLES, SIPDs AND LIDs	147,000,000	161,700,000	177,870,000
NUT 3MS. Procure and distribute Zinc and L -ORS, de-worming tablet for MNCHW and routine services	105,105,000	115,615,500	127,177,050
SMALL HOLDER HORTICULTURAL EMPOWERMENT PROJECT (SHEP)	50,000,000	55,000,000	60,500,000
NATIONAL PROGRAMME FOR FOOD SECURITY (NPFS)	150,000,000	165,000,000	181,500,000
IFAD ASSISTED VALUE CHAIN DEVELOPMENT PROGRAMME OPERATIONAL COST	-	0	0
NUT 3MS. PROVISION OF ADEQUATE SUPPLEMENTARY FOODS TO CHILDREN WITH MODERATE ACUTE MALNUTRITION (MAM)	108,745,000	119,619,500	131,581,450
NUT 3MS. ROLE OUT AND SCALE UP THE DISTRIBUTION OF MICRONUTRIENT POWDER (MNP) FOR CHILDREN 6 - 59 MONTHS	40,630,000	44,693,000	49,162,300
NUT 3IMAM. SUPPORT ACTIVE CASE FINDING OF SAM FOR PROVISION OF APPROPRIATE TREATMENT	19,740,000	21,714,000	23,885,400
MAINTENANCE SERVICES - GENERAL	4,636,171,626	5,099,788,788.60	5,609,767,667.46
MAINTENANCE OF MOTOR VEHICLE/ TRANSPORT EQUIPMENT	969,215,989	1,066,137,587.90	1,172,751,346.69
MAINTENANCE OF OFFICE FURNITURE AND FITTINGS	748,660,286	823,526,314.60	905,878,946.06
MAINTENANCE OF OFFICE BUILDING / RESIDENTIAL QTRS	552,647,500	607,912,250	668,703,475
MAINTENANCE OF PLANTS/GENERATORS	811,465,163	892,611,679.30	981,872,847.23
MAINTENANCE OF OFFICE EQUIPMENT	244,034,835	268,438,318.50	295,282,150.35
CATTLE DAM MAINTENANCE	3,000,000	3,300,000	3,630,000
MAINTENANCE OF HEAVY DUTY EQUIPMENT	1,400,000	1,540,000	1,694,000
WORKSHOP MAINTENANCE	12,900,000	14,190,000	15,609,000
MAINTENANCE AND RUNNING COSTS OF JETS PROG.	2,000,000	2,200,000	2,420,000
MAINTENANCE OF WATER TESTING EQUIPMENT	1,528,500	1,681,350	1,849,485



	2024 Approved Budget	2025 Projection	2026 Projection
MAINTENANCE OF ELECTRIC COOKERS IN GOVT. QUARTERS	150,000	165,000	181,500
MAINTENANCE OF HAJJ CAMP AT GWAGWALADA/ABUJA/SCREENING GROUND	1,597,500	1,757,250	1,932,975
MAINTENANCE OF STREET LIGHT	350,000	385,000	423,500
AERIAL FIELD MAINTENANCE	1,500,000	1,650,000	1,815,000
MAINTENANCE OF GARAGE	181,928	200,120.80	220,132.88
MAINTENANCE OF HOSTELS	126,717,628	139,389,390.80	153,328,329.88
PROVISION/MAINTENANCE OF SOLAR LIGHT	3,000,000	3,300,000	3,630,000
REPAIR AND MAINTENANCE OF BORE-HOLE	35,750,000	39,325,000	43,257,500
MAINTENANCE OF OFFICE PREMISES	454,121,363	499,533,499.30	549,486,849.23
MAINTENANCE OF TRACTORS	200,000	220,000	242,000
MAINTENANCE OF EDUCATION EQUIPMENT AND MATERIALS	500,000	550,000	605,000
MAINTENANCE OF REFUSE AND SEPTIC TANK EMPTIER	70,000	77,000	84,700
UP-KEEP OF GOVERNMENT HOUSE/GOVERNMENT LODGE	50,000,000	55,000,000	60,500,000
MAINTENANCE OF DEPUTY GOVERNOR'S LODGE/ DEPUTY GOVERNOR'S OFFICE	266,000,000	292,600,000	321,860,000
UPKEEP OF PARLIAMENT VILLAGE	13,958,804	15,354,684.40	16,890,152.84
MAINTENANCE OF BROADCASTING EQUIPMENT/ ICT EQUIPMENT/GOVERNMENT HOUSE BROADBAND CONNECTIVITY AND ICT EXPENSES	149,972,130	164,969,343	181,466,277.30
MAINTENANCE OF DUMPSITE	12,600,000	13,860,000	15,246,000
ELECTRICAL INSTALLATION/REPAIRS	17,250,000	18,975,000	20,872,500
MINOR WORK (ALL MINISTRIES)	10,400,000	11,440,000	12,584,000
VACCINE COLD CHAIN STORE MAINTENANCE	85,000,000	93,500,000	102,850,000
STATE EMERGENCY ROUTINE IMMUNIZATION COORDINATING CENTRE (SERICC)	60,000,000	66,000,000	72,600,000
TRAINING - GENERAL	2,490,417,433	2,739,459,176.30	3,013,405,093.93



