

Katsina State Development Plan

2024 - 2028

Foreword

The challenges of steering the affairs of our State, complex as they are, and in the face of daunting social and economic realities, require coherent foresights and strategies to address. As leaders, of an elected Government that is committed to changing the narratives of the living conditions and developmental yearnings of our citizens. We put the development of this plan amongst our top priorities to pursue our dream for transforming the State to greater heights; a State that will be a model, where all and sundry would like to live in. Thus, this plan is an articulation of the lofty progressive ideas designed to drive and sustain the development of the State.

Katsina State largely depends on an agrarian economic with critical and advantageous positions for the transformation of the State economy. This State Development Plan (SDP) has prioritized the attainment of physical and economic security, social welfare and human capital development through education and provision of the state-of-the-art health-care services. Much more, the document provides implementable approaches to enhancing the purchasing power of the common man, improving job creation opportunity.

Other features of the SDP targeted are institutional reforms initiatives through good governance hinged on accountable and transparent public service. We also have good plan for rebuilding critical infrastructure to usher in technological and industrial development. All these will be supported by constant power and water supplies effective and durable road network, ICT and financial plan. To anchor these development operational areas, we place high value on building institutional capacity and changing the behaviour and attitude of the civil servants to aspire for high service delivery, because the civil service of the engine room of all government activities.

As a change model and investment destination of a progressive Katsina State, this plan cannot be successfully implemented without active participation of critical stakeholders. This underscores the importance of inter-governmental partnership and collaboration. Again, this background, the citizens of the state will be socially reoriented through sensitization and mobilize to play active role in governance and implementation process of programmes and projects.

This SDP is our lunch pad for Katsina State to be at par with modern development and by so doing open it to economic, social and technological interaction with other states in the federal and the world at large.

I am therefore grateful to all the individuals and organisation that contributed in any manner towards preparing this invaluable strategy document for Katsina State. Which I assure all of Government commitment in providing the required leadership to the implementation process of this plan.

Thank you.

Mallam Dikko Umaru Radda PhD.
Governor of Katsina State,

Acknowledgements

His Excellency, Governor of Katsina State Malam Dikko Umaru Radda, PhD has set the pace for enhancing the fortunes of Katsina State, and this document is a proof to his commitment in developing the State. He has demonstrated an inspiring leadership on the need for the State's to reclaim its historical place and regain its influence within the socio-economic landscape of Nigeria, through practical steps required to attend this goal. We owe the Governor immeasurable gratitude for initiating and supervising the production of this State Development Plan towards achieving the vision of a more prosperous Katsina State. We appreciate the Governor for his zeal, listening ears and financial supports to the SDP technical committee and overall guidance of the process.

The 2024-2028 Katsina State Development Plan is a collection of realistic integrated initiatives and solutions to the identified socio-economic challenges bedevilling of the State that have been earmarked for various forms of interventions. The central focus of these interventions is creating a vibrant Governance system that will deliver the State into a secure, prosperous socioeconomic and industrial hub that is a key player in national and international space.

Certainly, the process leading to the development of this document wouldn't have been possible without the collaboration and technical inputs of various Ministries, Departments, Agencies and individuals. They played pertinent roles in generating, analysing and documenting existing data. They also played active role in coordinating the various engagements that ensured consensus in the projections found in the State Development. The invaluable contributions of members of the State Development Plan Technical Committee need to be acknowledged, especially the Committee Chairman HE the Deputy Governor, Malam Faruk Lawal HCIB for his commitment and the direction he provided in the compilation of the SDP.

We also thanked members of Katsina State Executive Council, who have been the fulcrum of policy directions in the State, for their insightful contributions and recommendations in preparing the Plan. Along with them are our consultants: Sulleiman Adediran, Saifullahi Sani Ibrahim, and Kamaluddeen Kabir, and technical partners, UNICEF, whose views contributed immensely to supporting the State in its drive to get a virile State Development Plan. The Civil Society Organisations, Council of ULAMA and the Traditional rulers have taken part and provided meaningful contributions in the development process for which we are grateful.

Finally, I am highly impressed by the commitment of the entire staff of Katsina State Ministry of Budget and Economic Planning in coordinating the process. The sound policy recommendations and implementation activities and their para ways, including cost projections couldn't have been achieved without their data-driven and professional scrutiny.

We thank you all



Malik Anas
Hon. Commissioner
MBEP Katsina State

Katsina State Development Vision

By 2028, Katsina State has an improved governance system making the State sustainable in security, socio-economic and environment that enhance people's well-being.

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Acronyms and Abbreviations

ASC	Annual School Census
CBOs	Community-Based Organizations
CISLAC	Civil Society Legislative Advocacy Centre
CSOs	Civil Society Organizations
ERGP	Economic Recovery and Growth Plan
FGN	Federal Government of Nigeria
GDP	Gross Domestic Product
HCD	Human Capital Development
HIV	Human Immuno-Deficiency Virus
ICT	Information Communication Technology
JSS	Junior Secondary School
KTSBS	Katsina State Bureau of Statisitics
KASEDA	Katsina State Enterprise Development Agency
KASROMA	Katsina State Roads Maintenance Agency
KATSEPA	Katsina State Environmental Protection Agency
KTSHA	Katsina State Housing Authority
KTSTA	Katsina State Transport Authority
LGA	Local Government Area
LGC	Local Government Council
M&E	Monitoring and Evaluation
MBEP	Ministry of Budget and Economic Planning
MDAs	Ministries Departments and Agencies
MICS	Multiple Indicator Cluster Survey
MLS	Ministry of Land and Survey
MSMEs	Micro, Small and Medium Enterprises
NBS	National Bureau of Statistics
NDHS	Nigeria Demographic Health Survey
NER	Net Enrolment Rate
NEWMAP	Nigeria Erosion and Watershed Management Project
NGO	Non-Governmental Organization
NORMS	National Outcome Routine Mapping Survey
PLWD	Persons Living with Disabilities
PPP	Public Private Partnership
RUWASSA	Rural Water Supply and Sanitation Agency
SDGs	Sustainable Development Goals
SDP	State Development Plan
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene

CHAPTER ONE: STATE CONTEXT

1.0 Introduction

Decentralization fundamentally transforms countries by altering not only the financial flows and formal authority structures but also the core incentives that drive public officials. It serves as a tool to enhance grassroots citizen engagement in decision-making, streamline administrative processes for greater efficiency, and facilitate the delivery of public services to communities with minimal losses. In Nigeria, a significant portion of power, resources, and responsibilities has been decentralized between the federal and state governments to promote a fairer distribution of public services and enhance citizen participation. The evolution of power distribution in local governance in Nigeria has undergone substantial changes, with key milestones including the reforms of 1976 and the constitutional frameworks of 1979 and 1999. Notably, the 1999 Constitution explicitly safeguards the presence of democratically elected local government administrations.

The current allocation of responsibilities is outlined in the Second and Fourth Schedules of the 1999 Constitution (as amended). The Second Schedule is divided into two parts: Part I lists areas of exclusive legislative authority for the Federal Government, while Part II includes the concurrent legislative list, allowing both federal and state governments to act. Additionally, the Fourth Schedule delineates the functions of Local Government Councils (LGCs).

Both states and LGCs are tasked with overseeing the development of the local economy and ensuring service delivery in critical areas such as education, health, infrastructure, agriculture, and industry. To effectively serve citizens, it is essential to establish a State Development Plan (SDP). The SDP serves as a crucial foundation and platform for achieving this objective by guiding the formulation of coherent public policies and programs, facilitating effective public fiscal management, and promoting equitable and sustainable access to basic social services.

Katsina State has developed a Restoration Development Plan (RDP) as an interim SDP for the period 2018–2020. Using lessons from this RDP and a robust strategic planning mechanism, including stakeholder consultation and citizen participation, the state government has led an inclusive and participatory approach to elaborate this new SDP covering the period 2023– 2042. This plan, which also serves as instrument for the contribution to national efforts towards the 2030 Agenda for Sustainable Development, aims at driving development at the grassroots while allowing marginalized and vulnerable groups to access quality services and participate in the development of their Local Government Areas (LGAs).

The remainder of this document includes six chapters. The first chapter sheds light on the state context, focusing on history, geography, economy, human development, and governance, among others. The second chapter is dedicated to the situation analysis of the state. The third chapter presents key development pillars and sectors, including vision, challenges, objectives, key priorities, broad strategies, result framework and expected outcome. The fourth chapter presents the financing plan, which encompasses fiscal policy direction and fiscal risks and management matrix, among others. Chapter five presents the implementation plan, while the final chapter, concludes the Katsina State Development Plan.

1.1 History

Katsina State is a geographical and political expression of an area that comprises two ancient kingdoms of Katsina and Daura, which were among the oldest Hausa States. Historical accounts indicate that the two kingdoms had at a certain period comprised a wide area and great stretches of land from north to south, with spheres of influence transcending the current state borders. These kingdoms had passed through many distinct stages of socio-economic and political transformations, the evolution of the kingship system and related institutions, development of various occupational guilds giving birth to trade and commerce in goods and services and the introduction and spread of Islamic religion and learning. The enthusiasm of Katsina inhabitants towards Islam and its preachers, as well as the favourable international relations with neighbours; facilitated the influx of migrants from empires such as Borno and Songhai into these kingdoms.

During the colonial period, Katsina and Daura kingdoms were at first administered as part of Kano and later Zaria Provinces, respectively. However, from the late 1960's to the late 1980's, this area was part of the north central and later Kaduna State of the Nigerian Federation. Katsina State was created out of the former Kaduna State on Wednesday, September 23, 1987, by the Federal Military Administration of General Ibrahim Badamasi Babangida.

