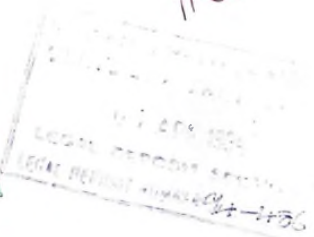


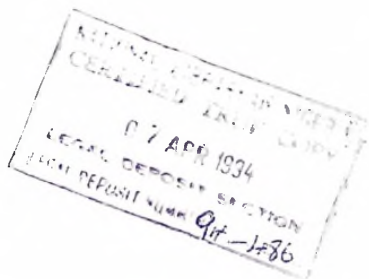
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KADUNA STATE OF NIGERIA

WHITE PAPER
ON THE
REPORT OF THE
CAPITAL PROJECTS REVIEW
COMMITTEE

(C. P. R. C.) — NOVEMBER, 1984



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PART I

DEFINITION:

In this White Paper,

- (i) The Committee means the C.P.R.C;
- (ii) C.P.R.C. means Capital Projects Review Committee;
- (iii) ETC means Estimated Total Cost;
- (iv) RETC means Revised Estimated Total Cost;
- (v) The Report means the C.P.R.C. Report.

1. INTRODUCTION

1.01—On 23rd March, 1984 the Military Governor of Kaduna State, Air-Commodore Usman Mu'azu by letter No. GH/S/67/375 appointed a Capital Projects Review Committee with the following membership:

| | | | | | | |
|---------------------------|-----|-----|-----|-----|-----|------------|
| Alhaji Macido Dalhat | ... | ... | ... | ... | ... | —Chairman |
| Engineer Bala N. A. Adamu | ... | ... | ... | ... | ... | —Member |
| Engineer Abdullahi Nuhu | ... | ... | ... | ... | ... | —Member |
| Alhaji Abu Gidado | ... | ... | ... | ... | ... | —Member |
| Alhaji Labo Mahuta | ... | ... | ... | ... | ... | —Member |
| Dr. Christopher Abashiya | ... | ... | ... | ... | ... | —Member |
| Alhaji Tukur Usman | ... | ... | ... | ... | ... | —Secretary |

1.02 The terms of reference of the Committee were:

- (a) To compile comprehensive details of all Capital Projects being currently handled by the Kaduna State Government, which come either within or outside the State's 1981—1985 Capital Development Plan, specifying in particular the following:
 - (i) Nature of the Project;
 - (ii) Year of initiation;
 - (iii) Location;
 - (iv) Original Estimated Total Cost of Project;
 - (v) Revised Estimated Total Cost of Project (where applicable);

- (vi) Contractual sum agreed; and
- (vii) Stage of execution (physical, financial).
- (b) Determine the extent of Government commitment financially, contractually or otherwise, in respect of each project;
- (c) Devise any means appropriate, to compare original and estimated cost(s) of each project in relation to its revised cost(s) and pinpoint areas of such anomalies.
- (d) Determine whether or not the current methods, under prevailing regulations had been adopted in the award of contracts relating to each project;
- (e) Take stock of the present position regarding Capital Development efforts of the State Government and attempt to prioritise projects there-under taking in particular, the following factors into consideration.
 - (i) The prevailing economic and financial situation in the country in general;
 - (ii) The relevance of each project to the declared objectives of the State and the Federal Military Government;
 - (iii) The stage of execution achieved and extent of contractual and financial involvement of the State Government; and
 - (iv) The need for ensuring even and balanced development among all sections of the State.
- (f) Pinpoint areas of financial mismanagement, omissions or lapses that might have come to the notice of the Committee, and determine the individuals or groups of individuals responsible for such anomalies;
- (g) Make specific or general recommendations in respect of the projects under review and in particular the following:—
 - (i) Which of the projects, under review, should be reviewed in terms of costs, size, etc;
 - (ii) Which of them should be placed on top priority for immediate attention by the State Government;
 - (iii) Which of them should be suspended, shelved or entirely removed from the Capital Development Project list of the State Government; and
 - (iv) The means of financing of projects placed under (ii) above.

- (h) Make any other recommendations and observations of general interest which in the opinion of the Committee will assist the State Government to achieve optimum results through the full utilization of available resources.

1.03—The CPRC defined its objectives as follows:—

- (a) To examine and review comprehensively all the Capital Projects being currently undertaken by the Kaduna State Government which come either within or outside the State's 1981-85 Capital Development Plan;
- (b) To determine the current level of progress of all on-going Capital Projects and identify any possible anomalies and irregularities in their execution;
- (c) To recommend and suggest to the Government of Kaduna State any appropriate measures to be taken in view of the financial position of the State, the relevance of the projects to the programme of the Military Administration and the need for even development.

1.04 The objectives of the 1981-85 Plan documents were as follows:—

- (a) increase in per Capital income;
- (b) more even distribution of income;
- (c) reduction in the level of unemployment;
- (d) increase in the supply of high level manpower;
- (e) diversification of the economy;
- (f) balanced development;
- (g) indigenisation of economic activity.

1.05 The priorities of the Plan were as follows:—

- (a) rural development (*including agriculture, livestock, fisheries and forestry*);
- (b) education;
- (c) water supply;
- (d) manufacturing;
- (e) housing.

1.06 However, in addition to ensuring balanced and even development in the State, the priorities of the present Military Administration in the State are as follows:—

- (a) agriculture;
- (b) water supply;
- (c) education; and
- (d) health.

1.07 Government notes the comprehensive and technical report submitted by the Committee and observes that the Committee was unable to adequately deal with the question of balanced and even development as well as the review in terms of costs and sizes of the projects due to lack of time and Quantity Surveyors in the Committee. However, where the Committee has been silent on making recommendations in the course of its findings, Government has taken appropriate decisions. Government further observes that the original Plan ETC is ₦1,476.753 million and not ₦1,477.553 million as reflected in the CPRC Report; and that there is also a difference of ₦250.955 million between the CPRC revised ETC of ₦1,507.630 million and the Plan figure of ₦1,256.675 million.

1.08—Government notes that the procedure adopted by the CPRC has been to classify all the Capital Projects of the State into three broad categories:—

- (a) Top priority for immediate attention by the Government;
- (b) Projects to be suspended, shelved or entirely removed from the Plan and
- (c) Projects to be reviewed in terms of costs and sizes.

However, Government has categorized them into two for the following reasons:—

- (a) The ability of the projects to take-off and their viability;
- (b) The principle of even spread and balanced distribution of the projects within the State;
- (c) The projects cannot be reviewed in terms of costs and sizes in the time remaining in the Plan Period.
- (d) It is also not possible to entirely remove a project from a Plan.

The two categories are as follows:—

- (a) Top priority projects for immediate Government attention (*Table A*).
- (b) Projects to be suspended from the Plan subject to consideration by the State's Planning Committee for incorporation into the next Plan, (*Table 'B'*).

PART II

2.00—GOVERNMENT DECISIONS ON RECOMMENDATION

A—AGRICULTURAL SECTOR:

2.01—Recommendation: In the Agricultural Sector the Committee considers that the maintenance of a strategic reserve of grains at all time is a vital Government's responsibility. The Committee however considers that this essential services could best be handled by the Kaduna State Distribution Agency rather than by the Produce Inspection Division. The main function of the Produce Inspection Division is the quality control of produce whereas the Kaduna State Distribution Agency has been created for the sole purpose of procurement and distribution of essential commodities and is better equipped to provide these services. The State Government should also ensure that purchasing and release of grains to the general public is done on continual basis and that the Kaduna State Distribution Agency keeps at all time such level of stock of staple grains as may from time to time be directed by the Executive Council. (*page 47 of the Report*).

Decision:

Government rejects the recommendation. The Kaduna State Distribution Agency should continue to limit itself to the purchase and distribution of essential commodities for immediate consumption rather than purchase and distribution of grains which should be left with the Produce Inspection Division for the following reasons:—

However, the Produce Inspection Division will employ the services of Government agencies such as FASCOM, Co-operative Unions etc.

- (i) the Distribution Agency has virtually no storage facilities to handle bulk purchases of grains and is in any case commercially oriented;
- (ii) the agency lacks the capability for quality control;
- (iii) the impact of the agency has not been felt at all in the rural areas but limited to Kaduna only and they have no zonal offices, stores etc.;
- (iv) the Produce Inspection Division has a very long period of experience in the business of produce purchase and storage capacity;
- (v) the alternative is the co-operative movements in the State, but have not performed better as to be able to handle large scale purchase of grains and distribution;
- (vi) strategic grains reserves are meant to last for many years and, the grains so reserved are normally released only during periods of hardships and emergencies.

2.02 Recommendation:

The Committee recommends only one item i.e. the purchase of grains, for top priority attention (*page 115 of the Report*).

Decision:

Government accepts the recommendation.

2.03 Recommendation:

The Committee has recommended the following projects for review in terms of costs, sizes etc in this sector (*page 126 of the Report*):—

- (i) Integrated Rural Development Agency (IRDA)
- (ii) Daberam Dam and Irrigation Scheme
- (iii) Galma River Basin Irrigation Scheme
- (iv) Birnin-Gwari Irrigation Settlement Scheme
- (v) Agricultural Promotion Development Company (APDC)
- (vi) Land Clearing and Development of Agriculture.

Decision:

Government accepts this recommendation, and accordingly will review the projects in line with the present policy to give priority to agricultural and related activities.

2.04 Recommendation:

The Committee has recommended the suspension of the School of Home Economics, Kujama.

Decision:

Government accepts the recommendation.

2.05 Recommendation:

The Committee has recommended the following projects for review in terms of cost, sizes etc (*page 126 of the Report*):—

- (i) Tagora Dam and Irrigation, Mani;
- (ii) Tagwai Irrigation Scheme;

- (iii) Development of Jere-Valley for Irrigation
- (iv) Tubo River Basin Pilot Irrigation Scheme
- (v) Kagom River Basin Irrigation Scheme
- (vi) Tractor Loan to Co-operatives (*suspended indefinitely*)
- (vii) Land Rehabilitation Survey
- (viii) Feasibility Studies.

Decision:

Government appreciates the importance of these projects but suspends them in view of the financial position of the Government. In view of previous experience, Government will not involve itself in tractor loans to Co-operatives or individuals.

2.06 Recommendation:

The Committee recommends that all agricultural efforts by the State Government should be undertaken by IRDA (*Integrated Rural Development Agency*).

Decision:

Government rejects this recommendation. Government also observes that IRDA has never been created by law. Presently, the defunct project (IRDA) has been reconstituted into the Kaduna State Agricultural Development Project (KADP). Government further observes that there are distinct agencies with specific responsibilities. Therefore it would be in-appropriate to ask IRDA to absorb their responsibilities. By making IRDA responsible for all agricultural efforts, it will, of necessity mean transferring even policy matters from the Ministry of Agriculture to it thereby rendering the Ministry redundant.

2.07 Recommendation:

This Authority (IRDA) should liaise closely with the River Basin and Rural Development Authority being set up by the Federal Government in the State to avoid duplication of efforts.

Decision:

Government accepts this recommendation.

2.08 Recommendation:

The Committee has recommended the following projects for inclusion under IRDA responsibility:—

- (i) Tractor Loan Projects to Co-operatives;

- (ii) Land Rehabilitation Survey;
- (iii) Land Clearing and Development for Agriculture.

Decision:

Government rejects this recommendation as the projects do not fall within the responsibilities of the Kaduna State Agricultural Development Project.

2.09 Recommendation:

The Committee recommends (*page 52 of the Report*) that the following projects should be taken over by the River Basin Authority:—

- (i) Tagora Dam and Irrigation Scheme
- (ii) Tagwai Water Course Development
- (iii) Development of Jere-Valley for Irrigation
- (iv) Tubo River Basin Irrigation Scheme
- (v) Galma River Basin Irrigation Scheme
- (vi) Birnin-Gwari Irrigation Settlement Scheme
- (vii) Kangimi Irrigation Scheme
- (viii) Kogum River Basin Irrigation Scheme.

Decision:

Government accepts this recommendation and will approach the Federal Government with a view to transferring these projects to the Kaduna—Karadua River Basin and Rural Development Authority.

2.10 Recommendation:

Agricultural Promotions and Development Company (APDC). The Committee recommends that this be turned into a limited liability company and be run as an economic venture to support itself and eventually the Government.

Decision:

Government notes the recommendation but observes that APDC is already a limited liability company. Like all other limited liability companies in the State, it should be able to stand on its feet.

2.11 Recommendation:

The Committee recommends that the present facilities used for training home economic students should be used until the financial situation improves (*page 61 of the Report*).