	2024 Approved Budget	2025 Projection	2026 Projection
LOCAL TRAINING	916,778,222	1,008,456,044.20	1,109,301,648.62
INTERNATIONAL TRAINING	367,569,545	404,326,499.50	444,759,149.45
RADIO LITERACY TRAINING: TRAINING Mobilisation AND AIR TIME	100,000	110,000	121,000
FESTIVAL PARTICIPATION WORKSHOP	50,700,100	55,770,110	61,347,121
KOGI STATE GRASSROOTS SENSITISATION	35,000,000	38,500,000	42,350,000
TRAINING/EMPOWERMENT OF STUDENTS IN FARM CRAFT CENTRE FOR THE BLIND LAGOS	-	0	0
WOMEN IN AGRICULTURE/PWD ENTREPRENEUR EMPOWERMENT	10,000,000	11,000,000	12,100,000
CONDUCT OF NURSING AND MIDWIFERY EDUCATION	300,000	330,000	363,000
WORKSHOPS, SEMINARS & CONFERENCES	370,292,860	407,322,146	448,054,360.60
1% LOCAL GOVERNMENT TRAINING DEDUCTION FOR TRAINING LG STAFF	360,000,000	396,000,000	435,600,000
MASS LITERACY PROGRAMME: BASIC LITERACY (EQUIVALENT OF PRIMARY 1 - 3)/ POST LITERACY (EQUIVALENT OF PRIMARY 4 - 6)	3,060,000	3,366,000	3,702,600
CONTINUE EDUCATION CLASSES (JSS EQUIVALENT TO WRITE BECE/SSS EQUIVALENT TO WRITE NECO)	3,500,000	3,850,000	4,235,000
VOCATIONAL SKILLS TRAINING-PRACTICAL SKILLS FOR COMMUNITIES/SKILL ACQUISITION & LEARNING MATERIALS	4,876,751	5,364,426.10	5,900,868.71
TRAINING AND LOGISTIC SUPPORT FOR COMPONENTS OF SOCIAL INVESTMENT PROGRAMME	30,000,000	33,000,000	36,300,000
INDUSTRIAL TRAINING/ATTACHMENT	13,146,105	14,460,715.50	15,906,787.05
CONDUCT OF EXAMS EXPENSES	325,093,850	357,603,235	393,363,558.50
OTHER SERVICES - GENERAL	18,760,159,769	20,636,175,745.90	22,699,793,320.49
SECURITY SERVICES	600,036,885	660,040,573.50	726,044,630.85
OFFICE RENT	96,150,950	105,766,045	116,342,649.50
RESIDENTIAL RENT/HIRE OF PRIVATE HOUSES	224,850,000	247,335,000	272,068,500
SECURITY VOTES (INCLUDING OPERATIONS)	4,333,500,000	4,766,850,000	5,243,535,000



	2024 Approved Budget	2025 Projection	2026 Projection
CLEANING, FUMIGATION, ENVIRONMENTAL SANITATION AND JANITORIAL SERVICE	485,068,295	533,575,124.50	586,932,636.95
MONITORING & EVALUATION SYSTEM	291,745,200	320,919,720	353,011,692
TOURISM PROMOTION/PERIODICAL VISIT TO TOURISM ATTRACTIONS	1,200,000	1,320,000	1,452,000
SPECIAL SECURITY EXPENSES/STATE AND FEDERAL	5,291,038,000	5,820,141,800	6,402,155,980
NATIONAL COUNCIL FOR INDUSTRY, COMMERCE COOPERATIVE AND INVESTMENT PROMOTION/STATE EXPORT PROMOTION/TRADE MISSION	4,200,000	4,620,000	5,082,000
PRODUCTION OF I.D CARD /STATE CALENDAR/DIARIES/NOMINAL ROLL	86,944,528	95,638,980.80	105,202,878.88
SCIENCE & TECHNICAL, ART EXHIBITIONS/ANNUAL TRADE FAIR FOR EXHIBITION OF PRODUCTS MADE BY PEOPLE WITH DISABILITY	4,300,000	4,730,000	5,203,000
NIGERIA NATIONAL VOLUNTEER SERVICES/SUPPORT TO UNIFORMED/VOLUNTARY	14,000,000	15,400,000	16,940,000
EXTENSION SERVICES DELIVERY	190,450,000	209,495,000	230,444,500
CONTENT MANAGEMENT AND SITE MAINTENANCE	200,000	220,000	242,000
STUDENT EXCHANGE PROGRAMME	40,000,000	44,000,000	48,400,000
FRENCH PROGRAMME AND LOCAL LANGUAGE DEVELOPMENT	20,200,000	22,220,000	24,442,000
HEALTH EDUCATION SERVICES	1,338,000	1,471,800	1,618,980
KOGI STATE SOCIAL INVESTMENT PROGRAMME	50,000,000	55,000,000	60,500,000
ROAD OPENING/DEMOLITION EXERCISE/SCHEME (SITE AND SERVICES)/ COURT SUMMONS (OVER ILLEGAL STRUCTURES)/SIGN POST AND STREET NAMING	3,500,000	3,850,000	4,235,000
EXECUTIVE COUNCIL & SECURITY COUNCIL MEETING EXPENSES	50,000,000	55,000,000	60,500,000
CITIZENS RIGHT COMMISSION EXPENSES	2,000,000	2,200,000	2,420,000
ASSISTANCE TO N.Y.S.C/FINANCIAL ASSISTANCE TO CSOs/NGOs/ASSISTANCE TO STUDENTS' ASSOCIATION	158,563,343	174,419,677.30	191,861,645.03