Since its creation, Katsina State has witnessed changes in socio-economic, cultural, and political spheres, with new Local Government Areas (LGAs) and District Councils being created. Hausa and Fulfulde are the languages of the people and Islam is the predominant religion, though there are still a few people that practice Christianity and traditional religion. Traditionally, the people of Katsina State have quite several unique norms, values and customs inherited and passed from generation to generation. Among the foremost traditions found in the State are the famous *Sallah* Festival celebrated twice annually in Katsina and Daura. The *Gani* festival celebrated in Daura annually is equally popular event. Traditional sports include boxing (*Dambe*) Wrestling (*Kokowa*) and *Sharo* or *Shadi*, a popular sport among the Fulani.

1.2 Geography

Katsina State is in the far north of Nigeria, sharing borders with Kaduna State in the south, Jigawa and Kano to the east and Zamfara to the west, as well as an international border with the Republic of Niger. The state occupies an area of about 24,192 square kilometres lying between 11.70 and 13.32 degrees north and 6.52 and 9.02 degrees east, the population density is 398 people per square kilometres. There are 34 local government councils, namely Bakori, Batagarawa, Batsari, Bindawa, Baure, Charanchi, Dandume, Danja, Dan-Musa, Daura, Dutsin-Ma, Dutsi, Faskari, Funtua, Ingawa, Jibia, Kafur, Kaita, Kankia, Kankara, Katsina, Kurfi, Kusada, Mai'adua, Malumfashi, Mani, Mashi, Matazu, Musawa, Rimi, Sabuwa, Safana, Sandamu and Zango.

The vegetation of Katsina State reflects its proximity to the Sahara, with a high proportion of thorny vegetation, short grasses, and scrub woodland. Rainfall is low, with an annual mean of less than 25 inches in the northern part of the State and only 15 inches during the dry season. The state is located close to the hottest, driest part of the country. The rainy season usually begins in May or June and ends around September or October, while the dry season usually starts in November with the harmattan that lasts for about four months. Land in Katsina State is arid with land degradation, depleted vegetation and water scarcity arising from over-cultivation and overgrazing, which is particularly serious in the areas bordering Niger. There are three vegetation zones in the state, namely the Northern Guinea, Sudan, and Sahel Savannah, which support agricultural diversification. The state has a tropical continental and semi-arid climate, with annual rainfall ranging from 600mm in the northern part to 1,000 mm in the southern part. The state also has 39,190ha of potential irrigable land in the Fadama, and over 10,000 ha of land can be converted for irrigation production in Zobe, Jibia, and Sabke Dams.

1.3 Demography

From 5,801,584 people in 2006, the population of Katsina State was estimated at 7,831,319 in 2016 (NBS, 2018b) and was projected to be 9.64 million people by the end of 2020 and 10.37 million people by 2022. The male population is estimated at 51 per cent while the female accounts for 49 per cent. Young people aged 0–14 years make up 48.5 per cent of the population, while 48.7 per cent are aged 15 – 64 years and approximately 2.8 per cent are aged 65 and older. The current population growth rate of Katsina State is about 3.66 per cent per annum. Katsina State had the fifth highest fertility rate in Nigeria in 2017 at 7.5 per cent. This indicates a low use of contraception by the people, estimated at only 6.3 per cent.

1.4 Economy

Agriculture is the mainstay of Katsina State's economy and the major source of households' revenue. Over two-thirds of the population are engaged in farming and rearing of animals, with about 80 per cent of the population living in the rural areas. Katsina has been a major production centre for cash crops such as cotton and groundnuts as well as food crops like maize, guinea corn, cowpea, cassava, millet, and vegetables etc. Livestock reared in the state comprises cattle, sheep, goat, and poultry. There are great opportunities for setting up large-scale agro-allied industries such as sugar and meat processing, tanning and flour milling (rice and wheat), as well as production of oil, textiles, dairy products, confectionery, eggs, and poultry.

In terms of agricultural production and other business endeavours in Nigeria, the state ranks as the largest producer of cotton; second largest producer of sorghum; second largest producer of sugar cane. It also ranked seventh in ease of doing business (ahead of Lagos, Kano, Rivers and Cross Rivers); and twelfth in the prevalence of micro, small and medium enterprises. Katsina State relies on markets that operate daily or weekly. These markets are categorized into international, large, medium, and small depending on the size, demography, and location. The

international markets such as Jibia and Mai'adua cater for traders within the state and cross-border trading activities between the state and Niger Republic. Medium-scale markets include those in the Funtua and Daura LGAs. Tax revenue raised in these markets contributes minimally to the income of the LGAs due to poor collection mechanisms. Many banks and microfinance institutions exist in Katsina State. These offer diverse financial services and products to support economic activities, particularly projects initiated by farmers, craftsmen, and the youth.

Katsina state is blessed with numerous minerals and natural resources. There are over 30 varieties of solid minerals, which have been identified in commercial quantities. These include gold, granite, kaolin, glass sand, feldspar, tantalite/ columbite, iron ore, precious stones, nickel, copper, cobalt, platinum, vanadium, chromate, and diamonds. There are many rivers that originate in or traverse the state, such as Bunsuru, Chalawa, Gada, Gagare, Karaduwa, Karma, Koza, Tubo and Turame. However, these natural resources are not being harnessed and hence attract illegal miners.

Katsina State's tourism and hospitality subsector is a reflection of Nigeria's underdeveloped tourism sector. However, Katsina has a rich cultural heritage and offers a wide variety of tourist attractions, such as historic and religious sites (the Gobarau minaret, the old Katsina College, city gates and dying spots etc.). There are also artefacts and museums, nature and geological landscapes and creative industry that can contribute to the state's internally generated revenue and aid to diversify its economy. The State also has rich cultural heritage epitomized by Ruma Landscape, Kusugu Well, the Emirs' Palaces of Daura and Katsina and antiquities of DurbiTakushiyi, among others. These are complimented by the third biggest operational thirty-five thousand-seat ultra-modern stadium in the country, racecourse, Polo ground, 18 – holes gulf course, opened air theatre. In addition, traditional and religious festivities are celebrated, such as the durbar, gani festival, maulud etc. These events are colourful and display norms, cultures, and traditions of the Katsina and Daura people and have potential to attract tourists.

1.5 Human Development

Katsina State has a Human Development Index of 0.3031, which is far below the national performance of 0.5114. Hence, the State is ranked 36 out of 36 States and the FCT (National Human Development Report, 2018). By this, Katsina is among the poorest states in Nigeria. Moreover, in 2018, Katsina featured a Multidimensional Poverty Index (MPI) estimated at 0.312977 (UNDP, 2018) and ranked 28th out of 36 states. The recent MPI by the NBS (2022) revealed that 6.92 million people in Katsina State are multi-dimensionally poor; this represents 66.7 per cent going by the 2022 estimated population of 10.37 million people. This trend is alarming and calls for concerted efforts to turn the tide in favour of economic development and prosperity. Consequent upon an elevated level of poverty, the life expectancy at birth is 49.9 and 50.1 years for male and female, respectively. Moreover, the literacy rate is 68.6 per cent for male and 26.6 per cent for female. However, attainment of tertiary education is low at 11 per cent for male and only 1.8 per cent for female. Health-wise, the mortality rate per 1,000 births is 66, while under-5 mortality rates are 188. On Nutrition, Katsina state has a stunting rate of 60.5 per cent and consequently 39.3 per cent of children are underweight.

Of the estimated population of 9.64 million people in Katsina State, half (48.5 per cent; or 4,674,943) are children aged 0–14 years; this is only just exceeded by the population group aged 15–64 years (48.7 per cent; 4,694,221 people). The under-five population accounts for 28 per cent of the total population; this is expected to increase given that the population growth rate is 3.66 per cent and the fertility rate is 7.3. These statistics highlight the importance of paying attention to the rights of children in Katsina State. In Katsina, 65.4 per cent of children (0-17 years old) are defined as multi-dimensionally poor, that is experiencing deprivation in at least 3 dimensions higher than the National rate of 53.9 per cent. These dimensions include Nutrition, Health, Education, Water, Sanitation, Housing, and Information. A child is considered multi-dimensionally poor if s/he is simultaneously deprived in at least three of the dimensions of well-being. On the other hand, 61.2 per cent of children are considered monetarily poor in Katsina state.

1.6 Governance Structure

The affairs of Katsina State over the past 20 years are being run by the three arms of government comprising of the democratically elected Executive Governor, members of the Katsina State House of Assembly, and an

independent judicial system. Thus, the administration of the state comprises the Executive Council, the Governor's office (Secretary to the State Government and Head of Civil Service of the State), the House of Assembly (headed by a Speaker), the judiciary and the various Ministries Departments and Agencies (MDAs). Similarly, the 34 LGAs of the State are headed by elected chairperson or head of local government administration (as the case may be). The LGAs function in accordance with the provisions of the 1999 Constitution (as amended) and Katsina State Local Government Law. These LGAs are represented in the legislative arm by 34 state constituencies, 15 Federal constituencies and three senatorial districts.