Decision:

Government accepts the recommendation but will take steps to improve the facilities at its present temporary site.

B—LIVESTOCK SECTOR:

2.12 Recommendation:

In the livestock sector the Committee considers that government should do all in its power to encourage the private sector by way of pastures and other infrastructural facilities (*page 46 of the Report*).

Decision:

Government notes the recommendation and observes that it is already providing extension services to livestock owners in the State.

2.13(a) The Committee has identified the following projects for immediate attention of Government (*page 46 of the Report*):—

- (i) Development of Pastures;
- (ii) Prevention of Poultry diseases;
- (iii) Control of Epizootic disease;
- (iv) Establishment of Sheep foot-rots paths in Rural Areas;
- (v) Control of Internal and External parasites;
- (vi) Supplementary feeds.

Decision:

Government accepts the recommendation. Government notes with concern the serious incidence of Animal diseases, especially rinderpest, and the problems of the procurement of supplementary feeds.

2.13(b) Recommendation:

The Committee recommended the suspension of the following projects:—

- (i) swine development;
- (ii) sheep improvement;

- (iii) goat improvement;
- (iv) modern slaughter houses in Local Government Areas;
- (v) improvement of hides and skins;
- (vi) diagnostic laboratory at Kachia;
- (vii) mobile veterinary clinic;
- (viii) loading ramps at control posts;
- (ix) diagnostic laboratory at Dutsin-Ma; and
- (x) Katsina Abbatoir.

Decision:

Government rejects the recommendation and will pursue these projects. Furthermore, Government places top priority on the breeding, fattening, rearing and grazing of cattle so as to improve meat supply, and as part of livestock development efforts.

2.13(c) Recommendation:

The Committee recommended for review in terms of costs, etc the following projects:—

- (i) beef cattle improvement;
- (ii) cattle breeding ranch, Kankara;
- (iii) cattle improvement centres/Bull holding centres;
- (iv) cattle breeding ranch, Damau.

Decision:

Government accepts this recommendation.

2.14 Recommendation:

The Committee has recommended ten projects (*page 53 of the Report*) for review, "in such a way that Government could provide extension services to private developers of livestock for meat products in sufficient quantities to meet the growing demand."

Decision:

Government notes the recommendation, puts 5 of them on top priority (*see decision 2.13 above*) and suspends the following:—

- (i) dairy cattle improvement, Guga;

- (ii) dairy feed, Gamagira;
- (iii) construction of veterinary centres in Local Government Areas.
- (iv) re-building of Control Posts and Inspection Stations;
- (v) institutional residences in Local Government Areas (*Vet. Staff*).

2.15 Recommendation:

"The Committee does not recommend continued Government participation in what is essentially a commercial proposition" (*page 53(b) of the Report*).

Decision:

Government rejects this recommendation and the projects will be reviewed.

2.16 Recommendation:

The Committee recommends that Government should continue extension services to private livestock holdings as a recurrent expenditure only (*page 61 of the Report*).

Decision:

Government rejects this recommendation and will continue to fund both recurrent and capital requirements of the extension services.

2.17 Recommendation:

The Committee recommends that Government should stop further capital outlays for 9 projects (*page 61 of the Report*) until such time as the economic situation improves.

Decision:

See Government decision on paragraph 2.13(b)(c). In addition, Government hereby suspends the following projects:—

- (i) poultry feed project;
- (ii) artificial insemination;
- (iii) Kaduna State Veterinary School;
- (iv) Veterinary Hospitals in Local Government Headquarters.

C—FORESTRY:

2.18 Recommendation:

"In the Forestry Sector, the Committee considers this sector as having great potential for the generation of revenue for the Government. It also considers the

afforestation programme as essential." The Committee has therefore identified the following projects for immediate Government attention (*page 47 of the Report*):—

(i) Forest fire prevention and suppressions in plantation and Natural Forest Plantation Production;

(ii) Plantation Production;

(iii) Industrial forest plantations;

(iv) Production of Timba poles and firewood in the Sudan Zone

(v) Afforestation of Arid Zone;

(vi) Timba and Poles Project Nimbia, Sanga Forest Reserves.

Decision:

Government accepts this recommendation. In addition, Government places the following project recommended for review on top priority:—

(i) Games Reserve Kamuku.

Comments:

Government observes that games reserves are areas where original species of plants, birds and animals are maintained.

2.19 Recommendation:

The Committee recommends the following two projects for review by Government to enable the pooling together of the maintenance of heavy plant and machinery used by various executing agencies under a central organisation for economy. (*page 53 of the Report*):—

(i) Rehabilitation and maintenance of forestry workshops;

(ii) Games Reserve, Kamuku.

Decision:

Government notes the recommendation, places item (ii) on top priority and suspends item (i) above.

2.20 Recommendation.

"The Committee does not recommend that the idea of a game reserve should only be entertained on a commercial basis." (*page 53 of the Report*).

Decision:

Government accepts the recommendation. There is the need for the preservation of plants, birds and animal species and other types of wild-life in this

zone for educational purposes and for the benefit of future generations as well as the tourist industry.

2.21 Recommendation:

The Committee recommends that the establishment of the School of Forestry can wait for better times (*page 61 of the Report*).

Decision:

Government accepts this recommendation.

D—FISHERIES SECTOR:

2.22 Recommendation:

"In the case of fisheries sector, the only two ponds ever operated by the State have been allowed to silt up and have not been missed. Government can therefore remove this project from the current Plan." (*page 61 of the Report*).

Decision:

Government notes the recommendation and views with concern the total neglect of this sector and will consider resuscitating the project in due course.

E—MANUFACTURING SECTOR:

2.23 Recommendation:

"In the Manufacturing Sector, the Committee considers that the project for the Business Apprenticeship Training Centre can provide the needed skills in the various trades if properly run." (*page 47 of the Report*).

Decision:

Government notes this observation and will pursue this programme with renewed vigour.

2.24 Recommendation:

"The Committee strongly recommends emphasis on Apprenticeship rather than on formal classroom education and on paper qualification." (*page 47 of the Report*).

Decision:

Government notes the recommendation but observes that the existing practice places emphasis on Apprenticeship Training along with classroom education.

2.25 Recommendation:

"The Committee recommends that having served their Apprenticeship, tradesmen can be induced/encouraged to start up their businesses by the grant of

loans in form of tools and equipment from the Small Scale Industry Credit Scheme." (*page 47 of the Report*).

Decision:

Government rejects the recommendation and will ensure that:—

- (i) the admission policy for the BATC will continue to be advertised for all interested candidates; while preference will be given to those candidates coming from Small Scale Industries, particularly indigenes of the State;
- (ii) the loans to be granted to Small Scale Industrialists are tied to the condition of employment of BATC Apprentices in their establishments.

In addition to accepting the Business Apprenticeship Training Centre Project (BATC) as top priority, Government places the following projects on top priority:—

- (i) Development of Industrial Areas and existing layouts. There is the real need to provide Water, Access Roads, Electricity etc to new Industrial Layouts;
- (ii) Small Scale Industries Credit Scheme. This project is aimed at providing Small Scale Loans for establishing bakeries, brickmaking etc in the Rural Areas;
- (iii) Industries—Government has already categorized these Industries as follows:—

CATEGORY 'A'—Top priority industrial projects for immediate Government attention:

- (1) Funtua Brick Work;
- (2) Malumfashi Starch and Derivatives;
- (3) Ikara Food Processing;
- (4) Jema'a Furniture;
- (5) Kachia Ginger Processing;
- (6) Zaria Pharmaceuticals;
- (7) Kankia Metal Works; and
- (8) Katsina Dairies.

CATEGORY 'B'—Those Industrial Projects to be undertaken by the private sector in collaboration with the Government as partners:—

- (1) Mani Flour Mill;

(2) Kaduna Agro-Industry;

(3) Daura Tannery.

CATEGORY 'C'—Those projects to be suspended and implemented in stages:—

(1) Saminaka Integrated Poultry;

(2) Birnin-Gwari Plastics; and

(3) Dutsin-Ma Meat Processing.

Recommendation:

Small Scale Industries Credit Scheme:

"The Committee recommends overhaul of the system of loan recovery of the scheme to enable funds be re-cycled without further subvention." (*page 53 of the Report*).

Decision:

Government accepts the recommendation.

2.27 Recommendation:—Industrial Survey:—

"The Committee recommends that this project be transferred to the Central Survey Unit being proposed in the Department of Economic Planning." (*page 53 of the Report*).

Decision:

Government rejects this recommendation. (*see also part (iii) of the White Paper*).

2.28 Recommendation:—Establishment of Industries:—

"The Committee supports the implementation of the decision earlier taken by Government on this issue." (*page 54 of the Report*).

Decision:

Government notes the support.

2.29 Recommendation:

"In the case of the manufacturing sector the development of industrial layouts and estates in Local Government Areas to be let out to industrialists in order to provide incentives to them is of doubtful effect as the requirements of each industry cannot always be generalized. These projects can therefore be entirely removed from the Plan." (*page 62 of the Report*).

Decision:

Government notes the observation and suspends the project.

F—COMMERCE AND FINANCE:

2.30 Recommendation:

The Committee recommends the following projects for suspension. (*page 62 of the Report*).

- (i) up-grading of 5 Motels; under the Hotels Company
- (ii) completion of 8 Motels; under Tourism Committee
- (iii) establishment of amusement Park/Zoo Kaduna;
- (iv) building of Holiday Village at Matsirga; Kafanchan;
- (v) building of Nok museum;
- (vi) building of Camp Site and Souvenir Shops (*Ajiwa, Zaria*);
- (vii) building of Modern Markets;
- (viii) building of Souvenir Shops (*Daura, Zaria and Kafanchan*);
- (ix) Development of Camp Site, Birnin-Gwari.

Decision:

Government accepts the recommendation save for the following projects which are placed on top priority:—

- (i) completion of 8 Motels—Government notes that six of the Motels have since been completed while the other two are about to be completed;
- (ii) building of Nok Museum—Government notes that all the working drawings/designs have been completed and the project has reached tender stage. Government observes that there are lots of historical items on the Nok culture now at various locations in and outside the State that need to be brought together to serve as a tourist attraction since there is a State owned Museum at the moment and the Nok culture has received a world acclaim, the project is a positive step to preserve that culture.

2.31 Recommendation:

The Committee recommends that the State Hotels Board and the Tourism Board should be able on their own to pursue commercial ventures without Government involvement. (*page 62 of the Report*).

Decision:

Government rejects the recommendation. Arrangements are on to convert the Hotels Board into a Limited Liability Company, on the other hand, the Tourism Board has been reconstituted into a Committee in the Ministry of Home Affairs and Information.

G—CO-OPERATIVE AND SUPPLY:

2.32 Recommendation:

"In the Co-operative and Supply Sector, the Committee considers the Kaduna State Co-operative Bank as providing essential banking services as well as being a sound economic investment. The Committee therefore recommends the establishment of more branches in the Rural Areas where banking services do not exist." (*page 47 of the Report*).

Decision:

Government notes the observation and accepts the recommendation. Government will ensure that the Bank improves its services and gets more customers by offering competitive services with other commercial Banks more than it is doing now,

(ii) ensure that the Bank implements the Central Bank rural banking policy.

2.33 Recommendation:

The Committee recommends the following projects to be removed from the Plan, "Since there has been no appreciable impact on the society by the practice of co-operative movement over the last 30 years. There is therefore no justification for Government to use the meagre resources now available for such unproductive ventures." (*page 62 of the Report*).

(i) Development of Consumer Co-operative Societies;

(ii) Assistance to Co-operative Societies and grants to Rural Industrial Co-operatives.

Decision:

Government disagrees with these views and will in the present circumstances of poor distributive network in the State, will continue to assist and encourage Co-operative Societies.

2.34 Recommendation:

The Co-operative Training Centre, Ikara could be considered by government for conversion to a Science/Technical School which the Committee feels can better serve the community." (*page 62 of the Report*).

Decision:

Government rejects the recommendation. The school is already fully operational as a co-operative training centre.

2.35 Recommendation

"Since the co-operative grains store has not been started yet, the Committee recommends that government suspends this project indefinitely." (page 62 of the Report).

Decision:

Government accepts the recommendation and will resuscitate the project when funds are available.

H — POWER SECTOR:**2.36 Recommendation:**

"In the power sector, the Committee considers this sector as of vital importance in the improvement of the welfare of the people of the state as well as in the provision of one of the necessary infrastructural facilities for the establishment of industries. It is also an important factor in forestalling migration from rural to urban areas. The Committee therefore recommends the continuation of electrification of the rural area." (page 47 of the Report).