	2024 Approved Budget	2025 Projection	2026 Projection
UNDP/NSIS PROGRAMMES/UNDP PROGRAMME MANAGEMENT	2,200,000	2,420,000	2,662,000
NUTRITION QUALITY CONTROL EXPENSES ACROSS THE STATE	5,000,000	5,500,000	6,050,000
STATE GOVERNMENT SUPPORT TO UNICEF PROGRAMME IN THE STATE	480,000	528,000	580,800
NATIONAL PROGRAMME OF ACTION FOR SURVIVAL, PROTECTION & DEV. OF THE CHILD (UNICEF ASSISTED) GCCC	10,000,000	11,000,000	12,100,000
HYDROLOGICAL INVESTIGATION	50,000	55,000	60,500
ASSISTANCE TO PAYER PATIENTS/ LESS PRIVILEGED/ORPHANAGE HOMES	6,000,000	6,600,000	7,260,000
WATER SUPPLY PRIVATE CONNECTION	100,000	110,000	121,000
SCHOOL SOCIAL WORKS (COUNSELLING)	3,600,000	3,960,000	4,356,000
ACCREDITATION OF COURSES	999,174,000	1,099,091,400	1,209,000,540
SMALL AND MEDIUM SCALE ENTERPRISES/KOPECS/INDUSTRIAL PROMOTION/ VOLUMETRIC MEASURE	1,500,000	1,650,000	1,815,000
STATE BLOOD TRANSFUSION SERVICES	3,024,000	3,326,400	3,659,040
HEALTH INVESTMENT PLAN/HEALTH PROMOTION AND EDUCATION	27,800,029	30,580,031.90	33,638,035.09
SUPPORT FOR FAITH BASED HEALTH TRAINING INSTITUTION	6,084,000	6,692,400	7,361,640
SITE ANALYSIS REPORT AND ENVIRONMENTAL IMPACT ASSESSMENT/CYBER CAFÉ	500,000	550,000	605,000
VARIOUS COMMITTEES WORK EXPENSES	10,000,000	11,000,000	12,100,000
MODERN BEE-KEEPING OPERATIONAL EXPENSES	4,200,000	4,620,000	5,082,000
HEALTH INTERVENTIONS PROGRAMME TO KOGI STATE	1,356,784,440	1,492,462,884	1,641,709,172.40
KOGI UNITED/CONFLUENCE QUEENS FC MATCHES, TRANSFER, SIGN-ON AND REGIS. FEES OF KG4TB	100,000,000	110,000,000	121,000,000
ACCREDITATION OF TECHNICAL SCHOOLS/ACCREDITATION OF SERVICE PROVIDERS	1,966,350	2,162,985	2,379,283.50
CORPERATE SOCIAL RESPONSIBILITY	39,000,000	42,900,000	47,190,000



	2024 Approved Budget	2025 Projection	2026 Projection
LOGISTICS FOR KOGI YESSO NET	-	0	0
CHILD RIGHTS IMPLEMENTATION IN KOGI STATE	18,000,000	19,800,000	21,780,000
COOPERATIVE REGISTRATION, AUDIT AND SUPERVISION EXPENSES	50,000	55,000	60,500
BASIC HEALTH CARE PROVISION FUND (STATE CASH COMMITMENT)	811,000,000	892,100,000	981,310,000
PROCUREMENT AUDIT TO MDAs, PARASTATALS AND INTITUTIONS	15,000,000	16,500,000	18,150,000
PAYMENT OF IJMB/GCE/WAEC/NECO (INCLUDING SCRATCH CARDS) TO KOGI STUDENTS	11,340,000	12,474,000	13,721,400
EXPENSES ON GOVERNMENT INTERVENTION FOR SENIOR CITIZENS (SIP)	8,024,000	8,826,400	9,709,040
NANS NEWS PROCESSING/ENTERTAINMENT, PUBLIC RELATIONS AND HOSPITALITY/MEDIA EXPENSES	56,089,928	61,698,920.80	67,868,812.88
REFUNDS OF VARIOUS EXPENSES	46,382,000	51,020,200	56,122,220
SUBSCRIPTION (INVESTMENT)	27,540,000	30,294,000	33,323,400
INVESTMENT EXPENSES/KOGI INVESTMENT AGENCY EXPENSES	50,050,000	55,055,000	60,560,500
FINANCIAL ASSISTANCE TO NEEDIES	122,231,300	134,454,430	147,899,873
COMMISSION OF ENQUIRYACTIVITIES EXPENSES	40,000,000	44,000,000	48,400,000
BOOK & PRROJECT ACCOUNT	2,500,000	2,750,000	3,025,000
REMITTANCE TO STUDENT BODIES	6,250,000	6,875,000	7,562,500
PARTICIPATION IN TRADE FAIRS (BOTH ZONAL & INTERNATIONAL)	2,000,000	2,200,000	2,420,000
IMMUNIZATION PLUS AND MALARIA PROGRESS BY ACCELERATING COVERAGE AND TANSFORMING SERVICES (IMPACT)	2,291,171,521	2,520,288,673.10	2,772,317,540.41
FAMILY PLANNING AND POPULATION CONTROL	10,000,000	11,000,000	12,100,000
STATE EMERGENCY, MATERNAL AND CHILD INTERVENTION CENTER (SEM-CHIC)	25,000,000	27,500,000	30,250,000
COMMUNITY HEALTH INFLUENCERS, PROMOTERS SERVICES (CHIPS)	150,000,000	165,000,000	181,500,000



	2024 Approved Budget	2025 Projection	2026 Projection
NUT 4 COORDINATION. CONDUCT QUARTERLY COORDINATION MEETINGS OF THE SCFN	6,720,000	7,392,000	8,131,200
NUT 4 COORDINATION. ANNUAL NUTRITION PARTNERS FORUM	1,430,000	1,573,000	1,730,300
NUT 4 ADVOCACY. BI-ANNUAL NUTRITION TOWN -HALL MEETINGS	3,280,000	3,608,000	3,968,800
NUT 2SBCC. CONDUCT SOCIAL AND BEHAVIOUR CHANGE COMMUNICATION ACTIVITIES ON IYCF AND WASH TARGETED AT ADOLESCENT ,PREGNANT WOMEN AT THE HEALTH FACILITIES	464,109,000	510,519,900	561,571,890
NUT 3REG. ENFORCING THE REGISTRATION AND LICENSING OF FOOD HANDLERS/FOOD OPERATORS ALONG THE FOOD CHAIN IN THE STATE AND LGAS	26,220,000	28,842,000	31,726,200
FREE RURAL MEDICAL OUTREACH	1,000,000	1,100,000	1,210,000
GENDER-BASED VIOLENCE(GBV) RESPONSIVE SERVICE DELIVERY	35,000,000	38,500,000	42,350,000
NATIONAL HEALTH ACCOUNT	3,024,000	3,326,400	3,659,040
CONSULTING & PROFESSIONAL SERVICES - GENERAL	10,301,907,919	11,332,098,710.90	12,465,308,581.99
CONSULTANCY SERVICES/FINANCIAL CONSULTING	708,742,181	779,616,399.10	857,578,039.01
LEGAL SERVICES/PREROGATIVE OF MERCYEXPENSES/IMPLEMENTATION OF ACJ LAW 2017	202,800,000	223,080,000	245,388,000
CERTIFICATE VERIFICATION EXPENSES/ DEVELOPMENT OF INTEGRATED PAYROLL AND PERSONNEL MANAGEMENT SYSTEM(STATE AND LOCAL GOVT)	4,000,000	4,400,000	4,840,000
STATE CASES/JUDGEMENT DEBTS SETTLEMENT/ASSIZES EXPENSES/ASSESSOR'S FEES	181,000,000	199,100,000	219,010,000
STATISTICAL INVESTIGATION/DATA COLLECTION	32,029,424	35,232,366.40	38,755,603.04
FEASIBILITY STUDY EXPENSES	420,590	462,649	508,913.90
PUBLIC FINANCE LEGISLATION (GOVERNMENT SUPPORT)	4,000,000	4,400,000	4,840,000
HEALTH INSURANCE EXPENSES (CAPITATION, SERVICE FEES, ICT MAINTENANCE, ADMINISTRATIVE FEES AND RE-INSURANCE)	777,600,000	855,360,000	940,896,000