The year 2014 marked the commencement of civil society's involvement in the governance process, especially their involvement in the budget proposal, elaboration, implementation, and monitoring. In addition, the Coalition of Civil Society Organizations in Katsina State, formed in 2014 conducted advocacy roles in the governance of the state particularly in the areas of education, budgeting, environment, and health, among others.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Performance Overview of the Restoration Development Plan

In 2015, the Katsina State Government developed a restoration agenda, the Katsina State Restoration Development Plan (RDP) (Katsina State Government, 2017), with the aim of revamping the state. The plan was to guide the state in its development process for five years, from 2016 to 2020, with a realistic forecast of revenue from diversified sources, including internally generated revenue and assistance from development partners. The vision of the plan was "to restore Katsina State to its former glorious status". In addition to that, the mission was to make Katsina economically independent. The restoration plan is focused on chosen priority areas of agriculture, education, health, housing, and water, and is based on the following vision pillars:

i. To significantly increase the agricultural productivity of the state to achieve the following in the shortest possible time: (a) food security at the household level, and in the state in general; (b) provision of raw materials to the Agro-allied industries; (c) foreign exchange earnings through the export of some agricultural commodities, which will stimulate economic growth and job opportunities in agricultural production; and (d) eradication of poverty and wealth creation.
ii. To have adequate potable water supply to the populace for the eradication of water-related diseases and for industrial growth and agricultural development.
iii. To engender a knowledge-based education system in Katsina State making it a society which is suitable for the pursuit of sustainable economic growth and development.
iv. To provide quality and equitable health care to the people of the state, without any form of discrimination, for sustained economic development.
v. To improve the road transportation system, to promote safe and smooth movement of people, goods, and services.

These sector-based pillars served as guide to implement programmes, projects, and diverse actions to alleviate poverty in the state. A quick review has shown that this plan had a positive impact, with increased, strengthened government capacity to play its role as a key enabler of state development, including of economic investment. The plan has helped in reinforcing the capacity of key government stakeholders, building partnerships, mobilizing resources, enhancing governance, as well as improving the business environment and some social indicators (such as education, health, nutrition, and water, sanitation, and hygiene [WASH]). Furthermore, agriculture has received quality support, resulting in an increase in farm productivity and income of farmers. However, the above achievements notwithstanding, there is little evidence that the Restoration Development Plan has enhanced the access of Katsina's citizens to energy and employment. The situation of women and other vulnerable groups, including Almajiri children, remains a challenge. Some social indicators are yet to be met, especially those on malnutrition in children and insecurity in the state. In addition, the plan lacked an adequate resource mobilization strategy, an appropriate monitoring and evaluation (M&E) scheme and a clear theory of change.

2.2 Sectoral Overview

2.2.1 Economic Sector: Overview of the situation

2.2.1.1 Poverty and Employment

Katsina State has an estimated population of 10.37 million people in 2022, of which 4.7 million are children (45.3 per cent). The state's monetary poverty rate is 56.42 per cent based on a poverty line of ₦376 a day; this is greater than the national estimate of 40.1 per cent (NBS and World Bank, 2020). The poverty gap Index is 16.18 per cent. Though poverty remains a challenge in the state, inequality is low with a Gini coefficient of 0.246 which appears lower than the national index of 0.351 (NBS and World Bank, 2020).

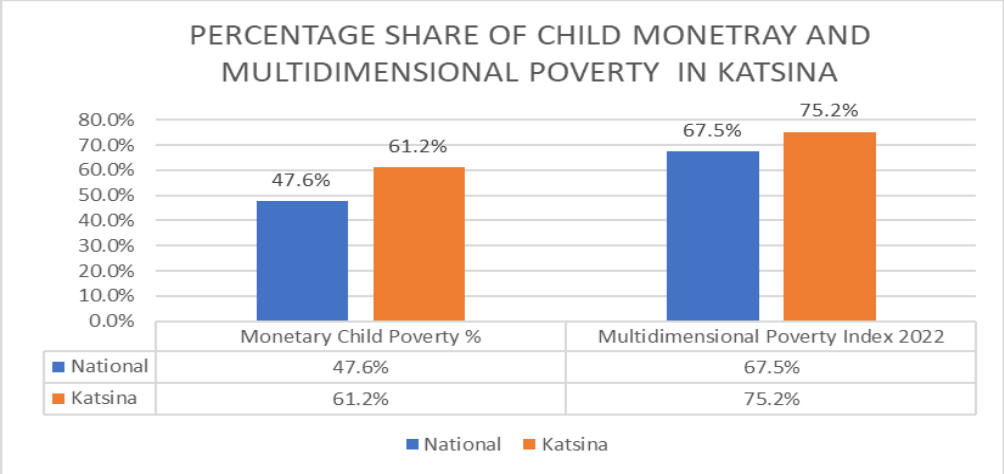


Figure 2.1: Monetary Child Poverty for Nigeria and Katsina State, 2022

In terms of child poverty rate, Katsina State has recorded 61.2 per cent of monetary child poverty which is higher than 47.6 per cent national as highlighted in Figure 2.1. Similarly, the multidimensional poverty index of the State is 75.2 per cent and above 67.5 per cent National poverty index. The labour force population is estimated at 2,756,710 (NBS and World Bank, 2020) with 1,056,408 fully employed. An estimated 1,049,620 are under-employed, representing 23.54 per cent of the total labour force. The unemployment rate is estimated at 25.28 per cent, while the underemployment rate is estimated at 36.2 per cent (NBS and World Bank, 2020). Poverty and unemployment are two sides of the same coins which can be addressed to economic transformation (Ibrahim, 2023; Wowo et al. 2023). However, Katsina State has an appreciable number of children living below the international poverty line. The State recorded 24.61 per cent which slightly higher than 24.36 per cent recorded for Nigeria (see Fig. 2.2).

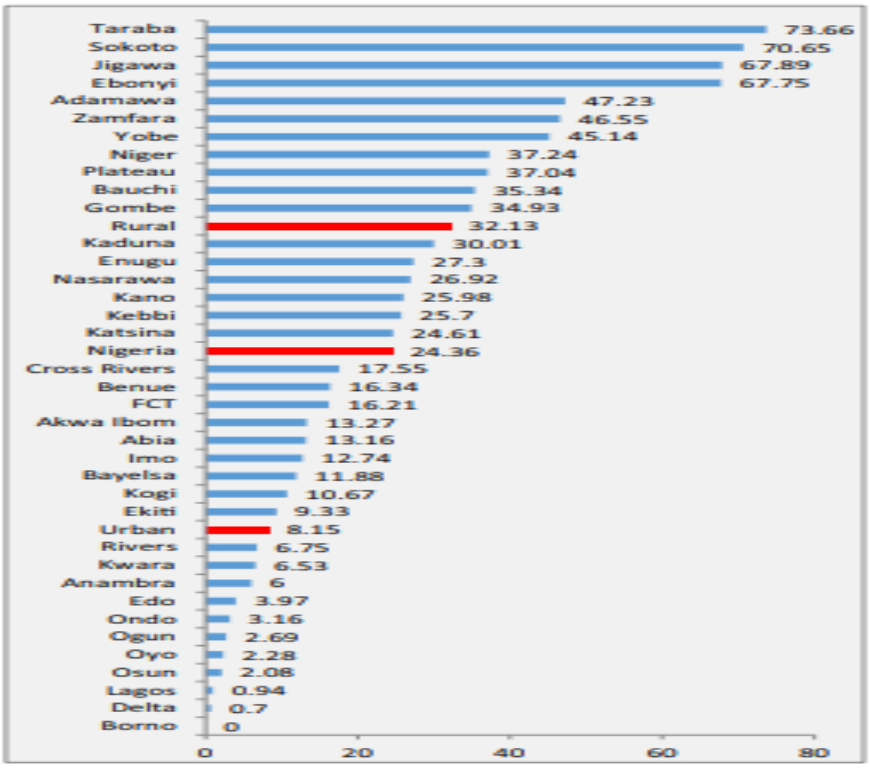


Figure 2.2: Children living below international poverty line in Nigeria by State Monetary Child Poverty in Nigeria, 2021

2.2.1.2 Agriculture

Agriculture is the main source of livelihood for more than 80 per cent of individuals and households in Katsina State. They rely on both crop and livestock production to provide food and generate income. The agrarian nature of the state is the result of a favourable environment with soil that varies from deep clay loam to sandy loam with gentle topographic features. The cultivatable land is estimated at 1.60 million hectares. The practice of cultivation is of two types: rain-fed agriculture and irrigation agriculture (dry season farming). These practices offer the advantage of growing a wide range of crops all over the state as indicated in Table 2.1.

Table 2.1: Type of crops in Katsina State

Cereals	Vegetables	Fruits and Nuts	Root Crops	Oil and Seed Crops
Millet, rice, sorghum, maize, cowpea, soybean, wheat	Sugarcane, beans, cabbage, Tomato, carrot, aubergine, garlic, onion, cucumber, lettuce, pepper, okra, and hibiscus	Sweet melon, watermelon, orange, banana, pineapple, mango, guava, citrus	Cassava, sweet potato, Irish potato, and cocoa yam	Cotton, Groundnut, sheanut, sesame and cashew

Source: Aliero & Ibrahim (2012); Katsina State government profile on investment opportunities, (2016)

With its comparative advantage in Agro-allied business enterprises, the state has many opportunities for investments in the agricultural sector. Agriculture therefore qualifies as an important contributor to wealth creation and poverty alleviation. Table 2.2 below shows the extent of flagship crop production in Katsina State in metric tons.

Table 2.2: Type of crops and production scale

Type of Crops	Production Scale (metric ton)
Cotton	35,000
Sugarcane	160,260
Shea-nut	1,785
Sorghum	382,000
Maize	350,000
Soybean	35,000
Groundnut	120,000
Millet	150,000
Guinea corn	90,000
Rice	220,000
Sweet potato	32,000
Cowpea	120,000
Cassava	352,000

Source: Extrapolation based on National Agricultural Extension and Research Liaison Services (NAERLS), Federal Department of Agricultural Extension (FDAE) and Planning and Policy Coordination Department (P&PCD), (2017).