Decision:

Government notes the observation and accepts the recommendation.

I — TRANSPORT SECTOR**2.37 Recommendation:**

In the transport sector, the Committee has identified the following projects for the immediate attention of government. (page 47 of the Report).

- (i) Makarfi — Kubau Road;
- (ii) Jema'a — Jagindi Road;
- (iii) Hunkuyi — Malumfashi Road;
- (iv) Dabai — Bakori Road;
- (v) Improvement of township roads;
- (vi) Zaria — old Birnin Gwari Road;
- (vii) Katsina — Dankama Road;
- (viii) Kudara — Anchau Road;
- (ix) Shargalle — Yashe Road;
- (x) Yakawada — Kuyello Road;
- (xi) Improvement to Trunk 'B' Roads.

Decision:

Government accepts the recommendation and observes that most of the roads

have been completed but Government has outstanding liabilities to settle, save for the following which are suspended:—

- (i) *improvement of township roads*—The project has not taken off and has no financial commitment. The proposed Urban Development Authority will take over the project;
- (ii) *improvement to trunk 'B' roads*—The project has not taken off and has no financial commitment. In addition, Government places the following projects on top priority:—
 - (i) *Zango Rogogo—Babban Mutum Road*—Already completed;
 - (ii) *Kurmin Jibrin—Kagarko—Jere Road*—Already completed;
 - (iii) *Survey and Designs*—Already more than 50% of the ETC has been committed and the designs and surveys are a necessary requirement for new projects in the next Plan;
 - (iv) *Zaria Urban Roads*—Already completed.

2.38 Recommendation:

"In the Transport Sector, the Committee is of the view that the Public Bus Service is inadequate and of little effect as a social service. The Committee is further of the view that the Public Bus Service should be run purely as an economic venture as a limited liability Company. The project should therefore be removed from the Plan." (*page 62 — 63 of the Report*).

Decision:

Government notes the recommendation and suspends the project. Government will continue to encourage the Transport Service to stand on its own.

2.39 Recommendation:

"The other projects in this sector involve construction of minor roads and acquisition of plants and equipment all of which should be suspended until Government is in a better financial condition especially in view of the fairly intensive network of major roads about to be completed." (*page 63 of the Report*).

Decision:

Government notes the observation and accepts the recommendation.

2.40 Recommendation:

"The Committee is further recommending that equipping the materials testing laboratory which is now one of the best equipped in the country could be shelved." (*page 63 of the Report*).

Decision:

Government notes the observation and agrees to suspend the project.

J—EDUCATION SECTOR:

2.41 Recommendation:

"In Post-Primary Education, the Committee does not recommend the establishment of new institutions because of the enormous capital outlay required." (*page 48 of the Report*).

Decision:

Government notes the observation.

2.42 Recommendation:

Under Post-Primary Education, the Committee recommends the following projects, "which are the expansion programme of such institutions and the improvement of their facilities for the immediate attention of Government." (*page 48 of the Report*).

- (i) expansion of 41 Day Secondary Schools;
- (ii) expansion of existing 9 Boarding and Day Teachers' Colleges;
- (iii) expansion of 4 Boarding and 2 Day Technical/Commercial Colleges;
- (iv) expansion of Library Services.

Decision:

Government accepts the recommendation except for (ii) above and in addition places the following on top priority:—

- (i) Vocational Training Centres (*Charanchi, Kajuru and Ingawa*). Government observes that this is part of the Technical Agreement for the Training of Technical Manpower needs of the State for which contracts have already been entered into;
- (ii) *Expansion of 23 existing Secondary Schools*—Government observes that it is an on-going project with heavy financial commitment;
- (iii) *Establishment of 150 Junior Secondary Schools/Teachers' Colleges*—Government observes that this is an on-going project with a heavy financial commitment and also observes that the construction is in phases to serve immediate needs.

2.43 Recommendation:

In specialized education, the Committee recommends the completion of the following projects (*page 48 of the Report*).

- (i) School for the Blind;
- (ii) Curriculum Development Centre, Zaria.

Decision:

Government accepts the recommendation and note that the name of the Curriculum Development and In-Service Centre, Zaria has been changed to Educational Resource Centre (ERC), and in addition Government places the following project on top priority:—

- (i) *Expansion of Adult and Non-Formal Education*—This is in line with the importance this Government attaches to Mass Literacy Programme.

2.44 Recommendation:

“In Higher Education, the Committee recommends the completion of projects in the Katsina Polytechnic/College of Advance Studies, Zaria, and the subvention to the Kaduna Polytechnic for immediate attention.” (*page 48 of the Report*).

Decision:

Government accepts this recommendation which already is being pursued and in addition places the following projects on top priority:—

- (i) College of Islamic and Legal Studies, Katsina which has already been merged with the Katsina Polytechnic;
- (ii) Development of Permanent Site of ATC Kafanchan—The name of the School has since been changed to College of Education;
- (iii) Scholarship Scheme.

2.45 Recommendation:

Expansion of existing Secondary Schools. “In recommending this project for review the Committee notes that these Schools have not been developed to their optimum. There is need therefore for Government to pursue this development to the full also.” (*page 54 of the Report*).

Decision:

Government notes the recommendation.

2.46 Recommendation:

The Committee recommends that Government should take steps to give preference to Science Education over the humanities by converting some of these Secondary Schools to Science Schools. (*page 54 of the Report*).

Decision:

Government accepts this recommendation and has already taken steps in this direction.

2.47 Recommendation:

Expansion of Adult and Non-formal education. The Committee recommends that the Ministry of Education evolves a more effective approach to campaign against illiteracy in view of the politicization of the present scheme." (*page 54 of the Report*).

Decision:

Government accepts the recommendation.

2.48 Recommendation:

The Committee recommends that government should execute the programme of expansion of Adult and Non-formal education as a recurrent Expenditure and not as a capital development project (*page 54 of the Report*).

Decision:

Government rejects the recommendation (*see paragraph 2.47 above*).

2.49 Recommendation:

Development of permanent site of Advanced Teachers' College, Kafanchan. The Committee recommends immediate and serious review of this project as follows:—

- (i) Development of new site at Gidan Waya under proposals made by consultants be stopped in view of the amount of money required as well as the long time it would take to provide minimum facilities before movement could be made to site." (*page 54 — 55 of the Report*).

Decision:

Government notes the recommendation. Government hereby directs the Ministries of Education and Works in conjunction with College of Education, Kafanchan to review the Plan proposals of the development of the site as submitted by the Consultants in order to carry out the speedy execution of the project at a more realistic cost such that will allow early movement of the College to the permanent site at Gidan Waya.

- (ii) College of Education takes over the Kafanchan temporary site as its permanent site in view of the large sums of money spent already to extend facilities (*page 55 of the Report*).

Decision:

Government rejects the recommendation. Government will retain the site at Gidan Waya as the permanent site and no further physical development will be made at the temporary site.

- (iii) The Teachers' College at Kafanchan to be relocated (*page 55 of the Report*).

Decision:

Government rejects the recommendation. Government will treat Teachers' College at Kafanchan as an Institution exclusively for teacher training but will immediately transfer all students of College of Education Manchok Campus to Kafanchan on temporary basis, pending the completion of the permanent site at Gidan Waya.

- (iv) The two buildings now under construction at Gidan Waya be put into some use to be determined later by government.

Decision:

Government rejects the recommendations in view of the decision taken in (i) above.

2.50 Recommendation—Scholarship scheme:

- (i) The Committee recommends the review of government policy of awarding automatic scholarship to all students who have secured admissions into higher institutions regardless of funds available and relevance of fields of study to State's needs (*page 55 of the Report*).

Decision:

Government accepts the recommendation. Already government has introduced a new policy whereby only physical science students will enjoy automatic scholarship while arts and humanities students would be considered on the basis of need. Specific preference would be given to science courses.

- (ii) The Committee recommends that the then Commissioner of Education be held liable for the irregular authorization of the extension of the Scholarship Board Office complex (*page 55 of the Report*).

Decision:

Government rejects the recommendation and is investigating the matter further.

2.51 Recommendation:

Technical Colleges, Zaria and Funtua. The Committee recommends review of this project so as to lay more emphasis on the training of tradesmen in areas of glaring shortages. It is recommended that review be carried out without further delay in view of the fact that agreement with technical partners has since been executed and a down payment made (*page 55 of the Report*).

Decision:

Government accepts the recommendation.

2.52 Recommendation:

150 Junior secondary schools/teachers' colleges. "In recommending this project for review, the Committee took cognisance of the existence, state wide of similar schools started earlier and still uncompleted and not serving the purposes for which they were intended. It is strongly recommended that review should outline in detail programme of execution of projects by stages and that no new stage should be embarked upon until an earlier one has been successfully completed." (*pages 55—56 of the Report*).

Decision:

Government notes the recommendation. All efforts will be made to complete existing on-going projects, only on exceptional circumstances will new ones be started. Government however observes that the execution of the construction of such projects is normally done in phases to serve immediate needs.

2.53 Recommendation:

In the Education sector, the Committee recommends the removal from the Plan of the provision for grants to primary education in view of the Revenue Allocation Formula being applied. (*page 63 of the Report*).

Decision:

Government notes the recommendation and observes that the Federal Government is considering a new policy on funding of education.

- (ii) The Committee recommends the suspension of the following projects until funds become available since these facilities can be found elsewhere:—

- (a) Vocational Training Centres (Charanchi, Kajuru and Ingawa);
- (b) Relocation of Government Girls' Secondary School, Zonkwa.

Decision:

Government notes the recommendation but places project (a) above on top priority, due to the fact that this is part of the technical agreement for training of technical manpower need of the state for which contracts have already been entered into, and, suspends project (b) above.

(iii) It is understood that the College of Islamic and Civil Law at Katsina has already been recommended for absorption by the Katsina polytechnic.

Decision:

Government notes the observation and confirms accordingly.

K—HEALTH SECTOR:**2.54 Recommendation (a)**

In the Health Sector, the Committee has identified four projects for immediate attention of government as follows:—

- (i) New General Hospital, Kaduna;
- (ii) Water Supply to rural hospitals;
- (iii) Psychiatric hospital, Kaduna;
- (iv) Epidemiological Unit, Kaduna (page 18 of the Report)

Decision:

Government accepts the recommendation and in addition places the following projects on top priority:—

- (i) Improvement of General Hospital, Kafanchan. Government notes that this project has virtually been completed;
- (ii) Improvement of General Hospital, Daura;
- (iii) Improvement of General Hospital Kafanchan. Government notes that this project has virtually been completed;
- (iv) Improvement of rural Hospitals. Government notes that though funds for this project have been diverted for the building of staff houses, this diversion is considered to be in the best interest of the service;
- (v) Construction of rural hospitals and Primary Health Centres. Government notes the heavy financial commitment on this project. Efforts will be made to complete on-going projects except in exceptional circumstances no new projects will be started;
- (vi) Expansion and improvement of Katsina Leprosarium;
- (vii) Expansion of OPD and Administrative Block in 10 hospitals;

- (c) Expansion and improvement of Dental Auxiliary Training School. Kaduna;
- (d) Construction of new specialist hospital. Katsina.

Decision:

Government notes the recommendation and shall only improve the services on (a), (b) and (c), and in the case of (d) — see 2.54 (ix).

2.58 Recommendation:—

- (i) In the health sector, the Committee recommends that government should incur no further financial commitment on the following projects (page 63 of the Report):
 - (a) improvement of General Hospital, Katsina;
 - (b) improvement of General Hospital, Daura;
 - (c) improvement of General Hospital, Kafanchan;
 - (d) improvement of Rural Hospitals;
 - (e) institutional quarters;
 - (f) expansion and improvement of Medical Stores;
 - (g) expansion and improvement of Leprosy Training School, Zaria;
 - (h) expansion and improvement of Katsina Leprosarium;
 - (i) improvement and provision of New Health Offices;
 - (j) expansion of O.P.D. and administrative blocks in 10 hospitals.

Decision:

Government notes the recommendation and has taken decision as in 2.54 above. In the case of (f) and (g), government shall improve services only.

- (ii) The Committee recommends the following four projects for suspension pending the improvement of financial situation (page 63 of the Report):—
 - (a) Maxillo — facial Unit;
 - (b) Rural hospitals;
 - (c) Health Management Board Offices;
 - (d) Psychiatric Hospital.

Decision:

Government notes the recommendation and places on top priority project on (b) above, and suspends (a), (c) and (d).