	2024 Approved Budget	2025 Projection	2026 Projection
NUC ASSESMENT EXPENSES	84,500,000	92,950,000	102,245,000
MAINTENANCE OF WORLD BANK ASSISTED - HEALTH SYSTEM DEVELOPMENT PROJECT II IN 21 LGA	3,024,000	3,326,400	3,659,040
CONTROL OF EMERGING PUBLIC HEALTH DISEASE	100,000,000	110,000,000	121,000,000
ACCELERATING OF NUTRITION RESULTS IN NIGERIA (ANTRIN)	75,000,000	82,500,000	90,750,000
BELLO HEALTH INTERVENTION PROGRAMME (SIP) PROVIDE BASIC HEALTH FACILITIES	100,000,000	110,000,000	121,000,000
PUBLIC HEALTH EMERGENCY OPERATION CENTRE, LOKOJA (PHEOC)	50,000,000	55,000,000	60,500,000
AGENCY REGISTRATION WITH PCN EXPENSES	2,500,000	2,750,000	3,025,000
RESEARCH AND DOCUMENTATION	100,000,000	110,000,000	121,000,000
NUT 1NIS. CONDUCTING BASELINE SURVEY ON NUTRITION NEEDS ASSESSMENT DURING EMERGENCIES ON PEOPLE AFFECTED IN THE STATE ESPECIALLY VULNERABLE GROUPS (CHILDREN, ADOLESCENT, WOMEN)	4,943,500	5,437,850	5,981,635
NUT 2MIYCN. PROMOTE THE ESTABLISHMENT OF FOOD DEMONSTRATION CORNERS IN THE HEALTH FACILITIES	37,045,000	40,749,500	44,824,450
NUT 2REG. MONITOR THE IMPLEMENTATION OF THE INTERNATIONAL CODE ON THE MARKETING OF BREASTMILK SUBSTITUTES (BMS) IN HEALTH FACILITIES	17,580,000	19,338,000	21,271,800
NUT 1FNS. DEVELOPING AND EXPLOITING CROP PRODUCTION TECHNOLOGIES TO EXPAND AVAILABLE FOOD QUANTITY AND QUALITY	10,920,000	12,012,000	13,213,200
NUT 5IMAM. SCALING UP COMMUNITY INFANT AND YOUNG CHILD FEEDING PRACTICES AND FORMATION OF INTEGRATED MANAGEMENT OF ACUTE MAL-NUTRITION CENTRE (IMAN)	215,000	236,500	260,150
NATIONAL LEPROSY&TB CONTROL PROGRAME	200,000,000	220,000,000	242,000,000
BLINDNESS PREVENTION PROGRAME	1,000,000	1,100,000	1,210,000
MEASELS SURVEILLANCE AND MNCH	1,000,000	1,100,000	1,210,000
ROLL BACK MALARIA/MALARIA ERADICATION PROGRAME	1,271,550,685	1,398,705,753.50	1,538,576,328.85



	2024 Approved Budget	2025 Projection	2026 Projection
ENVIRONMENTAL/OCCUPATIONAL HEALTH SERVICE	1,000,000	1,100,000	1,210,000
SAVE MOTHERHOOD PROGRAMME	1,000,000	1,100,000	1,210,000
PRIMARY EAR CARE IN KOGI STATE	400,200,000	440,220,000	484,242,000
STATE AIDS/STI CONTROLPROGRAMME(SASCP)	1,000,000	1,100,000	1,210,000
SOCIETY OF OBSTETRICIANS & GYNECOLOGIST OF NIG.(SOGON) VOLUNTEER	1,000,000	1,100,000	1,210,000
MATERNAL NEWBORN AND CHILD HEALTH WEEK(MNCHW)ADOLESCENT REPRODUCTIVE HEALTH AND DEVELOPMENT/(I.M.C.I.) INTERGRATED MANAGEMENT	1,000,000	1,100,000	1,210,000
LOGISTICS MANAGEMENT COORDINATING UNIT(LMCU)	1,000,000	1,100,000	1,210,000
CERETRO-SPIRAL MENINGITIS PROGRAMME(CMS)/ZOOONOTIC DISEASES CONTROL/CONTROL OF NON-COMMUNICABLE DISEASES(NTD)ADVERSE EFFECT	1,000,000	1,100,000	1,210,000
ONCHOCERECIASIS & NTD PROGRAMME	5,922,837,539	6,515,121,292.90	7,166,633,422.19
ERADICATION OF POLIO(WHO) PROGRAMME	1,000,000	1,100,000	1,210,000
MATERNAL AND PERINATAL SURVEILLANCE	1,000,000	1,100,000	1,210,000
FUEL & LUBRICANTS - GENERAL	1,314,257,679	1,445,683,446.90	1,590,251,791.59
MOTOR VEHICLE FUEL COST	211,592,365	232,751,601.50	256,026,761.65
OTHER TRANSPORT EQUIPMENT FUEL COST	4,340,000	4,774,000	5,251,400
PLANTS/GENERATOR FUEL COST	197,696,265	217,465,891.50	239,212,480.65
COOKING GAS/FUEL COST	1,140,000	1,254,000	1,379,400
MOTOR CYCLE/BICYCLE	250,000	275,000	302,500
DIESEL EXPENSES	558,862,549	614,748,803.90	676,223,684.29
FUEL EXPENSES	330,670,000	363,737,000	400,110,700
LUBRICANTS EXPENSES	9,706,500	10,677,150	11,744,865
FINANCIAL CHARGES - GENERAL	631,398,482	694,538,330.20	763,992,163.22
BANK CHARGES (OTHER THAN INTEREST)/SPECIAL CONVEYANCE & BANK CHARGES/FAAC MEETINGS	369,428,556	406,371,411.60	447,008,552.76