Processing of agricultural products in Katsina State focuses on rice, cotton, and groundnut. The primary cash crops, rice, cotton, and groundnut are processed by five modern factories and some micro and small mills with lower processing capacity. The state, with its suitable climatic conditions and other geo-ecological advantages, has vast potential for animal rearing and marketing and is one of the five top-ranking centres of livestock production in Nigeria. Animal rearing is a leading activity of the economic sector and is of two types: transhumant and sedentary. Due to the prevalent crop/livestock mixed farming system, there is substantial number of small and medium-sized livestock farms in the state. Table 2.3 shows the numbers of livestock by type.

Table 2.3: Livestock size by type and estimated population in Katsina State

Cattle	Sheep	Goats	Camels	Donkeys	Horses	Poultry (chicken, guinea fowl, turkey geese, pigeon)
1,000,000	2,000,000	3,000,000	30,000	160,000	25,000	3,000,000

Source: Katsina State Prospects on Agricultural Production, Processing & Commodity Trade, (2016).

Over the years, the state has conducted initiatives to improve the livestock production system through annual vaccination campaigns against major livestock diseases and provision of supplementary feed and veterinary care by many of the state-owned veterinary clinics. Allied to livestock production is conservation of fodder crops, which contribute significantly to the total agricultural productivity of the state. Fishing is still practised, using inadequate technology and tools, in the major dams. Catches are less than before, and effort is being made to enhance production and develop a value chain. Fisheries feature low productivity and poor income for fish farmers. Fish farming is based on four main species as shown in Table 2.4.

Table 2.4: Type of fisheries and Estimated Quantities in Katsina State

S/No	Fish Type	Estimated fish Quantities/mt	Estimated Quantities (foreign breeds)	Total Estimated production
1	Tilapia	17,165	-	17,165
2	Catfish	12,141	-	12,141
3	Hetrotis	2,512	-	2,512
4	Others Latest and AlestesBagros	10,048	-	10,048

Source: Iyela & Ikwuakam, (2015); Dauda, Ibrahim, Bichi, & Tola-Fabunmi (2017)

2.2.1.3 Natural Resources and Endowments

Raw material exploration also contributes to the economy. Indeed, mining potential is rich and various. Over 10 varieties of solid minerals in commercial quantities have been identified in the state (Katsina State Government, 2016a) and a recent analysis by the Ministry of Resource Development identified over 30 mineral resources. The mineral sector is therefore promising, with enormous potential for job creation, income enhancement and economic diversification, Table 2.5 shows the mineral resources in Katsina State, their location(s), and industrial uses.

Table 2.5: Minerals Resources in Katsina State

Mineral Resources	Local Government Area(s)	Uses
Gold	Jibia, Batsari, Safana, Danja, Musawa, Faskari, Bakori, Kankara, Dan-Musa	Jewellery, printing of money, etc.
Granite	Dutsin-Ma, Kurfi, Batagarawa, Batsari, Malumfashi, Kankia, Kusada, Safana, Dandume, Bakori, Charanchi, Matazu, Musawa	Building and construction, e.g., highways.
Kaolin	Kankara, Malumfashi, Musawa, Kafur, Batsari, Jibia, Ingawa, Faskari, Sabuwa, Funtua, Matazu	Medical use and making of cosmetics and detergents, as well as manufacturing of paper and porcelain
Glass, Sand	Baure, Mai'adua, Sandamu, Zango	Water filtration, production of new glass packaging, used to clean paint, rust, etc. from metal as sand jet. Use for landscaping and to create road surfaces. preparation of concrete mixture as a substitute for sand or gravel.

Feldspar	Jibia, Dutsi, Mashi, Kaita, Mani, Kankia, Dan-Musa, Bindawa	Used for glass and as important raw material, manufacturing of ceramics. Used in print, mild abrasives, urethane, electrodes
Tantalite/Columbite	Kafur, Batsari, Musawa, Jibia, Bakori, Funtua, Danja, Dan-Musa, Matazu, Kankara, Malumfashi	As alloys for strength and high melting points, used for surgical steel as it is nonreactive and non-irritating to body tissues, electrolytic capacitors, and corrosion resistant chemical equipment
Iron ore	Bindawa, Kurfi, Rimi, Dutsin-Ma, Mani	It is essential to produce steel
Precious stone	Bakori, Sabuwa, Faskari, Safana, Batsari, Jibya, Funtua	Used for decoration and ceramics
Nickel, vanadium	Katsina, Batagarawa, Batsari, Kurfi, Safana, Matazu, Musawa, Malumfashi, Kankara, Funtua	These metals are essential components of stainless steel and other alloys which are used in harsh environmental conditions such as for jet engines, offshore installations, and power-generating facilities. Vanadium is used to make tough products such as axles, armour plate, car gears, springs, cutting tools, piston rods and crankshafts, and to make nuclear reactors
Copper	Batsari, Safana, Jibia	Used for electrical equipment, such as wiring and motors. Also used in plumbing, roofing, racking, musical instruments, jewellery, etc.
Uranium	Daura	Used as fuel for nuclear power, as well as diagnosis and research
Chromite	Jibia, Kaita, Dan-Musa, Matazu, Musawa, Bakori, Malumfashi	As refractory in reproduction of steel, copper, glass, and cement
Diamond	Kafur	A jewellery, is used to cut metal and glass, cancer treatment and use in drilling tools and making computers
Cobalt	Jibia, Kaita	Used in many alloys
Serpentine	Kankara, Faskari	Decorative stones or ornamental objects
Quartz	Katsina, Batagarawa, Batsari, Kurfi, Safana, Matazu, Musawa, Malumfashi, Kankara, Funtua	For glass making, watches and clocks, foundry material, petroleum industry and refractory industry
Wolframite	Bakori, Funtua, Kafur, Danja	Electric filaments and armour-piercing ammunition, hard tungsten carbide, medicines, tools
Galena	Batagarawa, Jibia, Kurfi	Used as a source of lead in ceramic glaze
Mica	Musawa, Matazu, Dutsin-Ma, Malumfashi, Kankara	Field coil insulation, eye shadow, foundation, moisturizing lotion, automobiles, electronics, and roofing
Cassiterite	Batagarawa, Jibia, Kurfi, Safana	Used in mobile phones, circuit boards
Potassium	Mai'adua, Mashi, Dutsi, Mani	Helps to regulate fluid balance, muscle contraction and nerve signals
Asbestos	Faskari, Funtua, Dandume, Sabuwa	Rope, thermal and electrical insulation, cement, pipes and sheets, flooring
Manganese	Faskari, Danja, Dandume, Kafur	Cell batteries, black and brown pigment in paint. An essential trace element for living creatures

Emerald	Bakori, Safana, Jibia	Jewellery
Agate	Dandume, Faskari, Sabuwa	Knife-edge bearings for laboratory balances and precision pendulums
Zinc	Faskari, Kankara	Making rubber and paint, chemical and agricultural applications
Sapphire	Faskari, Bakori, Sabuwa, Dandume	Use to release mental tension, dispel depression, wristwatches, crystal movement bearings
Amethyst	Dutsin-Ma, Batsari, Safana, Dan-Musa, Kankara, Matazu	Used to produce faceted stones for jewellery and ornamental use
Tourmaline	Sabuwa, Kankara, Dan-Musa, Faskari	Jewellery and industrial applications, such as pressure gauges and air and water purifiers
Topaz	Bakori, Kafur, Danja, Funtua	Jewellery
Barite	Dan-Musa, Kankara, Musawa	Plastics, radiation-shielding, television, and computer monitors
Quartzite	Katsina, Batagarawa, Batsari, Kurfi, Safana, Matazu, Musawa, Malumfashi, Kankara, Funtua	Decorative stones used to cover walls, roofing tiles, flooring
Laterite	All LGAs in the state	Used for construction purposes

Source: Resource Development, 2021

2.2.1.4 Manufacturing Sector Including MSMEs

Katsina State's manufacturing sector is dominated by small and medium enterprises, such as textile factories, agro-processing units (groundnuts, millet, maize, milk, meat, and fish) and several oil and rice mills. Other activities include crafts such as leather work, blacksmithing, weaving, dyeing, carving, fashion designing and carpentry, as well as automobile repair and plumbing. These play significant roles in the economic life of the people of Katsina as follows:

i. Currently, the non-availability and accessibility of power supplies hinder the success of small businesses in the state.
ii. There are no declared policies, vision, or mission statements for micro, small, and medium enterprises (MSMEs), which are meant to guide the implementation of MSME-related programs and initiatives.
iii. There are no clear directions for programs supporting MSMEs in the state.
iv. There is a total of eight (8) skill acquisition centres in the state. However, in these centres, there is a notable absence of emerging trades.
v. There is an inadequate strategy for creating a MSME model in the state.
vi. Katsina State has a weak structure for developing an MSMEs model.
vii. Katsina State possesses all the resources necessary for developing entrepreneurial activities.
viii. There are fifteen (15) state-owned microfinance banks in the state. However, they suffer from inadequate capital and an ineffective corporate management framework.
ix. There are very few privately-owned microfinance banks operating in a limited number of local governments in the state.
x. The Youth Craft Village has not been accredited yet by the relevant regulatory bodies.

Currently, the Nigerian Institute of Science and Technology (NILEST), Samaru Zaria, is offering courses that will make the teaming youth self-reliant. However, only a few Katsina State indigenes are getting admission into the institution.