L — INFORMATION SECTOR

2.59 Recommendation:

In recommending the only item in this sector for review, the Committee wishes to highlight commitment made in the construction of modern offices and studios in Zaria and Katsina (State Radio Coverage of Kaduna phase II) which are now lying unused. Government should as quickly as it could, find funds to complete the equipping of these facilities to enable utilisation. (pages 57 — 58 of the Report).

Decision:

Government notes the observations and places the project on top priority.

2.60 Recommendation:

- (i) The Committee recommends the following projects for removal from the Plan (page 64 of the Report: —
 - (a) Modernisation and expansion of Printing Press;
 - (b) Printing Machinery;
 - (c) Photo-setting making equipment;
 - (d) Book-binding machinery;
 - (e) expansion of central Library; and
 - (f) Bindery and Reprography equipment.

Decision:

Government suspends items (a), (b), (c), (d) and (f), but treats (e) as top priority. In addition, the following projects are placed on top priority: —

- (a) Construction of Urban Library in Tudun Wada, Kaduna, Kakuri, Mani, Ikara and Kankia. These are on-going projects;
- (b) Purchase of Photo-equipment. This project does not involve any construction. And suspends the following five projects;
 - (a) Mobile Library;
 - (b) Film unit Complex (*Phase II*);
 - (c) Public Enlightenment Centre;
 - (d) Information Research and Statistics Unit — Building and Equipment;
 - (e) Construction of Cultural Centre and Secretariat Complex in Kaduna.

- (ii) The Committee recommends that the Printing Division "already possesses modern equipment which makes it one of the best equipped nearby. Consequently there should be no need for further expenditure." (*page 64 of the Report*)

Decision:

Government notes the observation and places the purchase of photo equipment project on top priority.

- (iii) "Proposals for the library services are also recommended for suspension purely on the grounds of inadequate funds." (*page 64 of the Report*).

Decision:

Government rejects the recommendation and places on top priority the construction of Urban Library in T/Wada, Kakuri, Mani, Ikara and Kankia as they are on-going projects.

- (iv) "Proposal and construction of cultural centre should not be undertaken by government now, in view of the financial constraint, and it should therefore be shelved." (*page 64 of the Report*).

Decision:

Government suspends this project.

M – WATER SUPPLY SECTOR:

2.61 Recommendation:

- (i) In the Water Supply sector, the Committee while recognising the importance of the provision of potable water to the community, has limited its choice of top priority projects for the immediate attention of government to those projects that are substantially complete, and those that will enhance proper usage of existing as well as future water supply schemes namely:—
- (a) Kaduna Water supply extension Phase III;
 - (b) Saminaka water supply;
 - (c) Malumfashi water supply scheme;
 - (d) Ikara water supply;
 - (e) Silt checking at Katsina and Dutsin-Ma reservoirs;
 - (f) Feasibility studies for rural water supply.

Decision:

Government accepts the recommendation and in addition places the following projects on top priority:—

- (a) Purchase of special plants and vehicles;
 - (b) Funtua water supply extension;
 - (c) Kafanchan Regional water supply scheme;
 - (d) Zaria water supply extension;
 - (e) Kachia water supply scheme;
 - (f) Zonkwa water supply scheme;
 - (g) Dallaje — Ingawa water supply scheme;
 - (h) Kwoi water supply scheme;
 - (i) Kankia water supply;
 - (j) Katsina water supply;
 - (k) Borehole Drilling and pumps.
- (ii) "In identifying the Kaduna Water Supply Extension Phase III as a top priority project, the Committee notes that the metropolis is reputedly one of the fastest growing cities in the country and that the existing water supply is very much over-stretched. The substantial investment being made is necessary otherwise development will always lag behind demand and that furthermore, there is a contractual agreement with the World Bank to execute this project. The Committee recommends therefore that the State Government provides the necessary matching resources to enable the early completion of the project without any further delays which might result in the increase of the final cost." (page 49 of the Report).

Decision:

Government notes the observation and accepts the recommendation.

2.62 Recommendation:

Extensions and New schemes. The Committee has recommended the following projects for review because they are either extension of existing schemes or new ones but have in all cases appeared to the Committee to have been distorted in their execution. At the rate they are going, none of them would be completed within the Plan period and that when completed they would look totally different from what has been conceived in the Plan. (page 58 of the Report).

Decision:

Government notes the observation and places the projects on top priority.

2.63 Recommendation – Drilling of Boreholes:

- (i) The Committee is recommending the review of Borehole Drilling and Pumps because, "it appears disproportionately expensive and with little yield. The number of boreholes said to have been sunk so far is too small compared to that approved in the Plan, whereas most of the provision has been spent. Furthermore, the actual productive boreholes available for use by the people hardly justifies the investments especially when the mechanism of operating them is not adequately backed up by regular maintenance." (page 58 of the Report).

Decision:

Government notes the observation and will in future ensure that proper feasibility studies are carried out before embarking on a programme of borehole drilling. Government also notes the disproportionate cost of drilling boreholes and will set up a Committee to investigate the matter further.

- (ii) "The Committee strongly recommends that government should take stock of all boreholes said to have been sunk in the state under different schemes in the last ten years and to compare the number with money spent as well as those boreholes actually now being used successfully. This could assist government's review of the programme." (page 58 and 59 of the Report).

Decision:

Government notes the observation and accepts the recommendation. (see 2.63 (i) above).

2.64 Recommendation:

"In the Water supply sector, only one item (the purchase of special Plant and Vehicles) is recommended for suspension since funds are not only scarce but the State Water Board itself contracts out all its projects and the Committee cannot see why large sums should be spent by it to acquire equipment." (page 64 of the Report).

Decision:

Government rejects the recommendation and observes that the project is not for heavy plants but for purchase or replacement of items such as pumps, transformers, and water meters. Government will further explore other means of supplying potable water in the rural areas, such as windmills, solar-powered pumps etc.

N — TOWN AND COUNTRY PLANNING

2.65 Recommendation:

- (i) "In the Town and Country Planning Sector, the Committee considers that the allocation of plots and the improvement of infrastructural facilities could be self-financing". (page 49 of the Report).

Decision:

Government notes the observation.

- (ii) The Committee recommends the following projects for immediate attention:—
- (a) development of low density layouts;
 - (b) mapping new layouts;
 - (c) street lighting;
 - (d) cadastral control surveys;
 - (e) high density layouts;
 - (f) master plans for new towns;
 - (g) improvement of Kaduna Township roads.

Decision:

Government accepts this recommendation, save for master plans for new towns which is suspended. In addition, government places on top priority the following projects:—

- (a) Photo-lithographic equipment;
- (b) replacement of plants and equipment;
- (c) Area offices for urban planning development authority;
- (d) plants and equipment for Area workshop;
- (e) construction of urban planning and development authority workshops.

These projects (c), (d) and (e) above have gone far in their physical progress. The law establishing the urban development authority will soon be enacted. Furthermore, government suspends the following three projects:—

- (i) Headquarters of Urban Planning and Development Board;
- (ii) New Roads in Kaduna;
- (iii) Roads in Local Government Headquarters.

2.66 Recommendation:

The Committee recommends the review of two projects, "both of which are the construction of roads in Kaduna and the local government headquarters because of the awareness by the Committee of the poor financial standing of the government. There is no doubt of the need to improve the condition of roads in the

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Decision:

Government notes the observation and will in future ensure that proper feasibility studies are carried out before embarking on a programme of borehole drilling. Government also notes the disproportionate cost of drilling boreholes and will set up a Committee to investigate the matter further.

- (ii) "The Committee strongly recommends that government should take stock of all boreholes said to have been sunk in the state under different schemes in the last ten years and to compare the unnumber with money spent as well as those boreholes actually now being used successfully. This could assist government's review of the programme." (page 58 and 59 of the Report).

Decision:

Government notes the observation and accepts the recommendation. (see (see 2.63 (i) above).

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Decision:

Government rejects the recommendation and observes that the project is not for heavy plants but for purchase or replacement of items such as pumps, transformers, and water meters. Government will further explore other means of supplying potable water in the rural areas, such as windmills, solar-powered pumps etc.

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- (a) development of low density layouts;
 - (b) mapping new layouts;
 - (c) street lighting;
 - (d) cadastral control surveys;
 - (e) high density layouts;
 - (f) master plans for new towns;
 - (g) improvement of Kaduna Township roads.

Decision:

Government accepts this recommendation, save for master plans for new towns which is suspended. In addition, government places on top priority the following projects:—

- (a) Photo-lithographic equipment;
- (b) replacement of plants and equipment;
- (c) Area offices for urban planning development authority;
- (d) plants and equipment for Area workshop;
- (e) construction of urban planning and development authority workshops.

These projects (c), (d) and (e) above have gone far in their physical progress. The law establishing the urban development authority will soon be enacted. Furthermore, government suspends the following three projects:—

- (i) Headquarters of Urban Planning and Development Board;
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2.66 Recommendation:

The Committee recommends the review of two projects, "both of which are the construction of roads in Kaduna and the local government headquarters because of the awareness by the Committee of the poor financial standing of the government. There is no doubt of the need to improve the condition of roads in the

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Decision:

Government notes the observation and will in future ensure that proper feasibility studies are carried out before embarking on a programme of borehole drilling. Government also notes the disproportionate cost of drilling boreholes and will set up a Committee to investigate the matter further.

- (ii) "The Committee strongly recommends that government should take stock of all boreholes said to have been sunk in the state under different schemes in the last ten years and to compare the number with money spent as well as those boreholes actually now being used successfully. This could assist government's review of the programme." (page 58 and 59 of the Report).

Decision:

Government notes the observation and accepts the recommendation. (see 2.63 (i) above).

2.64 Recommendation:

"In the Water supply sector, only one item (the purchase of special Plant and Vehicles) is recommended for suspension since funds are not only scarce but the State Water Board itself contracts out all its projects and the Committee cannot see why large sums should be spent by it to acquire equipment." (page 64 of the Report).

Decision:

Government rejects the recommendation and observes that the project is not for heavy plants but for purchase or replacement of items such as pumps, transformers, and water meters. Government will further explore other means of supplying potable water in the rural areas, such as windmills, solar-powered pumps etc.

N — TOWN AND COUNTRY PLANNING

2.65 Recommendation:

- (i) "In the Town and Country Planning Sector, the Committee considers that the allocation of plots and the improvement of infrastructural facilities could be self-financing". (page 49 of the Report).

Decision:

Government notes the observation.

- (ii) The Committee recommends the following projects for immediate attention:—
- (a) development of low density layouts;
 - (b) mapping new layouts;
 - (c) street lighting;
 - (d) cadastral control surveys;
 - (e) high density layouts;
 - (f) master plans for new towns;
 - (g) improvement of Kaduna Township roads.

Decision:

Government accepts this recommendation, save for master plans for new towns which is suspended. In addition, government places on top priority the following projects:—

- (a) Photo-lithographic equipment;
- (b) replacement of plants and equipment;
- (c) Area offices for urban planning development authority;
- (d) plants and equipment for Area workshop;
- (e) construction of urban planning and development authority workshops.

These projects (c), (d) and (e) above have gone far in their physical progress. The law establishing the urban development authority will soon be enacted. Furthermore, government suspends the following three projects:—

- (i) Headquarters of Urban Planning and Development Board;
- (ii) New Roads in Kaduna;
- (iii) Roads in Local Government Headquarters.

2.66 Recommendation:

The Committee recommends the review of two projects, "both of which are the construction of roads in Kaduna and the local government headquarters because of the awareness by the Committee of the poor financial standing of the government. There is no doubt of the need to improve the condition of roads in the

major townships as a necessary social service to dwellers but at the same time the amount of money required to do this is considerable and cannot be met by Government." (page 59 of the Report).

Decision:

Government notes this observation and suspends the projects.

2.67 Recommendation:

The Committee recommends the following projects for suspension until funds are available:—

- (a) photo-lithographic equipment;
- (b) replacement of plans and equipment;
- (c) urban planning and development of headquarters;
- (d) Area offices for urban planning development;
- (e) plants and equipment Area Workshops;
- (f) construction of urban planning and development workshops

Decision:

See decision 2.65 above.

O — COMMUNITY DEVELOPMENT SECTOR

2.68 Recommendation:

In the Community Development Sector, the Committee recommends one project i.e. assistance to Community Development Projects as an incentive to Communal programmes. (page 49 of the Report).

Decision:

Government accepts this recommendation.