	2024 Approved Budget	2025 Projection	2026 Projection
INSURANCE PREMIUM	121,969,926	134,166,918.60	147,583,610.46
VALUATION/PAYMENT OF INSURANCE PREMIUM ON GOVERNMENT BUILDINGS & PROPERTIES/VEHICLES	140,000,000	154,000,000	169,400,000
MISCELLANEOUS EXPENSES GENERAL	9,199,115,173	10,119,026,690.30	11,130,929,359.33
HONORARIUM, REFRESHMENT, MEALS, WELFARE PACKAGES AND HOSPITALITY	1,752,865,415	1,928,151,956.50	2,120,967,152.15
POSTAGES, PUBLICITY AND ADVERTISEMENT	568,070,502	624,877,552.20	687,365,307.42
CELEBRATION/REMEMBRANCE DAY	101,200,000	111,320,000	122,452,000
AWARENESS, ENLIGHTENMENT AND SENSITIZATION	75,577,933	83,135,726.30	91,449,298.93
HEALTH FACILITIES MAINTENANCE EXPENSES	20,289,750	22,318,725	24,550,597.50
TASKFORCE/KOGI VIGILANTE SERVICES OPERATIONAL	70,000,000	77,000,000	84,700,000
EMPOWERMENT/ENHANCEMENT PROGRAMME FOR PERSON WITH DISABILITY	32,000,000	35,200,000	38,720,000
ABANDONED BABIES/CHILDREN REHABILITATION EXPENSES	5,000,000	5,500,000	6,050,000
BOND MANAGEMENT/DEBT MANAGEMENT ANALYSIS EXPENSES	5,000,000	5,500,000	6,050,000
ALL SPORT COMPETITION EXPENSES	235,232,010	258,755,211	284,630,732.10
ANNUAL BOARD OF SURVEY	8,269,984	9,096,982.40	10,006,680.64
MEDICAL EXPENSES (Local & INTERNATIONAL)	710,872,813	781,960,094.30	860,156,103.73
RECRUITMENT AND APPOINTMENT COST/PROMOTION EXPENSES/DISCIPLINE COST	13,827,283	15,210,011.30	16,731,012.43
ANNUAL BUDGET EXPENSES AND ADMINISTRATION	377,562,063	415,318,269.30	456,850,096.23
SUBSCRIPTION TO PROFESSIONAL BODIES/PARLIAMENTARY/ANNUAL INTERNATIONAL BAR ASSOCIATION CONFERENCE/ANNUAL RETREAT FOR PUBLIC OFFICE HOLDERS	292,246,428	321,471,070.80	353,618,177.88
CONDUTUNG ELECTION/ELECTION TRIBUNALS EXPENSES	967,850	1,064,635	1,171,098.50
PART-TIME TEACHING/ MASS LITERACY PROGRAMME EXPENSES	2,848,750	3,133,625	3,446,987.50



	2024 Approved Budget	2025 Projection	2026 Projection
INSTALLATION OF TRADITIONAL CHIEFS/PRESENTATION OF STAFF OF OFFICE	378,000,000	415,800,000	457,380,000
BURIAL EXPENSES	68,131,977	74,945,174.70	82,439,692.17
NATIONAL COUNCIL ON EDUCATION/ CONSUMER PROTECTION COUNCIL EXPENSES	4,000,000	4,400,000	4,840,000
MATRICULATION/CONVOCATION EXPENSES	156,505,469	172,156,015.90	189,371,617.49
STATE COUNCIL ON HEALTH/NATIONAL COUNCIL ON HEALTH MEETING/HUMAN RESOURCE FOR HEALTH	8,048,000	8,852,800	9,738,080
VC'S LODGE EXPENSES/VCS OFFICE AND SENATE EXPENSES.	17,000,000	18,700,000	20,570,000
ACCOUNTING FOR FIXED ASSETS/ FIXED ASSET AUDIT/ EXTERNAL AUDIT EXPENSES	293,165,800	322,482,380	354,730,618
STRATEGIES DEVELOPMENT PLAN/POLICY FORMULATION EXPENSES/RESEARCH AND SURVEY	93,410,000	102,751,000	113,026,100
ARTISAN TRAINNING EXPENSES IN NIGERIA-KOREA FRIENDSHIP INSTITUTE (YESSO/NDE SUPPORT)	48,000,000	52,800,000	58,080,000
SFTAS OPERATIONAL EXPENSES	50,000,000	55,000,000	60,500,000
JAAC EXPENSES AND OTHER INCIDENTALS	700,000,000	770,000,000	847,000,000
ADMINISTRATOR-GENERAL/PUBLIC TRUSTEE'S EXPENSES	8,000,000	8,800,000	9,680,000
WOMEN PROGRAMME (EDUCATION, HEALTH)	800,000	880,000	968,000
BOUNDARY COMMITTEE EXPENSES	100,000,000	110,000,000	121,000,000
ALL FESTIVAL BOTH STATE AND NATIONAL EXPENSES	56,280,260	61,908,286	68,099,114.60
PRINTING OF ALL ESSENTIAL DOCUMENT	620,080,236	682,088,259.60	750,297,085.56
MULTILATERAL, DONOR AGENCIES AND SPECIAL PROJECTS EXPENSES	20,000,000	22,000,000	24,200,000
EXPENSES INCIDENTAL TO ENVIRONMENTAL IMPACT ASSESSMENT/RIGHT OF WAYS	10,000,000	11,000,000	12,100,000
VEHICLE REGISTRATIONS, LICENCING AND INSURANCE	20,400,000	22,440,000	24,684,000