2.2.1.5 Tourism and Service Industry

Katsina State's tourism and hospitality subsector is a reflection of Nigeria's underdeveloped tourism sector. However, Katsina has a rich cultural heritage and offers a wide variety of tourist attractions, such as historic and religious sites (the Gobarau minaret in Katsina city, Kusugu well in Daura town, the old Katsina College, two emirs' palaces, Durbi Takusheyi at Mani, etc.), artefacts and museums, nature and geological landscapes, and

creative industry that can contribute to the State's internally generated revenue and aid the diversification of its economy. As far as energy, transport and telecommunications are concerned, development is not at the same level. Energy is poorly supplied in urban areas; towns have erratic supply and villages endure a constant shortage of power. Nevertheless, Katsina State is currently partnering with Pan Africa Solar Power Limited and Nova Solar Power Limited for the generation of 250 kVA using solar technology. There is also a 10-megawatt windmill power generation project at Lambar Rimi, which is waiting to be commissioned. As far as communication and telecommunication networks are concerned, the state has post offices, courier services and global system for mobile (GSM) communication facilities. Four mobile system operators, namely Airtel, GLO, MTN and 9Mobile, cover the state to a fair extent and remain functional. Many banks and microfinance institutions operate in Katsina State, offering diverse services and products to support economic players, particularly for projects initiated by farmers, craftsmen, and the youth.

2.2.1.2 Bottlenecks and Capacity Gaps

Despite their potential, agriculture and other components of the economic sector are currently ailing because of various challenges, which include:

i. Limited modernization of agriculture and professionalization of stakeholders.
ii. High input prices.
iii. Declining cash crop production
iv. Prevalence of insecurity.
v. Climate change (deforestation, soil degradation, desert encroachment, flooding and species extinction and depletion).
vi. Inadequate processing facilities (inadequate source of inputs); low technical and managerial capacity of the craft industry, hospitality, and tourism.
vii. Insufficient agricultural data.
viii. Market imperfections.
ix. Weed infestation.
x. Abuse of regulations, cattle rustling and conflicts.
xi. Inadequate feed mills to serve farmers.
xii. Limited access to funding schemes and market.
xiii. Limited access of households, factories, and enterprises, and information and communication technology.
xiv. Illegal mining of mineral resources.
xv. Insufficient training centres.
xvi. Imbalance between youth training and the need of local enterprises for labour.
xvii. Insufficient entrepreneurial mind-set.
xviii. Inadequate tourist service infrastructure.
xix. Poor direct skills and qualifications of youth.
xx. Lack of agricultural, water resources, and industrial policies in the state.
xxi. Budgetary constraints and delayed or insufficient funding affect agricultural production, which is dependent on rainfall; and
xxii. Unattractive working conditions, obsolete equipment, and inadequate data to help take realistic decisions

The small-scale producers who account for over 90 per cent of total agricultural production use little improved technology in agricultural production, storage, and processing. This inhibits efficiency, reduces the quantity and quality of products, and puts enormous strain on the labour force. Therefore, agricultural production below potential. Poor returns on agriculture lead to little capital accumulation and lack of investment in production and processing. These challenges reveal deficits in all subsectors of the economy. There is a need to mechanize agriculture, provide seeds and seedlings, train agricultural stakeholders and raise incomes to improve household living standards, bolster processing and upgrade energy supply capacity. There is also a need to boost production and improve craft businesses, mostly by upgrading them into medium-scale industries. The deficit in energy must be bridged through use of renewable energy sources. This can help increase the influx of visitors to pave the way

for growth of the hospitality sector as well as lead to increased growth of investments in the sector to improve tourism.

2.3.2 Social Sector

2.3.2.1 Overview of the Situation

This section provides a brief description of key social sector issues in the state, including education, health, nutrition, social protection, and disability, together with general statistical information. Water, hygiene, and sanitation, which are sometimes presented as components of the social sector, are captured in the section on environment. Katsina State has a Multidimensional Poverty Index estimate of 0.312977 in 2017, ranking 28th out of 36 states. More specifically for children, 67 per cent suffer in terms of multidimensional poverty in at least three deprivations of education, health, nutrition, water, or sanitation, etc.

2.3.2.2 Education

Education is one of the fundamental elements of development. Katsina State hosted the first Islamic schools and other centres of scholarship in the northern region of Nigeria, which date back to the 14th century. The famous Gobarau Islamic Larning Centre and mosque (Gobarau minaret) were constructed during the reign of Sarkin Katsina Muhammad Korau (1348–1398). The Gobarau Islamic Learning Centre was the centre of learning for the whole of western Sudan. During the colonial period, Katsina took the lead in northern Nigeria with the establishment of one of the earliest education centres, the Katsina Training College, in 1922. Despite this early influence as a 'cradle of learning' the state is confronted with multifaceted challenges and is striving to overcome them. Social indicators related to the Human Development Index, poverty and literacy among women and men are dismal and remain respectively 0.3031 (UNDP, 2018), 56.42 per cent, 32.6 per cent and 62.6 per cent (NBS, 2020b). The large literacy rate gap between men and women hints at gender disparity in access to education. The proportion of children of primary school entry age entering Grade 1 in Katsina (the net intake rate) is 15.9 per cent. This situation establishes the state as being among the five best-performing states in northern Nigeria (NBS and UNICEF, 2017).

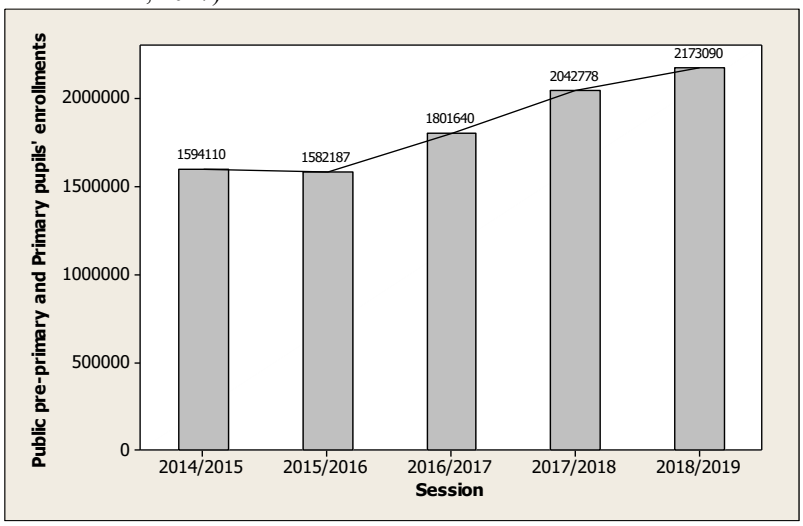


Figure 2.3: Trend of public Pre-Primary and Primary Pupils' Enrolments in Katsina State

Source - Katsina ASC, 2018-2019

Figure 2.3 shows the trend of the enrolment of pupils in pre-primary, primary schools from 2014/15 to 2018/19. As at 2018/19, there were 2,173,090 pupils in public pre-primary and primary schools across the 34 LGAs of Katsina State, an increase of 6 per cent over the previous year (2017/18) and 36 per cent over the previous five years (2014/15–2017/18). The net enrolment rate (NER) in primary schools was 72.0 per cent in 2019 and the primary school completion rate in the same year was 92 per cent, however, this has now reduced to 65.5 per cent. The Gender Parity Index (GPI) at primary school level is 0.95 showing almost equal access to education for both boys and girls in the state (Katsina State Ministry of Education, 2020). These figures show that primary education in Katsina State is doing well. Current endeavours should be maintained to achieve the goal of 100 per cent.

In pre-primary and primary schools, the percentage of classrooms without a good blackboard was 35 per cent, and with insufficient seating was 66 per cent (Katsina State Ministry of Education, 2020). The percentage of schools without health amenities was 28 per cent. Many schools are also deprived of WASH facilities. For instance, the number of usable toilets was estimated at 11,871 and the pupil-to-toilet ratio stood at 183:1 (Katsina State Ministry of Education, 2020). In 2018/19, there were 28,301 teachers in public pre-primary and primary schools across the 34 LGAs of Katsina State, an increase of 8 per cent over the previous year (2017/18) and 42 per cent over the previous five years (2014/15–2017/18). This revealed that the increase in the pupils' enrolments was offset by the increase in teachers' employment by the state government.

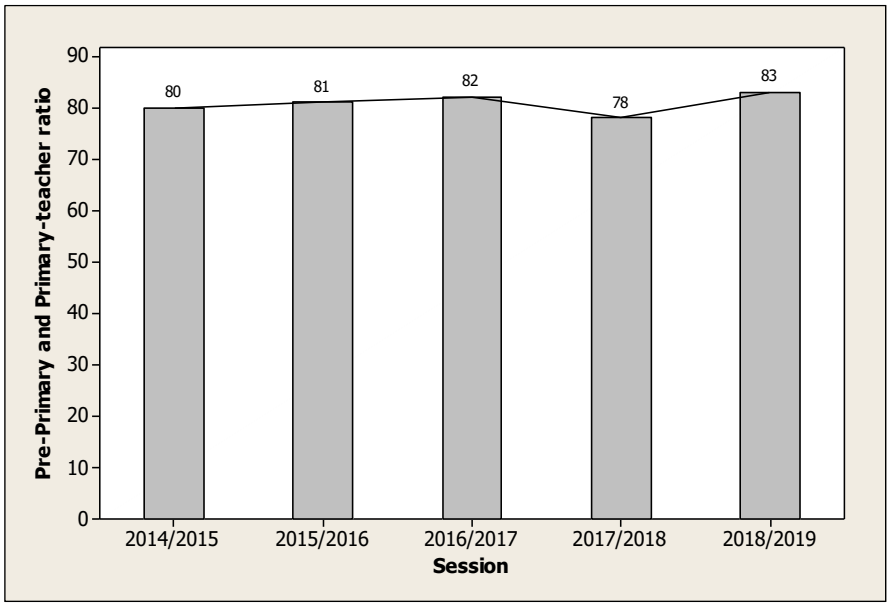


Figure 2.4: Trend of Public Pre-Primary and Primary Pupils-Teachers Ratio in Katsina State
Source - Katsina ASC, 2018-2019

It can be observed that over the period 2014/15 – 2018/19, the public pre-primary and primary pupil-to-teacher ratio did not change significantly as indicated in Figure 2.4. On average, the ratio was 81 students per teacher over the five years, twice the national standard of 40 students per teacher. Hence, the state government needs to recruit more teachers to achieve quality education. The number of qualified primary teachers with a teaching qualification was 21,733 in 2019 (79 per cent), of which 6,825 were female (27 per cent) (Katsina State Ministry of Education, 2020). Figure 2.5 shows that in 2018/19, there were 1,107,873 male pupils in public pre-primary and primary schools across the 34 LGAs of Katsina State, an increase of 57.3 per cent for female pupils and of 20.7 per cent for male pupils over the last five years. The enrolment rate in pre-primary and primary schools was 103.175 per cent for boys and 106.447 per cent for girls. There were 1,065,217 female pupils in public pre-primary and primary schools across the 34 LGAs of Katsina State in 2018/19, an increase of 10 per cent over the previous year and 57 per cent over the previous five years. This indicates that there is a greater increase in female than in male enrolment.