2.69 Recommendation:

The Committee recommends the following projects for shelving, "in view of shortage of time and money to execute them":—

- (a) village re-grouping and development;
- (b) equipment and materials for Social Development Training Centres;
- (c) construction of women centres.

Decision:

Government accepts the recommendation and suspends the projects.

P — GENERAL ADMINISTRATION SECTOR

2.70 Recommendation:

The Committee recommends the following projects for immediate government

attention (page 50 of the Report):—

- (a) Kaduna fire service station;
- (b) Fire fighting appliances;
- (c) Installation of fire hydrants;
- (d) Development of Victoria Island plot.

Decision:

Government accepts the recommendation. In addition, government places the following projects on top priority:—

- (a) Office accommodation for Revenue staff. Government notes the importance of the Revenue collection machinery which needs to be improved. The revenue division needs more offices both at headquarters and in the local government areas;
- (b) Construction of 40 Area Courts. Government will complete only those already under construction;
- (c) Construction of 40 Area Courts Judges Houses. Government will complete only those already under construction;
- (d) Extension of Audit Department offices in Kaduna. Government notes the acute shortage of office accommodation in the Audit Department;
- (e) Extension of all Area Works Yards. Government places more emphasis on direct labour; there is therefore the need for the extension of all Area Works Yards, to enable the Ministry of Works to carry out all minor repairs by direct labour;
- (f) Construction of Fire Station. Government observes that this project is already under construction and has achieved considerable progress;
- (g) Staff Training Centre, Funtua, (phase II). Government observes the need for the school to operate fully at its permanent site;
- (h) Special Economic Investigations. Government notes that this is a continuous project for Economic Surveys of the state.

Government however, suspends the following projects in the sector:—

- (a) establishment of Workshops for the repairs of sophisticated fire appliances;
- (b) construction of Kaduna Fire Service Training School;
- (c) Ministry of Finance Training Centre;
- (d) Office accommodation in Kaduna;
- (e) extension of out-station secretariat;
- (f) Staff club;
- (g) Assistant Works Superintendent Training School, (phase II);
- (h) Construction of Kaduna State House at Abuja.

2.71 Recommendation:

The Committee recommends the following projects for review:—

- (i) Construction of Fire Service stations. "In view of the fact that none of the services operating in the state is efficient, government needs to evolve a new concept of rendering this service effectively even if on a smaller scale because of financial constraint" (page 59 of the Report).

Decision:

Government notes the observation and will take steps to improve facilities for effective fire fighting.

- (ii) Staff Training Centre, Funtua (phase II). "This should embrace the provision made for the Ministry of Finance Training School to provide all Secretarial and other in-service training needs of government and avoid duplication of facilities." (page 59 of the Report).

Decision:

Government rejects the recommendation of the merger, because the question of duplication does not arise since the nature of the courses are different, one is a full-time course while the other is a sandwich course.

- (iii) (a) Assistant Works Superintendent Training School, phase II. "The facilities available are in the view of the Committee adequate to meet the needs of government. It is known that the school has been open to other states for training of their staff." (page 60 of the Report).

Decision:

Government notes this observation and suspends the project.

- (b) "However, it is now necessary for government to assess the scope of this service." (page 60 of the Report).

Decision:

There is no real need to assess the scope since normally the service offered to other states is minimal.

- (iv) Special economic investigation. "In line with our earlier recommendation to pool together under one central unit all investigations, surveys and consultancy services, this project should be merged with feasibility studies and industrial surveys under the control (and execution) of the Department of Economic Planning." (page 60 of the Report).

Decision:

Government rejects the merger.

- (v) Construction of State House, Abuja. In view of the on-going review by federal government of the rate of execution of the Federal Capital Projects, State Government should adjust accordingly." (page 60 of the Report).

Decision:

Government accepts the recommendation and suspends the project.

2.72 Recommendation:

The Committee recommends 21 projects for shelving (page 65 of the Report).

Decision:

See 2.70 above.

Q—SEWERAGE AND DRAINAGE SECTOR:

2.73 Recommendation:

"In Sewerage and Drainage Sector, the Committee recommends that since the only project in this Sector (*the storm Water Drainage and Waste Disposal Scheme for Kaduna*) has so far not taken off, it is rather late to embark on such a project in the remaining life span of the Plan. It is therefore recommended that the project be shelved." (pages 64 and 65 of the Report).

Decision:

Government accepts the recommendation and suspends the project. Government observes that the ETC of ₦2.5 million is grossly inadequate to achieve anything reasonable as the project needs heavy capital outlay. To enable anything meaningful to be achieved, the problem of waste collection and disposal has to be tackled realistically. Government will set up a Refuse Collection and Disposal Board to handle the problem of refuse collection and disposal independently, a necessary infrastructure for the Sewerage and Drainage Scheme to take off.

R—HOUSING SECTOR:

2.74 Recommendation:

- (i) "In the Housing Sector, the Committee recommends that all projects listed be removed from the Plan since many of the ones so far completed remain unused." (page 65 of the Report).

Decision:

Government rejects the recommendation and observes that all the Houses under Staff Housing Scheme are fully utilized on completion. Government also observes that only those under the Low Cost Housing Scheme remain unused,

solely due to the lack of infrastructures. Government will endeavour to complete the Scheme already in existence.

- (ii) "The Committee recommends that future Housing projects need to be carried out purely on commercial basis by the Housing Authority." (page 65 of the Report).

Decision:

Government accepts this recommendation. In addition, Government will dispose of the uncompleted abandoned Housing projects in Barnawa (*phases I and II*) to private developers to complete them.

S—SOCIAL DEVELOPMENT AND SPORTS SECTOR:

2.75 Recommendation:

In the Social Development and Sports Sector, the Committee recommends the following projects for suspension until funds become available. These involve the construction of entirely new projects, none of which has taken off (*page 64 of the Report*):—

- (a) Social Welfare Training School, Malumfashi;
- (b) Construction of Social Welfare Offices (*Ikara, Mani, Malumfashi and Kankia*);
- (c) Assistance for construction of Youth Centres;
- (d) Reformatory School for Young Offenders, Makarfi;
- (e) Construction of Old Stadium, Kaduna;
- (f) Construction of a New Stadium Complex, Zaria;
- (g) Provision of New Stadium (*Ikara, Kafanchan, Kankia, Mani and Dutsin-Ma*) as well as Football Pitches in all District Headquarters;
- (h) Construction of Rehabilitation Workshop.

Decision:

Government notes the observation, suspends items (a) — (g) above, but places the construction of Rehabilitation Workshops on top priority. All the three centres have been completed and the Workshops would be needed for training purposes.

PART III

3.00 GENERAL OBSERVATIONS:

3.01 Observation:

Plan Indiscipline and Distortion. The Committee has observed a number of instances of Plan distortion in their Report. The instances include the following:—

- (a) some Areas of over expenditure;
- (b) insertions into the plan of projects which were not originally in the plan and these were executed;
- (c) projects which were of low priority rating but were executed at the expense of high priority rating projects;
- (d) many projects were already executed but still with outstanding liabilities;
- (e) approved projects not executed and no expenditure recorded against them;
- (f) new projects executed which were not in the plan and executed at unapproved sites.

Comments:

Government observes that such instances of plan indiscipline and distortions were caused by the following factors:—

- (i) the involvement of non-qualified, young and inexperienced personnel from outside Government in the Planning Committee in the preparation and revision of the Plan;
- (ii) large scale disregard for ETC and procedures, thereby creating difficulties encountered by Government Departments during Plan Implementation;
- (iii) deliberate side-tracking of Economic Planning Department by Government Agencies in the revision of ETCs, to the extent that the Department was unable to co-ordinate at the State and Federal levels;
- (iv) directives were issued from the Government House to Parastatals to effect variation/changes in scope of projects and in some cases for new projects, without following the laid down procedures;
- (v) the poor preparation of the Plan in terms of costing, feasibility studies etc from the very beginning.

Government also observes that cases of over expenditure in some projects were by the following:—

- (a) increase in scope of some projects;
- (b) time taken to complete the projects;
- (c) high cost of labour and materials;
- (d) increase in the minimum wage and other fiscal measures by the Federal Government;
- (e) non-adherence to the approved ETCs by executing agencies.

Decision:

Government has already resuscitated the Plan Implementation Committee (PIC) for the State to ensure adequate and effective implementation and supervision of plan execution. Government will also re-introduce Planning cells/contact personnel in Ministries and Departments that do not have them. This will enable the Economic Planning Department to monitor effectively Plan Implementation. In addition, Government will set up a Monitoring and Evaluation Unit under the same Department.

3.02 Observation on Sectors of the Plan:

A—AGRICULTURE:

Observation:

The Committee observes that this Sector has 17 projects with an ETC of ₦306.551 million "of this amount only a paltry sum of ₦39.233 million representing approximately 12% has been spent over the three year period, out of which the sizeable sum of ₦20 million was spent on IRDA Staff Salaries alone." (page 13 of the Report). The Committee also recommends that all Agricultural efforts of the Government be undertaken by the IRDA.

Comments:

Government observes the following with respect to the factors:—

- (a) although this is a top priority project, it has been starved of funds;
- (b) IRDA existed only in name and was never constituted by any law. It existed simply as a project of the Ministry of Agriculture under the name of IRDA. Even then it has never operated as a truly Integrated Rural Development Project since only the aspect of Agriculture was given attention to the total exclusion of other aspect of Rural Development which however, allowed for the participation of the World Bank that was solely interested in the Agricultural aspect;
- (c) the ₦20 million said to have been spent in IRDA Staff Salaries was not spent on Staff Salaries alone;

- (d) there are distinct agencies with specific responsibilities (*See 2.06 above*);
- (e) Government observes that Farmers Supply Company (*FASCOM*) first came into being as a Commercial wing of Funtua Agricultural Project and its continued existence after the coming into being of IRDA as a Statewide project. Government also observes that there is the real need for a Commercial wing in the New Kaduna Agricultural Development Project (*KADP*) to effectively take care of the distribution of farm inputs.

Decision:

- (a) Government notes the inadequate funding to this Sector, and will ensure adequate funding of all projects in the Sector;
- (b) Government will continue to pay attention to the Agricultural aspect of this project while a Committee has been set up under the Ministry for Local Government to deal with aspects of Rural Development;
- (c) Government notes the observation and will further look into the matter;
- (d) (*See 2.06 above*).
- (e) Government will de-establish *FASCOM* and will ensure the establishment of an effective Commercial Unit within the present Kaduna Agricultural Development Project. *FASCOM* as a Commercial entity cannot exist outside the project itself;

In addition, Government will:—

- (1) liaise with Agricultural Research Institutes e.g. Ahmadu Bello University/Institute of Agricultural Research and the International Institute for Tropical Agriculture, to enable farmers benefit from their research findings;
- (2) increase and strengthen extension services so that their impact is adequately felt in the Rural Areas.

B—LIVESTOCK:

Observation:

Most of these projects were conceived as far back as 1970, but none of them appears to be anywhere near completion. With an average of about 10% for the current plan, Government efforts must have of necessity become diffused with negligible results in overall livestock production (*page 14 of the Report*).

Comments:

Government observes that problems of disease control and lack of proper development of pastures as well s meagre financial allocation over the years, are mainly responsible for the deficiency in this sector.

Decision:

Government notes the observation and places on top priority those projects relating to these problems.

C—FORESTRY:

Observation:

The Committee observes that this sector has great potentials which should be properly tapped (*page 14 of the Report*).

Comments:

Government observes that lack of proper development of forestry in the State accounts to some extent for drought and desertification in the Northern parts of the State.

Decision:

Government notes the observation, and is already intensifying efforts to develop the forestry sector and to prevent desert encroachment and drought. Government will also tap the potentials by way of increased industrial ventures related to the utilization of forest resources.

D—FISHERIES:

Observation:

The Committee observes that , no funds have been allocated and therefore the only two fish farms in the State at Maigana and Maska have dried up due to what is claimed to be silting and therefore contain no fish. (*page 14 of the Report*).

Comments:

Government observes that this sector has suffered from total neglect and has been starved of funds.

Decision:

Government will resuscitate the projects under this sector in due course.

E—CO-OPERATIVE AND SUPPLY:

Observation:

"The Committee observes that spoonfeeding of co-operative societies i.e. providing free shopping centres and giving grants and loans, has not made any appreciable impact on the development of co-operative movement in the State. Rather it has merely provided a drain pipe of Government funds." (*page 16 of the Report*).

Comments:

Government observes that co-operative organisations have not achieved much success in their operations. They could not face stiff competition from commercial enterprises due to lack of proper organisation and thus need structural realignment. Also people have not shown interest in pooling their resources by way of co-operatives and sharing benefits together and this attitude was largely responsible for the failure of co-operative organisations in the State.