	2024 Approved Budget	2025 Projection	2026 Projection
HEALTH MANAGEMENT INFORMATION SYSTEM/ HOSPITAL INFORMATION MANAGEMENT	4,600,000	5,060,000	5,566,000
NG-CARES OPERATION COSTS	436,450,000	480,095,000	528,104,500
AGRIC TRADE SHOW	2,000,000	2,200,000	2,420,000
HOSTING OF THE STATE WEBSITE EXPENSES/WEBSITE DEVELOPMENT AND MAINTENANCE	32,210,000	35,431,000	38,974,100
NORTHERN GOVERNORS FORUM	5,000,000	5,500,000	6,050,000
AGENCY AND FREIGHT CHARGES	4,000,000	4,400,000	4,840,000
EXPENSES INCIDENTAL TO SABER ACTIVITIES	60,000,000	66,000,000	72,600,000
COMMITTEE/COMMISSION SCREENING EXPENSES	92,000,000	101,200,000	111,320,000
CARES COORDINATING UNIT	306,026,000	336,628,600	370,291,460
CASH TRANSFER EXPENSES	65,000,000	71,500,000	78,650,000
KOGI STATE OPEN GOVERNANCE AND ACCOUNTABILITY SYSTEM (KOGAS)	16,029,000	17,631,900	19,395,090
PERIODIC ASSESSMENT OF HEALTH-CARE PROVIDERS/FACILITIES/SISTER AGENCY	8,867,500	9,754,250	10,729,675
STATE GOVERNMENT SUPPORT FOR PRIMARY HEALTH CARE IN LGAs	6,048,000	6,652,800	7,318,080
EQUITY HEALTH INTERVENTION:(BELLO CARE)	276,000,000	303,600,000	333,960,000
QUALITY IMPROVEMENT REVIEW/ STAKEHOLDERS' MEETINGS	10,000,000	11,000,000	12,100,000
EXPENSES INCIDENTAL TO KOGI STATE KOTRAMA	3,000,000	3,300,000	3,630,000
SIWES SUPERVISION EXPENSES	6,918,750	7,610,625	8,371,687.50
GOVERNMENT EXPENSES ON O.V.C. CARE SERVICES	6,000,000	6,600,000	7,260,000
FOOD AND NUTRITION PROGRAMS	225,000,000	247,500,000	272,250,000
REGISTRATION OF BUSINESS MONITORING COMMITTEE/PETROLEUM PRODUCT MONITORING COMMITTEE	2,000,000	2,200,000	2,420,000
PROVISION OF BASIC HEALTH CARE PROVISION FUNG (GOVT. CASH COMMITMENT) TO PROVIDE BASIC HEALTH FACILITIES	10,000,000	11,000,000	12,100,000



	2024 Approved Budget	2025 Projection	2026 Projection
MEDICAL TELE CONSULTATION AND FREE CALL SERVICES	50,000,000	55,000,000	60,500,000
GOVERNMENT CONNECT ON HUMANITARIAN AND EMERGING EPIDEMIC PROGRAMME	500,000,000	550,000,000	605,000,000
BOARD MEETING EXPENSES	26,500,000	29,150,000	32,065,000
ANNUAL SCHOOL CENSUS	40,000,000	44,000,000	48,400,000
HOSTING OF DIGITAL LIBRARY EXPENSE	10,000,000	11,000,000	12,100,000
NUT 6HRN. ENSURE ADEQUATE STAFFING OF RELEVANT MDAS IN IMPLEMENTING SECTORAL NUTRITION PROGRAMMES WITH SKILLED AND QUALIFIED NUTRITIONISTS	658,000	723,800	796,180
NUT 1SBCC. CONDUCTING SENSITIZATION AND DEMONSTRATION ON FOOD HANDLING AND SAFETY PRACTICES TO WOMEN AND YOUTH GROUPS ACROSS THE 21 LOCAL GOVERNMENT AREAS.	15,725,000	17,297,500	19,027,250
NUT 2NP. DEVELOP AND INSTITUTIONALIZE POVERTY ALLEVIATING SCHEMES/ PROJECTS TO EMPOWER VULNERABLE HOUSEHOLDS INCLUDING PEOPLE WITH DISABILITY	11,460,000	12,606,000	13,866,600
NUT 3NIS. STRENGTHEN NUTRITION INFORMATION MANAGEMENT AND DISSEMINATION AT ALL LEVELS	6,665,000	7,331,500	8,064,650
NUT 3SBCC. SENSITIZE AND EDUCATE THE PUBLIC ON FOOD AND NUTRITION	8,630,000	9,493,000	10,442,300
NUT 5ADVOCACY. DEVELOP CLEAR ADVOCACY STRATEGY OF ENGAGEMENT WITH RELEVANT POLICY MAKERS AND STAKEHOLDERS	35,400	38,940	42,834
NUT 5SBCC. CREATE AWARENESS ON PROBLEMS OF MALNUTRITION USING THE MASS AND SOCIAL MEDIA (SUCH AS RADIO, TV DRAMA, FILM DOCUMENTARIES, HOME VIDEO, VIEWING CENTERS, TOWN HALL MEETINGS AND PRESENTATIONS BY ADVOCACY GROUPS, AND POSTERS AND JINGLES IN ENGLISH AND 4 OTHER LOCAL LANGUAGES).	8,975,000	9,872,500	10,859,750
NUT 5SBCC. COLLABORATE WITH NETWORK PROVIDERS LIKE MTN, AIRTEL, GLO ETC. TO DISSEMINATE NUTRITION INFORMATION TO THE GENERAL PUBLIC	35,400	38,940	42,834