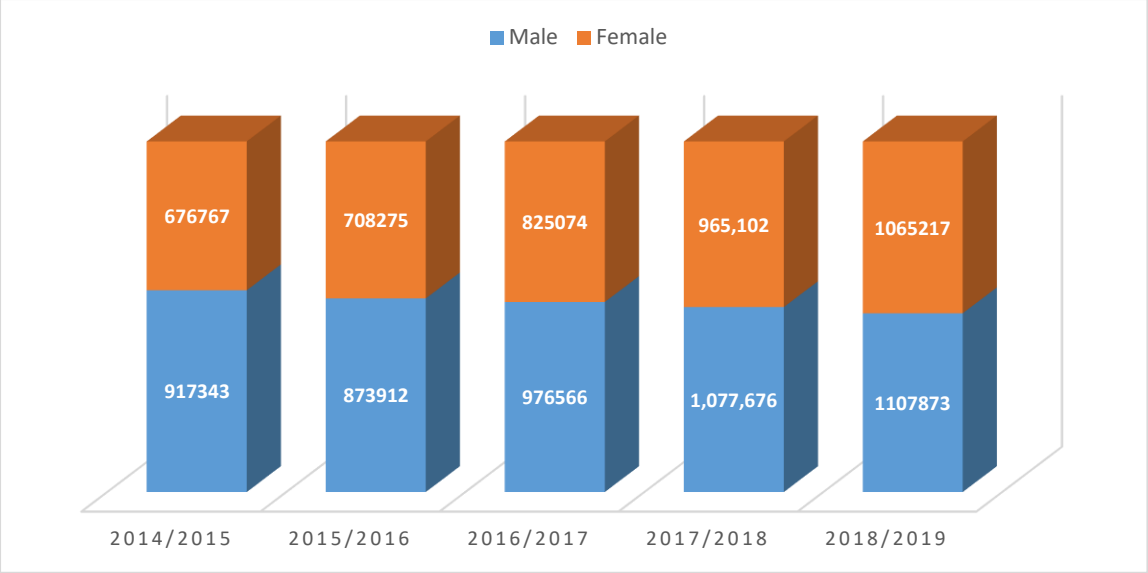


Figure 2.5: Public Pre-Primary and Primary Enrolments in Katsina State by Gender and Session

Source - Katsina ASC, 2018-2019

As presented in Figure 2.6, in 2018/19, there were 21,024 male teachers in public pre-primary and primary schools across the 34 LGAs of Katsina State, an increase of 6 per cent over the previous year (2017/18) and 36 per cent over the previous five years (2014/15–2017/18). In 2018/19, there were 7,277 female teachers in public pre-primary and primary schools across the 34 LGAs of Katsina State, an increase of 14 per cent over the previous year (2017/18) and 60 per cent over the previous five years. This shows that there was a greater increase in appointments of female teachers by the government than of male teachers over 2014/15 – 2017/18 in Katsina State. The increase of over 50 per cent in the appointment of female teachers over the five-year period implies that more female than male teachers are now engaged in Katsina State.

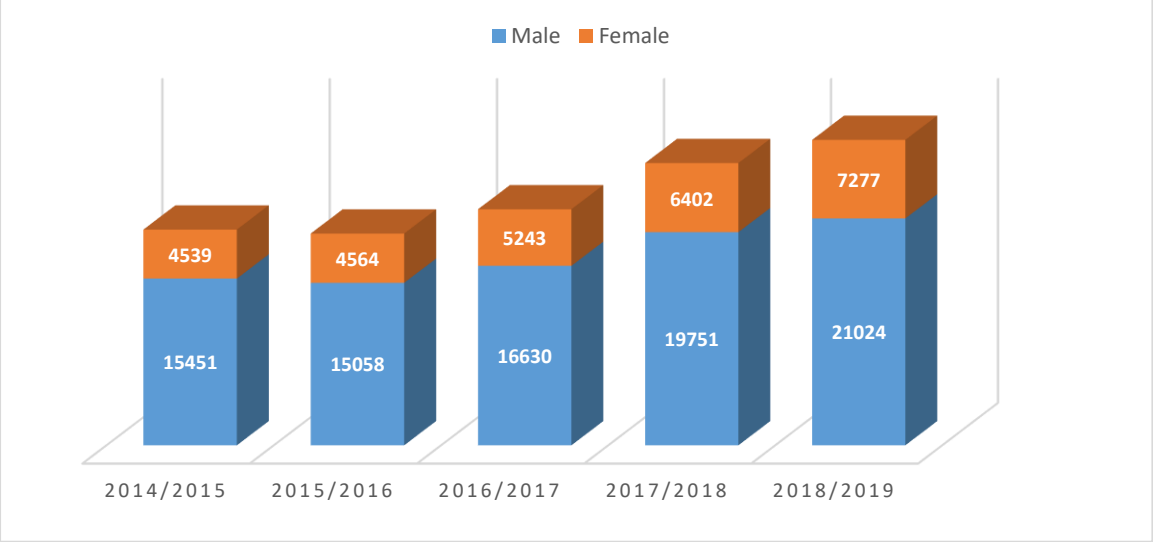


Figure 2.6: Public Pre-Primary and Primary Teachers in Katsina State by Gender and Session
Source - Katsina ASC, 2018-2019

Table 2.6 shows that the total number of enrolments in conventional junior secondary school (JSS) was 300,125, of which 133,855 were girls; whereas in science and technical schools the total figures was 26,832, of which 9,494 were girls. In senior secondary schools (SSSs) the total was 198,773, of which 79,736 were girls.

Table 2.6: Number of Secondary Public and Private Schools, Classrooms, Enrolment and Teachers in Katsina State

Level	Number of schools	Number of classrooms	Number of pupils			Number of teachers		
			Male	Female	Total	Male	Female	Total
Junior Secondary School	258	3,565	166,270	133,855	300,125	3,621	920	4,541
Science and Technical School	18	405	17,338	9,494	26,832	720	161	881
Senior Secondary School only	245	2,965	119,037	79,736	198,773	3,864	672	4,536
Private Schools	880	5,488	89,205	81,644	170,849	6,163	3,724	9,887
Total	1,390	12,423	391,850	304,729	696,579	14,368	5,477	19,845

Source: Katsina State Ministry of Education, Katsina ASC 2018-2019

In 2019, there were 4,541 teachers in JSSs, of which 3,694 were qualified (81 per cent) (Katsina State Ministry of Education, 2020). There were only 727 JSS female teachers with teaching qualifications, 20 per cent of the total. There is a similar picture in SSSs, where the total number of qualified teachers was 3,648, of which 509 were women (14 per cent). The pupil-teacher ratio is 72:1 (Katsina State Ministry of Education, 2020). The Gender Parity Index (GPI) at primary school level is 0.95 showing almost equal access to education for both boys and girls in the state. However, as children transition into junior and senior secondary school, the rate of enrolment and completion for girls drops. The primary school completion rate is 65.5 per cent, and only 48 per cent (22 per cent girls) of pupils that complete primary education transition into secondary schools, while the GPI for enrolment in junior secondary school is 0.8 (NBS and UNICEF, 2017; Katsina State Ministry of Education, 2020).

In secondary schools, the percentage of classrooms without good blackboards was 29 per cent for JSSs and 28 per cent for SSSs. Classrooms also had insufficient seating. Fifty-three per cent of JSSs had insufficient seating while the figure for SSSs was 52 per cent (Katsina State Ministry of Education, 2020). The percentage of schools without health facilities was 3 per cent for JSSs and 2 per cent for SSSs. Many schools are also deprived of WASH facilities, e.g., 14 per cent of JSSs and 16 per cent of SSSs had no water facilities. The ratio of pupils-to-toilets was 98:1 for JSSs and 69:1 for SSSs (Katsina State Ministry of Education, 2020). The literacy rate among young people aged 15–24 years is 32.6 per cent in young women and 62.6 per cent in young men (NBS and UNICEF, 2017).

2.3.2.3 Health and Nutrition

In the health subsector, the Katsina State health system falls short of minimum standards of health care for its citizens. Currently, only one doctor caters for 50,285 patients. To strengthen the health system in the state it is important to continually monitor important health indices such as the number of functional health facilities per ward, service delivery, human resources for health, basic health equipment, life expectancy at birth, infant mortality rate, neonatal mortality rate (from birth to the first 28 days of life), post-neonatal mortality rate, under-5 mortality rate, immunization coverage and maternal mortality ratio, as well as global acute malnutrition in children. Life expectancy at birth depicts the average number of years a new-born child is expected to live given the current levels of mortality in a country. This health indicator is derived from the age-specific mortality rates, and it provides a picture of the overall health status of a population, as well as allowing for an analysis of the longevity of women and men separately. In 2016, life expectancy for Katsina State was 47 years for males, 51 years for females, and an average of 49 years for both males and females as indicated in Figure 2.7.