Decision:

Government has taken steps to re-organise the co-operative organisations in the State to make them more effective and viable.

F—POWER:

Observation:

Government notes the efforts made by the Rural Electricity Board in electrifying eleven towns but observes the frequent breakdown of generators due to poor maintenance as a result of lack of fast moving spare parts and finance. Government also observes the need for existing undertakings in electricity supply to be connected to the National Grid.

Comment:

Government notes the efforts made by the Rural Electricity Board to electrify eleven towns

Decision:

Government will ensure proper maintenance and serviceability of the generating plants and will pursue the issue of connecting completed projects to the National Grid.

G—EDUCATION:

Observation:

"The Committee notes that grant for Primary Education estimated at ~~N~~50

million has not been allocated and therefore nothing spent." (*page 18 of the Report*).

Comments:

Government notes the observation and believes that the falling standards of Primary Education in the State was due largely to misapplication of revenue by the Local Governments. Government also notes that the Federal Government has set up a study group on the funding of education in the country.

Decision:

In the light of the New Revenue Allocation Formula which took cognisance of Local Government as the third tier of Government, the State Government will ensure that Local Governments spend a substantial part of their revenue on Primary Education.

H—INFORMATION:

Comments:

Government observes that the Committee's Report has not taken cognisance of the TV relay Stations at Tsanni near Katsina, and Kachia even though these projects have been included in 1983 Estimates.

Decision:

Government will complete the two projects as part of the on-going extension of Television Services throughout the State, and places them on top priority.

I—SOCIAL DEVELOPMENT AND SPORTS:

Observations:

The Sector has 9 projects with an ETC of ₦14.56m nothing has been done, inspite of priority rating of some of them. (*page 27 of the Report*).

Comments:

Government notes that this Sector has been deliberately starved of funds, however, the Sports Council should have pushed its case more vigorously.

Decision:

Government will re-organise the Sport Council in order to ensure speedy execution of projects in this Sector and to promote Sporting activities throughout the State. Such re-organisation will take account of the need to improve the quality of the Staff and Sporting Teams and to encourage the people of the State to take Sports more seriously. Government will also look into the revenue collection machinery.

J—WATER SUPPLY:

Observation:

(i) Kaduna Water Supply Extension:—

The Committee notes the World Bank's participation in this project and that the provision is already exceeded by ₦10m. Progress recorded is 20%." (*page 27 of the Report*).

Comments:

Government notes the observation and believes that the low recording of progress is due to the fact that equipment ordered and paid for are yet to arrive. Therefore, actual progress should be 45% and not 20%. If all commitments on the way as prepared by Water Board totalling ₦102.85m are actually entered into, the total ETC for the project would be exceeded only by ₦0.85m, and not ₦10m, as reported by the Committee.

Decision:

Government will take step to normalize the excess.

(ii) Funtua Water Supply Extension:

Observation:

The Committee reports an outstanding liability of ₦0.170m and notes that the commitment of ₦2.433m exceeds the ETC provision of ₦2.150m by ₦0.283. (*page 27 of the Report*).

Comments:

Government observes that the total liability of this project is ₦20,000 only and not ₦170,000 as reported by the Committee, and that there was never a commitment of ₦2.433m.

(iii) Kafanchan Regional Water Supply Scheme:

Observation:

"The amount of ₦4.801m has been committed out of which ₦.857m has so far been spent with an outstanding liability of ₦0.151m. This also reflects an eventual over expenditure of about ₦0.8m." (*page 28 of the Report*).

Comments:

Government observes that there is no commitment of ₦4.801m as reported. The question of over expenditure of ₦0.8m does not therefore arise.

(iv) Zaria Water Supply Extension:

Observation:

"The Committee notes that this project has been grossly distorted showing an expenditure of about 10 times the provision." (*page 28 of the Report*).

Comments:

Government observes that this is a spill-over project from the 1975-1980 Plan, with a balance of ₦1.44m to complete at the end of the Plan period, and not ₦0.44m as reported by the Committee. In addition, the scope of the project has been extended from Zaria to Soba and from Soba to Dutsin-Wai, bringing the total commitment to ₦2.67m. The ETC has in reality been exceeded by only three times and not 10 times as reported by the CPRC. Government also observes that the excess (*extra costs*) was partly as a result of written instructions from Government House to undertake the extra works on the project without due regards to laid down procedures.

Decision:

Government will normalize the revision of the ETC.

(v) Saminaka Water Supply:

Observation:

The Committee reports an over expenditure of ₦1.423m in this project. (*page 28 of the Report*).

Comments:

Government observes that the provision of ₦3.2m has been revised to ₦4.3m with the approval of the Executive Council. The question of over expenditure of ₦1.42m as reported does not therefore arise. Government also observes that the change of site after preparatory work had been done further led to the revision of the ETC.

(vi) Kachia Water Supply Scheme:

Observation:

"A commitment of ₦7.963m has been made out of which a total of ₦0.922m has been paid while a further sum of ₦5.2m is said to be required for electrical and mechanical works". (*page 28 of the Report*).

Comments:

Government observes that the requirements for mechanical and electrical

works is only ₦0.455m and not ₦5.20m as reported. The revised ETC will therefore not be exceeded.

(vii) Malumfashi Water Supply Scheme:

Observation:

The Committee reports that this project has an ETC of ₦5.1m with an expenditure of ₦8.333m and liability of ₦1m. This has exceeded the provision by ₦4m. *(page 28 of the Report).*

Comments:

Government notes the observation and believes that the scope of the project has been increased with the introduction of Malumfashi to Kankara Water Supply Extension and the supply of Power by NEPA to the Water Works.

Decision:

Government will normalize the revision of the ETC.

(viii) Zonkwa Water Supply:

Observation:

"The sum of ₦3.95m is further required for equipment to complete the project. This will exceed the provision by approximately ₦3m." *(page 29 of the Report).*

Comments:

Government observes that what is actually required now is ₦2.5m and not ₦3.95m, and the ₦2.5m is for the cost of equipment and other works and not equipment alone. The excess is ₦1.5m and not ₦3.95m which was largely due to the change of design caused by unsuitability of the Geological features of the State.

Decision:

Government will normalize the excess of ₦1.5m.

(ix) Kwoi Water Supply:

Observation:

"The Committee observes that the sum of ₦33,139 has been spent on testing water samples from the River, which is not supposed to be capital expenditure." *(page 29 of the Report).*

Comments:

Government observes that the sum of ₦31,337 was spent on feasibility studies and only ₦1,800 for sample water testing. The expenditure should therefore be correctly regarded as capital expenditure.

(x) Kankia Water Supply:

Observation:

A sum of ₦8.6m is proposed to be spent which is more than four times the original provision. No physical progress has been recorded and no expenditure incurred." (*page 29 of the Report*).

Comments:

Government observes that this project has not been properly conceived by way of costing, design etc at the time of its inclusion in the Plan.

Decision:

Government directs that the project be properly conceived, designed and costed.

(xi) Feasibility studies and designs for Rural Water Supply Scheme:

Observation:

The Committee observes that not much progress has been made on this project. (*page 30 of the Report*).

Comments:

Government notes the observation.

Decision:

In future the scope of feasibility studies and designs for Rural Water Supply, Government will be broadened to include not only water for domestic use but also for animal consumption and agriculture irrigation purposes.

K—HOUSING:

(i) Legislative and Staff Housing:

Observation:

"This project is not originally in the Plan but it has ₦4m earmarked for its execution out of which ₦0.257m has already been spent on preliminary works and there is a liability of ₦0.075m." (*page 31 of the Report*).

Comments:

There is no immediate need for this project at the moment.

Decision:

Government will shelve this project.

(ii) Staff Housing Loan Scheme:

Comment:

Government observes that the sum of ₦7m has been earmarked as a revolving loan housing scheme which however is neither reflected in the 1981-85 Plan nor in the Committee's Report. There is also a capital provision of ₦1m in the 1982 estimates, ₦2.5m in 1983 and ₦½m in the 1984 estimates.

Decision:

Government will continue to operate the housing loan scheme as a revolving scheme and will look into all the problems in the way of effective operation of the scheme.

(iii) Abandoned Pré-Fabricated Housing Scheme:

Comments:

This project is neither in the 1981-85 Plan nor was it reported by the Committee but Government observes with serious concern the abandonment of the pre-fabricated housing projects of the Ministry of Education in most Post-Primary Schools in the State, since the last Military Administration.

Decision:

Government will look into the condition of these houses with a view to putting some of them into use where applicable and dismantling others for other purposes.

L—GENERAL ADMINISTRATION:

Comments:

Government observes the continuing shortage of office and staff housing accommodation in the State since the creation of the State and the non-take off of the office accommodation project during the plan period (*page 124 item 96 of the Report*).

Decision:

Government will pay particular attention to the provision of more office and staff housing accommodation in the next plan.

3.03—Notes on pages 129—130 of the Report:

(i) Observation:

"The project ETC of ₦234.00m for the Integrated Rural Development Agency is being partially financed by World Bank Loan to the tune of ₦127.70m. Further savings may be realized by the State Government through proper co-ordination of IRDA projects with the activities of Kaduna River Basin Development Authority being proposed by the Federal Government." (*page 129 of the Report*).

Comments:

World Bank contribution to this project is ₦79.2m and not ₦127.7m.

Decision:

Government notes the observation and accepts the recommendation.

(ii) Observation:

The Committee reports a number of projects for which the financial commitment exceeds the ETC (*page 130 of the Report*).

Comments:

Government observes that in most cases, the ETCs have been revised as reflected in the Committee's Report itself (*see page 69—100*). In such cases, the question of exceeding the ETCs does not therefore arise.

(iii) Observation:

The Committee reports that the total commitment for the projects listed (*glossed in Tables 28 and 30*) exceed the total of their ETCs by ₦78.007m (*page 130 of the Report*).

Comments:

Government notes that the difference between the total of the ETCs and the committed expenditure of ₦78.007m is incorrect. Even when the total commitment is added to expenditure, this will not exceed the ETCs, because many of the ETCs have been revised.

3.04—SUMMARY AND OBSERVATIONS—(*page 36—38 of the Report*):

(a) Observation:

"The Committee notes that the Plan ETC total of ₦1,477.753m has been revised to ₦1,507.630m. The amount paid out so far is ₦386.490m thus indicating a balance of commitment of ₦253.742m and a liability of ₦136.897m for works executed." (*page 36 of the Report*).

Comments:

Government observes that the correct Plan ETC total is ₦1,476.753m and not ₦1,477.753m (*see 1.07 above*).

(b) Observation:

"The Committee further notes that the Plan Implementation has primarily been restrained by the irregular monthly allocation of funds to the executing agencies." (*page 36 of the Report*).

Comments:

Government notes the observation.

(c) Observation:

The Committee observes that in accordance with the financial commitments entered into so far the 5 top priority sector appear to be as follows:

- | | | | | |
|------------------------|-----|-----|-----|-----------|
| (i) Water supply | ... | ... | ... | ₦212.818m |
| (ii) Transport | ... | ... | ... | ₦138.702m |
| (iii) Education | ... | ... | ... | ₦116.297m |
| (iv) Rural Development | ... | ... | ... | ₦47.660m |
| (v) Housing | ... | ... | ... | ₦36.832m. |

Comments:

Government notes the observation but will intensify efforts to realign its priorities as in 1.06 of the whitepaper.

(d) Observation:

The Committee observes as follows — (*page 37 of the Report*):—

- (i) The objectives — that as noble as the objectives appear they have remained largely unattained because of the following reasons:—
- (a) shortage of funds and injudicious use of the available financial resources;
 - (b) rampant Plan indiscipline and distortion;
 - (c) absence of effective monitoring system.

Comments:

Government notes the observation and has already resuscitated the Plan Implementation Committee to monitor the effective implementation of all government projects within limit of financial resources.

(ii) Observation:

"The priorities — that apart from some efforts made to complete spill-over projects, it appears that the priorities of the Plan have largely been ignored. That whereas rural development (which includes Agriculture, Livestock, Fisheries and Forestry) was given top priority, practically nothing has been achieved in terms of implementation. And even where efforts appear to have been made to execute projects e.g. education, water supply and housing, corresponding efforts have been clearly lacking to see through to successful completion of contracts awarded." *(page 37 of the Report).*

Comments:

Government notes the observation and will effect changes as in 3.04 (c) above.