	2024 Approved Budget	2025 Projection	2026 Projection
NUT 5SBCC. STRENGTHEN EXISTING TELEVISION PROGRAMS THAT DEMONSTRATES THE PREPARATION OF MEALS TO INCORPORATE NUTRITION CONSIDERATIONS	1,603,500	1,763,850	1,940,235
NUT 5SBCC. CREATE TV PROGRAMMES THAT DEMONSTRATE TO THE PREPARATION OF MEALS TO INCORPORATE NUTRITION CONSIDERATIONS	3,026,100	3,328,710	3,661,581
UN-FOOD SYSTEM TRANSFORMATION PATHWAY (UN-FSTP) OPERATIONAL COST	15,000,000	16,500,000	18,150,000
STAFF LOANS & ADVANCES	677,850	745,635	820,198.50
MOTOR VEHICLE/BICYCLE ADVANCE	677,850	745,635	820,198.50
LOCAL GRANTS AND CONTRIBUTIONS	314,644,643	346,109,107.30	380,720,018.03
TAKE OFF GRANT FOR THE IMPLEMENTATION OF NEWLY CREATED AGENCY/ DEPARTMENT	125,000,000	137,500,000	151,250,000
GRANTS, SUBVENTION, DONATIONS & REDEMPTION OF PLEDGES	189,644,643	208,609,107.30	229,470,018.03
FOREIGN INTEREST / DISCOUNT	350,000,000	385,000,000	423,500,000
FOREIGN INTEREST /DISCOUNT - LONG TERM BORROWINGS	350,000,000	385,000,000	423,500,000
DOMESTIC INTEREST / DISCOUNT	6,000,000,000	6,600,000,000	7,260,000,000
DOMESTIC INTEREST /DISCOUNT - LONG TERM BORROWINGS	6,000,000,000	6,600,000,000	7,260,000,000
FOREIGN PRINCIPAL	750,000,000	825,000,000	907,500,000
FOREIGN PRINCIPAL - LONG TERM BORROWINGS	750,000,000	825,000,000	907,500,000
DOMESTIC PRINCIPAL	8,000,000,000	8,800,000,000	9,680,000,000
DOMESTIC PRINCIPAL - LONG TERM BORROWINGS	8,000,000,000	8,800,000,000	9,680,000,000
TRANSFER TO FUND RECURRENT EXPENDITURE-PAYMENT	2,008,291,887	2,209,121,075.70	2,430,033,183.27
7% OF IGR AS GOVERNMENT CONTRIBUTION TO CONFLUENCE UNIVERSITY OF SCIENCE & TECHNOLOGY DEVELOPMENT	220,000,000	242,000,000	266,200,000
75% REFUND OF STATE TERTIARY INSTITUTIONAL'S REVENUE GENERATION	200,000,000	220,000,000	242,000,000



	2024 Approved Budget	2025 Projection	2026 Projection
25% RETENTION COMMISSION FEES ON REVENUE GENERATION BY KOGI STATE BUREAU OF LANDS & TOWN PLANNING	-	0	0
SPECIAL GRANTS TO BOARD OF INTERNAL REVENUE ON REVENUE GENERATION (OUTSIDE 10% MANDATORY COMMISSION)	1,500,000,000	1,650,000,000	1,815,000,000
3% REVENUE GENERATION TO MDAS IN CHARGE OF THE GENERATION	88,291,887	97,121,075.70	106,833,183.27
TRANSFERS-PAYMENT TO INDIVIDUALS	6,239,027,200	6,862,929,920	7,549,222,912
FINANCIAL ASSISTANCE TO KOGI STATE LAW STUDENTS IN THE NIGERIAN LAW SCHOOLS	41,000,000	45,100,000	49,610,000
FINANCIAL ASSISTANCE TO NIGERIA LEGION -EX SERVICEMEN	7,500,000	8,250,000	9,075,000
FUEL SUBSIDY REMOVAL PALLIATIVES	6,181,500,000	6,799,650,000	7,479,615,000
NUT 1EE. PROVISSION OF SUPPORT (CREDIT, INPUTS & TRAININGS) TO INCREASE THE NUMBER OF LIVESTOCK FARMS	2,665,900	2,932,490	3,225,739
NUT 1EE. PROVISSION OF SUPPORT (CREDIT, INPUTS & TRAININGS) TO INCREASE FISHERIES/AQUACULTURE FARMS	2,653,900	2,919,290	3,211,219
NUT 1EE. PROVISSION OF SUPPORT (CREDIT, INPUTS & TRAININGS) TO INCREASE THE SIZE OF LAND UNDER CULTIVATION OF ARABLE CROPS	3,707,400	4,078,140	4,485,954



STATE STEERING COMMITTEE ON THE PREPARATION OF 32 YEAR STATE DEVELOPMENT PLAN

1. His Excellency, Alh. Yahaya Bello, the Executive Governor of Kogi State–Chairman
2. The Hon. Commissioner of Finance, Budget and Economic Planning–Member
3. Hon. Commissioner of Education, Science & Technology–Member
4. Hon. Commissioner of Health–Member
5. Hon. Commissioner of Works and Housing- Member
6. Hon. Commissioner of Agriculture- Member
7. Hon. Commissioner of Water Resources- Member
8. Hon. Commissioner for Women Affairs and Social Development –Member
9. Hon. Commissioner for Commerce and Industry- Member
10. Hon. Commissioner of Environment- Member
11. Hon. Commissioner for Rural Development- Member
12. Hon. Commissioner for Culture and Tourism- Member
13. Hon. Commissioner for Information and Communication- Member
14. Hon. Commissioner for Local Government and Chieftaincy Affairs- Member
15. Hon. Commissioner for Transport- Member
16. Hon. Commissioner for Solid Mineral Development – Member
17. Hon. Commissioner for Justice and Attorney General- Member
18. Hon. Commissioner of Youths and Sport- Member
19. Chairman, Kogi State Council of Chiefs- Member
20. State Accountant General- Member
21. Auditor General of the State- Member
22. Auditor General for Local Government- Member
23. Special Adviser SDG- Member
24. Special Adviser Special Projects/ Focal Person NSIP- Member
25. DG Bureau for Lands and Urban Development- Member
26. Senior Special Assistant on ICT- Member
27. Chairman KGIRS- Member
28. Special Adviser, Finance, Economy and Investment
29. Permanent Secretary, Budget and Planning, Ministry of Finance, Budget and Economic Planning- Member/Secretary