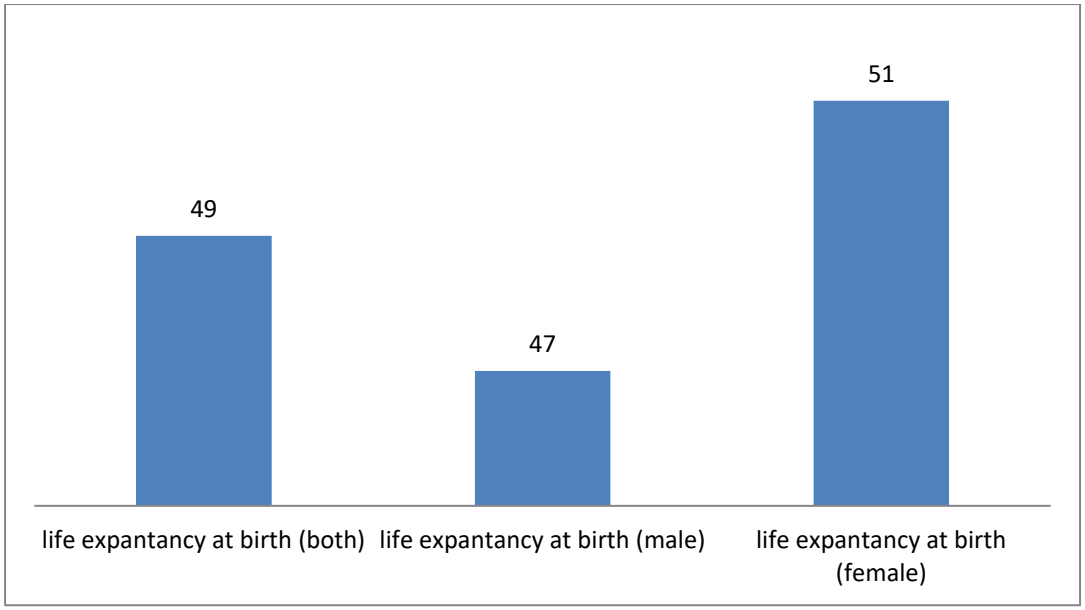


Figure 2.7: Presentation of Life Expectancy by Sex, 2016
Source: NBS (2018a)

Antenatal care is the care given to a pregnant woman from the first to the third trimester until delivery of the baby. Standard antenatal care requires a pregnant woman to visit a hospital or primary health care facility at least eight times during pregnancy (WHO, 2016) to improve the outcome of pregnancy and birth. The practice not only monitors the health of the mother and foetus but also allows for identification of any complication. In addition, it provides women with information on nutrition that is needed during pregnancy and breastfeeding. As Figure 11 shows, about 33.4 per cent of pregnant women had four or more antenatal care visits in 2016/17 in Katsina State. Fourteen per cent of the antenatal care was provided by medical doctors, while 27.5 per cent and 3.6 per cent were catered for by midwives/nurses and auxiliaries, respectively. In all, antenatal care provided by skilled providers was 45.1 per cent and the percentage of pregnant women without any antenatal care was 56.6 per cent (see Fig. 2.8).

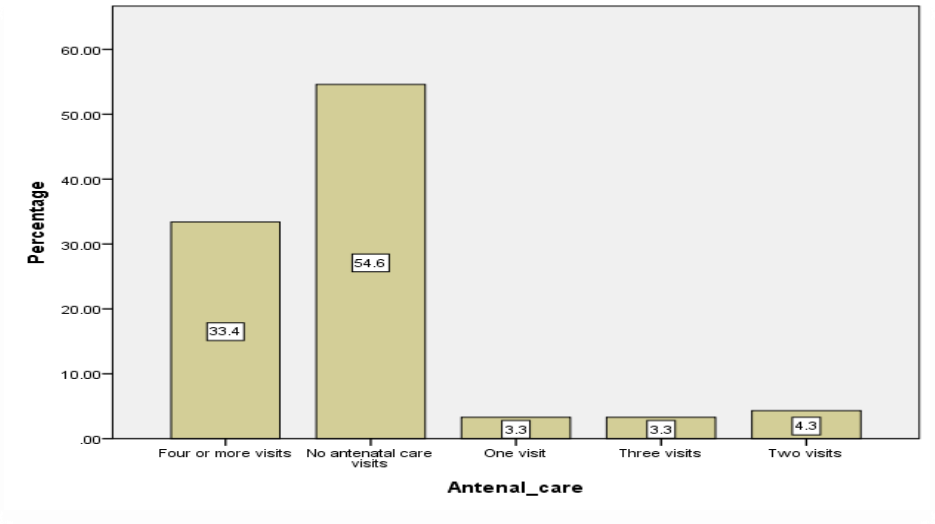


Figure 2.8: Antenatal Care Visits by Pregnant women in Katsina, 2016
Source: NBS and UNICEF, 2017

Table 2.7 shows that the proportion of deliveries assisted by any skilled attendant was 19.1 per cent, by traditional birth attendants was 27.6 per cent and by relatives/friends was 25.6 per cent. These figures explain apparent high maternal mortality rates and illustrate the insufficiency of doctors and midwives in primary health centres.

Table 2.7: Assistance during delivery in Katsina State

Assistance during delivery								
Medical doctor	Nurse/ Midwife	Auxiliary Midwife	Traditional Birth attendant	Community Health workers	Relative/ Friends	Others	Without assistance	Delivery assisted any skilled attendant
6.9	12.4	1.5	27.6	0.4	25.6	3.7	21.9	19.1

Source: NBS and UNICEF, 2017

Table 2.8 provides a breakdown of vaccination rates in the state. The vaccination rate for Bacillus Calmette–Guérin (BCG) is 46.4 per cent, hepatitis B (HepB) at birth is 28.1 per cent, polio at birth is 34.6 per cent, measles 1 is 34.6 per cent, measles 2 is 9.0 per cent, and all age-appropriate vaccinations is 10.8 per cent. These rates seem exceptionally low and are major sources of high neonatal and infant mortality.

Table 2.8: Percentage of children aged 12-23 months with evidence of vaccination in Katsina State

Percentage of children aged 12-23 months who received										
BCG	HepB At birth	Polio				DPT-HepB-HIB			Measles 1	Measles 2	All-age basic vaccinations
		At birth	1	2	3	1	2	3			
46.4	28.1	34.6	57.7	55.3	45.9	42.5	38.6	33.7	34.6	9.0	33.7

Source: NPC and ICF, 2019, UNICEF, 2021

Figure 2.9 shows that the percentage of the population that used any contraceptive method for pregnancy prevention and family planning was 6.3 per cent in 2016; out of this only 4.9 per cent were using modern methods, while about 93.7 per cent were not using any method at all. Katsina State has one of the highest percentages of women currently married who are not using any method of contraceptive.

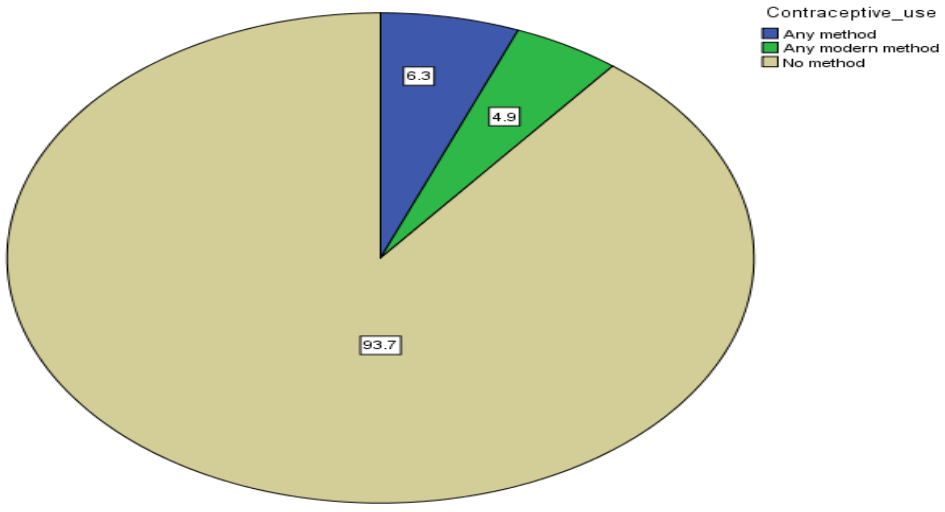


Figure 2.9: Contraceptive Usage by Women in Katsina State 2016

Source: NBS and UNICEF, 2017

Fertility, as a demographic indicator, refers to the ability of a human being to reproduce, currently being measured by the number of children that are born. Practices in childbearing depend on culture, tradition, education, and the overall level of development of a particular society or community. Two key determinants of fertility are the age

that an individual becomes sexually active and the availability of contraception. The most used measure or indicator of fertility is the total fertility rate, which is the number of children that a woman bears during the entire span of her childbearing years. MICS 2016–17 gives the average total fertility rate as 7–8 births per woman (i.e., 7,000–8,000 births per 1,000 women) in Katsina State, meaning that each woman has on average 7–8 children during their childbearing years (NBS and UNICEF, 2017). The neonatal mortality rate is defined as the probability of children dying within the first month of birth. MICS 2016–17 revealed that the neonatal mortality rate was 35 per 1,000 live births in Katsina State (see Figure 2.10).