(iii) Observation:

"The strategies — that despite the soundness of strategies laid down in the plan, in actual fact little effort has been made to give effect to these strategies. Whereas spill-over projects like roads have been completed which means that communication has been improved and areas have been opened up for agricultural development, the Committee saw very little effort made towards this development. The strategy against massive corruption and cutting down of costs of construction appears to have been abandoned." *(page 38 of the Report).*

Comments:

Government notes the observation. In addition, government observes that in general, agricultural development should aim at total mobilization of farming communities through the use of extension services for effective use of our land and water resources for optimum productivity. In this regard, government has established the Kaduna State Agricultural Development Project to obviate these short-comings.

(iv) Observation:

The financing—"that the financing of the Plan from dwindling statutory allocations and loans makes its realisation unreasonable. It is the view of the Committee that more emphasis should have been laid on generating and tapping internal revenue sources. The committee further observes that the financing of the Plan was based on a deficit of as much as 24% of the total funds available from all sources which makes its execution unrealistic." *(page 38 of the Report).*

Comments:

Government notes the observation. In addition, government will take steps to ensure that the Revenue Division is properly staffed and provided with office accommodation, materials and equipment.

(e) Observation:

The Committee observes the glaring absence of adequate supervision and co-ordination in the execution of the Plan by the individual executing agencies thereby rendering the overall achievements negligible. Instances of distortion and disregard of approved scope and provision could have been early avoided or detected if there had been any serious efforts to monitor execution of projects from conception. Throughout its investigation, the Committee observes that records kept by the Economic Planning Department are in many cases out of tune with actual progress recorded by the executing agencies. Such actions by these agencies in ignoring the role of the Economic Planning Department has no doubt contributed to the rampant deviations from the approved Plan (page 38 of the Report).

Comments:

Government notes the observation. In addition, government will take practical steps to ensure proper monitoring and execution of projects through the Plan Implementation Committee (*see 3.01 above*).

3.05—IRREGULARITIES OF AWARDS:**Observation:**

"The Committee has observed that Ministerial Tenders Board can award contracts not exceeding ₦50,000 and that the State Tenders Board awards contracts above ₦50,000. It is also understood that any contract above ₦1m. must be ratified by the Executive Council." (*page 39 of the Report*).

Comments:

Government observes that up to 1981, all Ministries except Works and Housing, Health, Education and Agriculture had ₦30,000 as their Ministerial Tenders Boards ceiling while the above four had a ceiling of ₦50,000. However, from 1982 to 1983, all Ministries had their ceiling pegged at ₦100,000 and Chief Executives/Permanent Secretaries or Commissioners had their limit still at ₦10,000. The general statement that "Ministerial ceiling for award of contracts is ₦50,000" as stated above is therefore incorrect.

(a) Transport Sector—Kaduna State Transport Authority:

Observation:

"The Committee observes that four different contracts for a total sum of ₦753,628.19 have been singlehandedly awarded by the Deputy Governor in February, 1983." (page 39 of the Report).

Comments:

Government notes the observation and will direct the matter to the Special Investigation Panel, as the officer is already under detention.

(b) Education Sector:

Observation:

"The Committee observes that the Ministerial Tenders Board has awarded 142 contracts for the sum of ₦11,771.012m between July, 1982 and November, 1983." (page 39 of the Report).

Comments:

Government notes the findings of the Committee. The case of irregular award by way of splitting has not been established. Furthermore, in none of the above awards has the Ministerial Tenders Board ceiling been exceeded.

(c) Health Sector:

Observation:

"The Committee observes that the Health Management Board whose limit of award has been ₦500,000 before August, 1982 and ₦100,000 since then, awarded three contracts at a total value of ₦1,489,926.25, all in August, 1983. All the three awards have exceeded the authorised limit." (page 39 of the Report).

Comments:

Government notes that the limit of the Board has always been ₦500,000. Government further notes that only one of the three contracts has exceeded this limit, and in any case no payment has been made on any of the contracts. The Government has therefore revoked the contracts.

(d) Information Sector:

(i) Tourism Division:

Observation:

The Committee observes that "the then Permanent Secretary, Ministry of Trade, Industry and Tourism, awarded four different contracts totalling ₦340,287.18, in all cases exceeding the limit delegated to a Permanent Secretary." (page 39 of the Report).

Comments:

Government agrees with this observation, save for the building of the Holiday Village at Matsirga and the fencing of the site for the Museum at Nok — (N10,000) which were awarded by the Ministerial Tenders Board. The officer shall be detained and the matter will be referred to the Special Investigation Panel for further investigation.

(ii) information Division:**Observation:**

The Committee observes that a contract to the value of N82,651 has been awarded by the Ministerial Tenders Board thereby exceeding its limit. (page 40 of the Report).

Comments:

Government notes that this is not outside the limit of the Ministerial Tenders Board which was N100,000 at that time.

(iii) Library Board:**Observation:**

The Committee observes that the Board's limit for contract awards is N100,000. However, it has awarded two contracts for the total sum of N266,386.38 in September, 1981 and July, 1983 respectively. In each of the two cases, the limit authorised has been exceeded. (page 40 of the Report).

Comments:

Government notes the observation and will institute an administrative inquiry to establish whether individuals will be held responsible.

(e) Housing Sector:**Observation:**

The Committee observes that the Ministry of Works and Housing has awarded 58 contracts for building of staff houses at the total of N6.902m between April, 1981 and January, 1983. In each of the 58 cases the limit of the Ministerial Tenders Board has been exceeded." (page 40 of the Report).

Comments:

Government notes that in only one case was the limit of the Ministerial Tenders Board exceeded, this was in 1981 when the construction of 4 Junior staff quarters at Ikara was awarded for the sum of N100,260 when the Ministerial limit was N50,000. Government further notes that the construction of one senior staff quarters, one boys quarters is reflected in the Report as costing N610,644.45 while the actual cost is N61,644.45 (see table 25, page 110 of the Report).

(f) Town and Country Planning Sector — Land & Surveys Department:

Observation:

The Committee observes that the Ministry has awarded 3 contracts for the development of layouts in Low Density Areas totalling ₦369,288 in October and November, 1979. In each of the three cases the amount has exceeded the authorized limit of the Ministerial Tenders Board (page 40 of the Report).

Comments:

Government notes the observation and will take appropriate action.

(g) General Administration Sector — The States Tenders Board:

Observation:

"The Committee observes that the State Tenders Board has awarded a contract for the development of State Plot in Victoria Island, Lagos, to the value of ₦2,705,000 without obtaining Executive Council ratification." (page 40 of the Report).

Comments:

Government notes that tenders were received, processed and recommended by the State's Tenders Board on January 22nd, 1980 to the Policy Implementation Committee then performing the role of the State's Executive Council, which at its 14th Meeting on Wednesday, 5th March, 1980 awarded the contract.

3.06 SPLITTING OF CONTRACTS TO CIRCUMVENT REGULATIONS

Observation:

"The Committee observes that Ministerial Tenders Boards are in the habit of splitting contracts in order to circumvent regulations. Such cases can be seen in the list of irregularly awarded contracts where projects are reduced to their individual components to facilitate awards to numerous contractors and in some cases the repetitive awards of similar components to single individuals or companies." (page 40 — 41 of the Report).

Comments:

Government observes that where a job could be awarded as single contract to best advantage, and if it is awarded as two or more contracts then it is splitting. Government however, observes that where there is advantage of treating a job as various distinct components which have the advantage of completion within the shortest time possible, then it is not splitting.

- (a) The Committee observes that 12 awards were made by the Ministry of Education to Eterna Electrical Engineering Ltd. for the supply of school furniture on (7/2/82) as a case of splitting. (page 41 of the Report).

Comments:

Government observes that there is no case of splitting.

- (b) The Committee observes that 17 awards of contract to Alhaji Salisu Mu'azu by the Ministry of Education for the construction of general purposes laboratories in August, 1983. (page 41 of the Report).

Comments:

As in comment under (a) above.

- (c) The Committee observes that two awards of Senior Staff Quarters by Ministry of Works on (28/1/83) to Yashe Trading Company as a case of splitting.

Comments:

As in comment under (a) above.

3.07 — Plan Distortion:

Observation:

The Committee observes that in a number of cases approved projects have been ignored while projects not included in the Plan have been executed. (see examples a — f of paragraph 5.3. on page 41 of the Report).

Comments:

Government notes the observation and will normalize the distortion where applicable. Government also observes that the "construction of legislative and staff houses at Kaduna" should read "the construction of houses of legislators and staff of the State Assembly."

3.08 — ESCALATION OF COSTS:

Observation:

The Committee notes some cases of escalation of costs as follows:—

- (a) (i) Zaria Water Supply Extension (see comment under 3.02, J.4 above);
(ii) "Further more, all Water Board projects which have already commenced, their financial commitment exceed the ETCs." (Zaria Water Supply — page 42 of the Report).

Comments:

Government observes that the ETCs of most of the projects have been revised

while in some of the projects the scope has been increased without the revision of the ETCs.

Observation:

- (b) (i) Jema'a — Jagindi — Keffi Junction Road construction for which the ETC is ₦10.205m and the financial commitment is ₦22.650m shows a commitment of ₦12.445m in excess of the ETC." (page 42 of the Report).

Comments:

Government observes that the revised ETC for this project is ₦22.65m and not ₦10.205m as reported.

(ii) **Observation:**

"Similarly in most cases of road development projects that have already commenced, the financial commitment exceed the ETCs." (page 42 of the Report).

Comments:

Government observes that most of the ETCs have been revised.

(c) **The Permanent site of College of Education, Kafanchan:**

Observation:

The Committee observes that the contract for consultancy services has been awarded to two consultants, Messrs Steve Ben Associates and Messrs Bestarc Associates to prepare a master plan for the ATC Kafanchan, at Kafanchan and Gidan Waya respectively. The consultancy services were awarded to the two consultants at different times, "giving rise to the loss to government of large sums of money by paying twice for the same services." (page 42 — 43 of the Report).

Comments:

Government notes the observation and agrees that the award of the contract to a second consultant has led to the escalation of the total cost of the consultancy services. Government also agrees that the appointment of the second consultant was not necessary, the agreement between the government and the first consultant (Steve Ben and Associates) should have been terminated first. Government also observes that the second consultancy was re-awarded by the State Executive Council at its first sitting on 25th November, 1981, based on a memorandum submitted by the then Deputy Governor.

(d) The Scholarship Scheme:

Observation

The Committee observes that the project has an ETC of ₦20m and expenditure as at (30/4/83) was ₦36.825m. (page 43 of the Report).

Comments:

Government observes that the ₦16.825m over expenditure is attributable to the following factors:—

- (i) The number of scholarships awarded have increased astronomically in recent years from the original target;
- (ii) Kaduna State Government entered into a technical agreement whereby students were sent to Bulgaria to spend 4 — 5 years for technical courses;
- (iii) The State Government policy for award of automatic scholarship to all indigenes who gain admission to study in institutions of higher learning;
- (iv) The inability of state indigenes to secure federal government scholarships meant more burden to the State's Scholarship Board.

Decision:

See decision 2.50 of this Whitepaper.

(e) Katsina Polytechnic:

Observation:

The Committee observes that the ETC for the project is ₦11.5m while the financial commitment is ₦15.28m (page 44 of the Report).

Comments:

Government notes the escalation of the cost of the project and will further look into the matter.

(f) New General Hospital — Kaduna:

Observation:

The Committee observes the RETC for this project is ₦4.6m and a further sum of ₦0.770m for ancilliary works is required (page 44 of the Report).

Comments:

Government observes that the revised ETC is ₦2.5m and not ₦2.8m. Government also observes that the financial commitment is ₦6.37m and not ₦4.6m. The ETC is exceeded by ₦4.137m. Government observes that the project was unduly prolonged from the very start which resulted in continuous escalation of the original cost.

3.09 – ENGAGEMENT OF CONSULTANTS:

Observation:

"The Committee observes that the procedure for use of the services of consultants has been largely ignored. The Committee notes that the usual procedures in the case of building and infrastructural projects is as follows:—

- (a) The Ministry of Works and Housing advises the executing agency on the need to use services of consultants where such services cannot be provided by the Ministry;
- (b) The Ministry of Works and Housing recommends which consultants to appoint and under what terms;
- (c) Appointment is made by the State Executive Council after consideration of above;
- (d) Ministry of Works and Housing monitors work of consultants and advises the executing agency on performance of consultants, to commissioning and handing over of the project."

Comments:

Government observes as correct the procedure in (a), (b) and (d) above. However, with reference to (c) above, government observes that as long as the consultancy fee does not exceed ₦1m it does not go to the State Executive Council.