MEMBERS OF STATE TECHNICAL WORKING GROUP FOR THE PREPARATION OF 32-YEAR KOGI STATE DEVELOPMENT PLAN

S/N	NAME/STATUS	ORGANIZATION	DESIGNATION
1	Mukadam Asiwaju Asiru Idris (Chairman)	Ministry of Finance, Budget and Economic Planning	Commissioner
2	Mr. Olajide Samuel (Alternate Chair)	Ministry of Finance, Budget and Economic Planning	Permanent Secretary Budget & Planning
3	Mr. Joe O. Omokore (Member)	Ministry of Finance, Budget and Economic Planning	Ex-Director Planning (Macro)
4	Mal. Sanni Haruna Muhammed (Member)	Ministry of Finance, Budget and Economic Planning	Director International Cooperation
5	Mr. Joseph Ivaje Bello (Member)	Ministry of Finance, Budget and Economic Planning	Director Monitoring and Evaluation
6	Mr. Idakwo Omika Philip (Member)	Ministry of Finance, Budget and Economic Planning	Director, Digital Economy & Business Dev't
7	Mr. E.O Bayode (Member)	Ministry of Finance, Budget and Economic Planning	Coordinator SFTAS
8	Mr. Sunday Odeh (Member)	Accountant General's Office	Director Consolidated Account
9	Mr. Matthew Abuka (Member)	Ministry of Finance, Budget and Economic Planning	D.G Debt Management Office
10	Solomon Yahaya (Member)	Rep. Joint National Association of Persons with Disabilities	Chairman
11	Sikirat A. Bello (Member)	Rep. National Council of Women Society	Treasurer
12	Arc. Muhammed Usman (Member)	Confluence University of Science & Tech.	Director, Works & Physical Planning
13	Mr. Akande Makanjuola David (Member)	Ministry of Health	
14	Alhassan Ibrahim Danjuma (Member)	Sustainable Development Goals (SDG)	CAO/Project Officer
15	Mrs. Ayo-Alani Irewole (Member)	Kogi State Bureau of Statistics	Acting Statistician General
16	Mr. Emmanuel Yusufu (Member)	Kogi State Internal Revenue Services	HOD, BDP RS
17	Aiyesimi John Omasayin (Member)	Ministry of Water Resources	Director, PRS
18	Sunday Matthew (Member)	Ministry of Environment and Natural Resources	Director, PRS
19	Dr. (Mrs.) Elizabeth Animokun (Member)	Ministry of Education, Science and Technology	EPRS
20	Comrade Israel Alonge Femi (Member)	National Youth Council of Nigeria	
21	Mr. Inah Husseni Isaac (Member)	Ministry of Women Affairs and Social Development	



22	Mr. Akoji Ejigbo PhD. (Member)	Ministry of Local Government and Chieftaincy Affairs	
23	Mr. Awulu Tijani David (Member)	Ministry of Rural Development	
24	Prof. Adujo Ochumonu	Prince Abubakar audu University, Anyigba	DVC (Acad.)/ member
25	Prof. J. O Alabi (Member)	Prince Abubakar audu University, Anyigba	Prof./HOD Business Admin.
26	Dr. Moses Etila Shaibu (Member)	National Open University of Nigeria (NOUN)	Associate Prof., Department of Pol. Science
27	Hon. Ismaila Umar (Member)	Office of the SSA on ICT	Senior Special Assistant on ICT
28	Abdulkareem Siyaka (Member)	Office of the SA on Finance, Economy and Investment	SA (Finance, Economy & Investment)
29	Dr. Daniel Friday Atidoga (Member)	Kogi State University, Anyigba	Deputy Vice Chancellor (Academic)
30	Dr. Joel Akowe (Member)	Kogi State Polytechnic	Dean Sch. Of Mgmt. Studies
31	Busari Kayode Oyelola (Member)	New Direction Team	Consultant
32	Alh. Aliu Lawal Jiya	Maigari's Palace	Maiyaki of Lokoja/ Rep. of Traditional Rulers
33	Stephen Ozi-Salawu (Member)	Citizens Empowerment Project Advocacy Trust	Team Leader/CEO
34	Engr. Sunday Baba (Member)	Ministry of Works	Asst. Director Civil
35	Adebayo Ganiyu Olushola (Member)	Ministry of Solid Minerals	Ag. Director PRS
36	Mr. Paul Odah (Member)	UNDP	Focal Officer
37	Dr. Stella Adejoh (Member)	IFAD/Value Chain Development Programme (VCDP)	State Project Coordinator
38	Ayo O Noparking (Member)	CSDA	M&E Manager
39	Amb. Idris Ozovehe Muraina (Member)	Renaissance Care and Empowerment Foundation (RECEF Nigeria)	Executive Director/ Member Kogi NGOs Network
40	Hamza Aliyu (Member)	Initiative for Grassroots Advancement in Nigeria	Executive Director/ Member Kogi NGOs Network
41	Mohammed O. Sumaila (member)	Lift Up Care Foundation (LUCAF)	Program Manager/ Member Kogi NGOs Network
42	Audu Ajanaku (Co-Lead Consultant/ Technical Partner)	Searlux Consulting Ltd	Technical Lead (Consultant)
43	Francis Onyilo (Co-Lead Consultant/ Technical Partner)	UNDP Engaged Consultant	Consultant/ Technical Partner
44	Abubakar Musa	Ministry of Finance, Budget and Economic Planning	Director Planning (Macro) member/ Secretary





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