(ii) Observation:

The Committee further notes that this lack of adherence to the established procedure has resulted in a situation where each of the executing agencies has gone out on its own to engage the services of consultants indiscriminately (page 44 of the Report).

Comment:

Government notes the observation. Government also observes that over the years the Ministry of Works and Transport has suffered from a serious shortage of qualified indigenous manpower, particularly in the building division, hence the tendency for executing agencies to go to the private sector in search of consultants. Furthermore, the usual excuse given by the Ministry of Works of having too much work and the delays experienced in processing through the Ministry, and the technically specialized nature of some of the projects further motivated executing agencies to go to the private sector in search of consultants. It has been observed that non-indigenes working in the Ministry showed personal interest in promoting private consultancy work in the past.

Decision:

Government will henceforth ensure strict adherence to laid down procedures. The Ministry of Works and Transport will from now on modify as far as possible, existing designs for adoption on similar projects.

(iii) Cases illustrating the excesses of executing agencies:**(a) Kaduna State Water Board:****Observation:**

The Committee has highlighted cases illustrating the appointment by Kaduna State Water Board of Messrs Engineering Consulting Associates (Nig) Ltd, Kano for engineering designs of Saminaka, Kachia, Malumfashi and Zonkwa Water Works followed by payment of ₦0.4m on account of each project making a total payment of ₦1.6m for what is said to be "subject to final adjustment as per actuals." (Pages 44—45 of the Report).

Comments:

Government observes that only Saminaka and Zonkwa consultancy were awarded to this firm while Kachia and Malumfashi were awarded to Messrs Osof of Ibadan. Government further observes that the amount for consultancy is normally fixed, and not "subject to final adjustments as per actuals" as reported.

(b) Repetitive engagement of Consultants by the Ministry of Education:**Observation:**

The Committee observes the repetitive engagement of consultants by the Ministry of Education for design of College of Education, Kafanchan resulting in the payment of ₦1.895m. with an outstanding commitment of ₦4.868m. (page 45 of the Report).

Comments:

See comments under 3.08(c) above.

(c) Cultural Centre Complex:**Observation:**

The Committee observes the engagement of Messrs Benna Associates for the design of the Cultural Centre Complex by the Arts Council resulting in the payment of ₦50,000 so far, for a job yet to be defined (page 45 of the Report).

Comments:

Government observes that the project involves the design of a cultural centre and a secretariat and that it has been properly defined to include an arts theatre, 50 administrative offices, an auditorium, a museum, an archive, a cafeteria, a recording room, and a conference room etc. Government also observes that the payment was made on account of consultancy services rendered.

(d) Amusement Park:

Observation:

The Committee observes the engagement of the Department of Architecture, ABU Zaria, by the Ministry of Trade, Industry and Tourism, for the design of an Amusement Park and subsequent payment of ₦23,000 out of a fee commitment of ₦212,975. (page 45 of the Report).

Comments:

Government notes the observation.

(e) State High Court:

Observation:

The Committee observes that the firm of Prindle Patrick and Partners has been paid the sums of ₦420,181 for building designs of State High Court. (page 45 of the Report).

Comments:

Government notes the observation.

(f) Sharia Court of Appeal:

3.10 – MOBILISATION AND PLANT ADVANCES:

Observation:

The Committee observes that the Kaduna State Water Board has made a total advances of ₦7,849m to its various contractors out of which ₦2,524m has so far been recovered, leaving a total of ₦5,325m outstanding. The Committee further observes that some of these advances have not been properly secured by the execution of performance bonds as required by the relevant agreements (page 45 of the Report).

Comments:

Government notes the observation. Government observes that the Report should have indicated that the performance bonds had become stale in view of the non-completion of some of the projects within the agreed period. The outstanding advances amounting to ₦5,325m are due to the non-payment of outstanding valuation certificates and the Water Board is deducting the balances in accordance with contract agreements.

3.11 – MEANS OF FINANCING TOP PRIORITY PROJECTS:

(i) Observation:

“The Committee does not recommend that any of the projects be financed

by external or internal loans apart from those already entered into." (page 50 of the Report).

Comments:

Government accepts this recommendation save for the World Bank commitment in IRDA and Water Board Projects.

(ii) Observation:

The Committee recommends that the rate of execution should be strictly governed by available resources and there should be no more deficit budgeting. (page 50 of the Report).

Comments:

Government accepts this recommendation.

(iii) Observation:

The Committee is of the opinion that there are already existing internal sources of revenue that could be more efficiently tapped to finance these projects.

These sources are:—

- (i) Income tax;
- (ii) Sales tax;
- (iii) Entertainment tax;
- (iv) Business premises Regulation fees;
- (v) Property sales tax;
- (vi) Stamp Duty on agreements. (page 50 of the Report).

Comments:

Government accepts this recommendation and in addition, government has already taken action.

(iv) Observation:

The Committee recommends that these individual sources can be increased to such percentages that could reflect current rates rather than remain at out-dated levels (page 50 of the Report).

Comments:

Government accepts the recommendation but only where the sources are within the powers of the State.

(v) Observation:

The Committee recommends that the methods of determining them as well as the machinery for collection must be totally overhauled and

government must show determination in collecting this much needed revenue. For example, payments of annual dues by cheques made voluntarily by assignees have been known to be kept in drawers until they go stale without being promptly paid into the Treasury. (page 51 of the Report).

Comments:

Government accepts this recommendation.

(vi) Observation;

"The Committee recommends strongly that parastatals established on commercial basis as distinct from those rendering purely social services must not only be self supporting but must also be able to give government returns on its investments. In this regard government needs to examine these parastatals individually with a view to issue deadlines within which to make returns on investment or be scrapped." (page 51 of the Report).

Comments:

Government accepts this recommendation.

3.12 — (Pages 69 — 100 of the Report):

Government notes all the Capital Development Projects as set out in pages 69 — 100 of the report and their Financial details. Government further notes that in most of the cases the revised ETCs have not been correctly reflected. The correct revised ETCs of the projects affected are as set out below:—

| Item No. | Sector | Serial No. | Project Description | RETC as per CPRC ₦m | Correct Revised ETC ₦m | See CPRC Report Page | Remarks |
|----------|---------------------|------------|---------------------------------------|---------------------|------------------------|----------------------|----------------------------------|
| A | AGRICUL- CULTURE | 1. | Tagora Dam and Irri-project. | ₦0.39m | ₦0.59m | 69 | The 1984 Estimates may be wrong. |
| B | LIVESTOCK | 1. | Diagnostic laboratory Dutsin-Ma | ₦0.03m | ₦0.03m | 72 | |
| C | MANUFAC- TURING | 1. | BATC | ₦4.00m | ₦4.50m | 75 | |
| D | COMMERCE | 1. | Development of Camp site Birnin-Gwari | 0.50 | 5.00 | 76 | |
| E | TRANSPORT | 1. | Jema'a — Jagindi Road | 10.205 | 22.65 | 79 | |
| | | 2. | Hunkuyi — Malumfashi Road | 11.75 | 10.457 | 79 | |

| Item No. | Sector | Serial No. | Project Description | RETC as per CPRC ₦m | Correct Revised ETC ₦m | See CPRC Report Page | Remarks |
|----------|------------------------|------------|--|---------------------|------------------------|----------------------|---------------------------------------|
| F | EDUCATION | 3. | Dabai — Danja — Bakori Road | 6.499 | 6.386 | 79 | |
| | | 4. | Surveys and designs | 5.082 | 5.50 | 79 | |
| G | HEALTH | 1. | Expansion of 41 Day Secondary Schools | 30.00 | 30.091 | 81 | |
| | | 1 | New General Hospital, Kaduna | 2.80 | 1.50 | 83 | |
| H | SOCIAL DEVELOPMENT | 2. | Expansion of OPD and Admin. block in 10 hospitals. | 1.50 | 0.50 | 85 | The 1984 Estimates is probably wrong. |
| | | 1. | Reformatory school for young offenders, Makarfi | 0.835 | 0.863 | 88 | |
| I | WATER SUPPLY | 1. | Ikara Water Supply scheme. | 14.30 | 14.65 | 90 | |
| | | 2. | Purchase of special parts and vehicles | 2.00 | 2.50 | 90 | |
| | | 3. | Zaria Water Supply Extension | 0.44 | 0.54 | 89 | |
| | | 4. | Dallaje — Ingawa Water Supply. | 13.50 | 10.70 | 90 | |
| J | GENERAL ADMINISTRATION | 5. | Borehole Drilling and pumps. | 37.50 | 45.00 | | |
| | | 1. | 3 High Courts, Kafanchan, Katsina and Zaria | 6.00 | 8.00 | 97 | |
| | | 2. | 3 High Courts Judges Houses. | 0.30 | 0.40 | 97 | The 1984 Estimates is probably wrong. |

3.13 — General Observation:

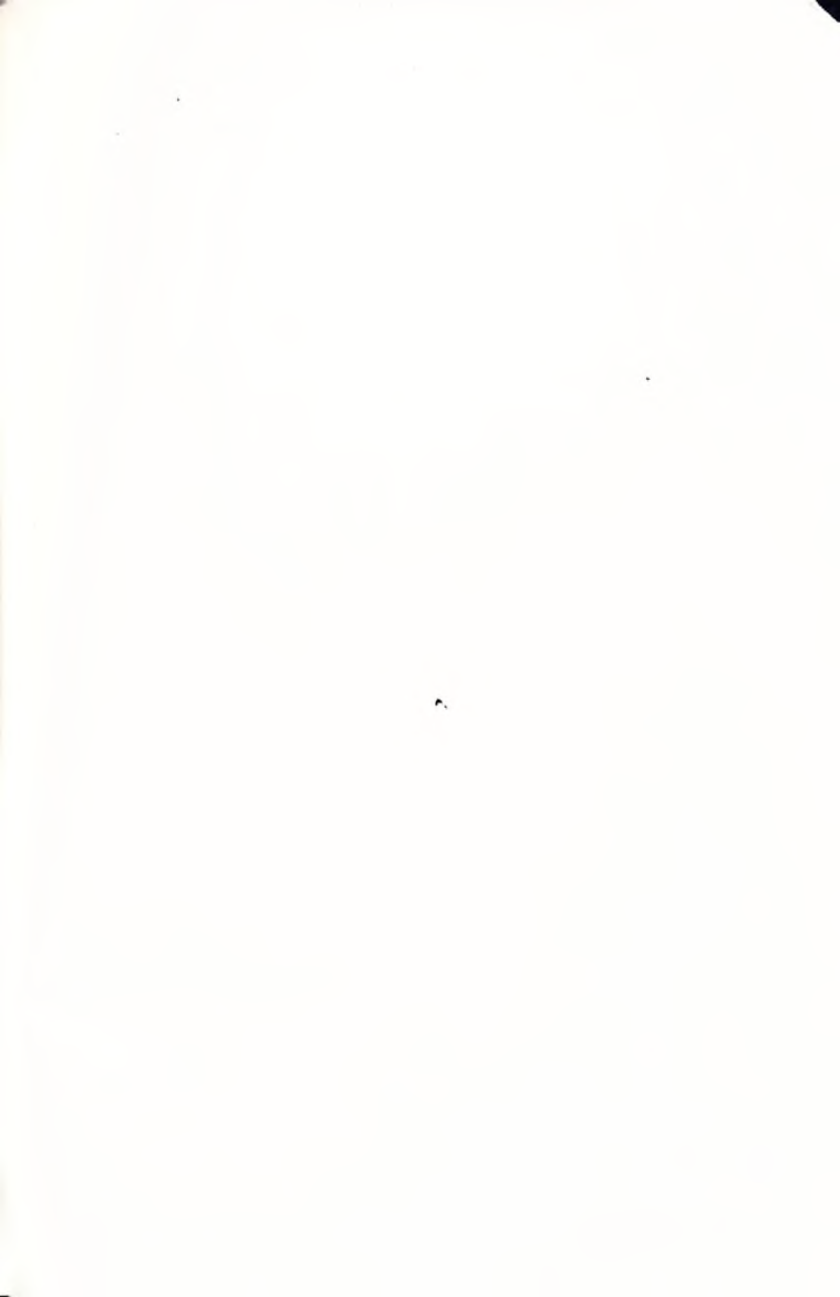
Government observes that there is the temptation to embark on complicated projects without taking into account the cost, executive capacity, within the specified time.

Comments:

Government will pursue a deliberate policy to execute only projects which are functional, simple and durable.

3.14 — Commendation;

A letter of commendation will be written to the Committee.



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