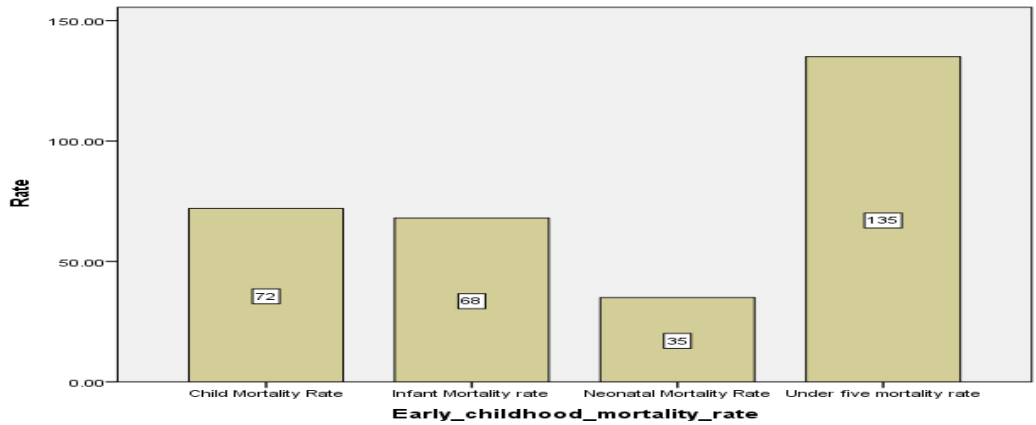


Figure 2.10: Early Childhood Mortality Rate in Katsina State 2016

Source: NBS and UNICEF, 2017

The infant mortality rate is the probability of children dying before reaching 1 year of age, and under-five mortality is the probability of children dying before the age of 5 years. The infant mortality rate was 68 per 1,000 live births and the under-five mortality rate was 135 per 1,000 live births in 2016/17 as recorded in the MICS report for Katsina State. The child mortality rate refers to the probability of dying between the first and fifth birthdays. Figure 13 further shows that the child mortality rate was 72 per 1,000 live births in 2016/17 for Katsina State. Recent statistics from UNICEF (2021) reveal that 192 in 1000 children die before their 5th birthday. Table 9 shows that the percentage of moderately underweight children in Katsina State is 56.4 per cent, while the percentage of severely underweight children is 18.5 per cent. The first indicator reflects acute malnutrition whereas the second indicates chronic malnutrition. The percentage of moderately stunted children in Katsina State is 60.9 per cent, while the percentage of severely stunted children is 35.8 per cent. The stunting rate in the state is primarily due to under-nutrition and recurrent infections such as diarrhoea and helminthiasis in early childhood and even before birth, as well as malnutrition during foetal development brought on by a malnourished mother. The percentage of moderately wasted children in Katsina State is 14.9, while for severely wasted children the rate is 4.1 per cent. This wasting reflects nutritional deficiency (NBS and UNICEF, 2017).

Table 2.9: Nutritional Status of Children in Katsina State

State	Weight for age			Height for age		Weight for height		
Katsina	Underweight percentage below		Mean Z-Score (SD)	Stunted percentage below	Mean Z-Score (SD)	Wasted Percent below	Overweight Percentage Above +2 SD	Mean Z-Score (SD)
	-2SD	-3 SD		-2SD -3SD		-2SD -3 SD		
	56.4	18.5	-1.9	60.9 35.8	-2.4	14.9 4.1	1.4	-0.7

Source: *MICS Nigeria, 2016-2017*

In recent years, the health sector has required more attention in Katsina State. The approved budget for the health sector over the last five years dwindled from 38.57 per cent in 2016, to 36.4 per cent in 2017, 17.8 per cent in 2018, 18.4 per cent in 2019 and finally to 12.98 per cent in 2020. This situation needs to be reversed if health indicators are to be improved. As a result of the limited budget, there are shortages of doctors, nurses, and paramedics, making the health system weak. Insufficient infrastructure, poorly maintained equipment, inadequate water supply and inadequate and inappropriate equipment for medical waste management characterize most health facilities, an issue which is now being addressed by the present state administration. Even though the majority of the LGAs have at least one secondary health care facility to manage comprehensive emergency obstetric care, they lack the human resources and basic equipment to provide such services. Less than 500,000 (5%) of the population were enrolled in KTSCHMA in 2022. About 80% of the population cannot afford care in private or federal health institutions. Presently, Katsina zone has a 1: 20,000 patient-to-doctor ratio, while in Daura and Funtua zones the ratio is 1: 80,000. This falls too short of the WHO-recommended doctor-to-population ratio of 1:600. And in Nigeria, it is 1: 5,000.

2.3.2.4 Social Protection

Social protection covers a range of policies and programmes to reduce lifelong consequences of poverty and social exclusion. Currently, four federal interventions are delivered under the National Social Investment Programme (NSIP). They are N-Power, the National Home-Grown School Feeding Programme (NHGSFP), the Government Enterprise and Empowerment Programme (GEEP) and the National Cash Transfer Programme (NCTP). A 2018 status report on implementation of the NSIP shows that all four NSIP components are currently being implemented in the state (National Social Investment Programmes, 2018). Table 2.10 presents a brief description of the focus and number of beneficiaries of each of the programmes in the state.

Table 2.10: National Social Investment Programmes Currently Running in Katsina State

Programmes	Description	State Beneficiaries
N-Power	N-Power is the employability and enhancement programme of the Federal Government of Nigeria, aimed at imbibing the learn-work-entrepreneurship culture in youth between the ages of 18-35. It gives ₦30,000 monthly stipend to beneficiaries. Volunteers are given devices with relevant content for continuous learning, to facilitate their ability to successfully implement their selected vocation and enable earn a leaving.	14,485
National Home - Grown School Feeding Programme (NHGSFP)	The main objective of the NHGSF programme is to provide one nutritious balanced meal in each school per day to 5.5 million pupils in classes 1 to 3 in public primary schools.	No. of Pupils = 833,957 No. of Schools = 2,777 No. of Cooks = 10,549
Government Enterprise & Empowerment Programme (GEEP)	GEEP provides financial support and training to businesses at the bottom of the financial pyramid. It gives micro lending to 1.66 million businesses. They include traders, women cooperatives, market women, enterprising youth, farmers, and agricultural workers.	57,800
National Cash Transfer Programme (NCTP)	The National Cash Transfer programme provides targeted monthly cash transfers of ₦5, 000 to poor and vulnerable households, with the aim of graduating them out of poverty.	143,816

Source: Ministry of Budget and Economic Planning, 2021

The NSIP became operational in Katsina State in 2017 and was coordinated by the special adviser of the Department of Girl Child Education and Child Development until 25 September 2019 when the Department of Empowerment and Special Intervention was created and given this responsibility. The Katsina State government

is running several state-based social protection-related programmes in the commerce, education, health, and agricultural sectors. These include free universal basic education for all school aged children in the state, free tertiary education for persons with disabilities and free medical treatment in all government hospitals for all children under 5 years and pregnant women (including ante- and post-natal care), as well as sickle-cell patients. In addition, the state health and social rehabilitation centres are providing essential health and medical services to people with disabilities and persons suffering from substance abuse. In January 2021, the state contributory health care management agency started the implementation of a formal sector programme whereby beneficiaries have affordable care while paying only 10 per cent of the cost of prescription medication. Children, women, and persons living with disabilities (PLWD) benefit from special attention in legislative matters that affords them social and economic protection, but more effort is required to extend the reach, especially to those in inaccessible areas.

Social protection interventions in the state come from various quarters (federal, state, and local governments, development partners, CSOs, the private sector and individuals). They are implemented by diverse MDAs and other actors scattered across the state, with little or no central coordination. This has resulted in duplicated efforts and unevenness in programme targeting, focus and effect, which is a major source of concern for government and has led to the development of a social protection technical working group, a social protection policy and department. Specific state data on vulnerabilities was not readily available at LGA level at the time of formulating this document. The state utilizes information from the national level to guide its assessment of the risks and vulnerability of its citizens. Despite several social protection programmes being launched in the last few years, coverage of safety net programmes remains alarmingly low. Estimates from the General Household Panel Surveys show that between 2011 and 2016 coverage of social safety net programmes did not improve in the country (World Bank, 2019). In 2011, 2013 and 2016, the percentage of households receiving safety net programmes was 1.7 percent, 3.3 percent, and 2.1 percent, respectively (World Bank, 2019). Whereas it is the desire of government to have inclusive coverage along age, gender, social status and disability lines, most current interventions exclude large percentages of citizens who are supposed to benefit from them.

Currently, most government programmes on social protection suffer from weak targeting, identification issues and targeting errors. These challenges arise because of a lack of a comprehensive database from which eligible individuals for different programmes can be drawn to receive adequate help as and when needed. Statistics on poor and vulnerable individuals and households are scanty and narrow in terms of targeting. The data collection and M&E systems for social protection programmes need to be improved at federal, state, and local government levels for optimal tracking and data-driven decision-making. Nigerian children are vulnerable to a wide range of abuses and harmful traditional practices. A 2014 national survey (NPC, UNICEF and U.S. Centres for Disease Control and Prevention, 2016) found that 6 out of 10 children reported having suffered one or more forms of violence before reaching 18 years of age, with 70 per cent of those experiencing multiple incidents of violence ranging from sexual and emotional abuse to female genital mutilation/cutting (FGM/C). The prevalence rate of FGM/C is put at 27 per cent among girls and women aged 15–49 years (2016 UNICEF paper on the 'Situation of women and children in Nigeria). Cases of abuse such as forced marriage, rape and physical and verbal violence are reported. Based on the *Multiple Indicator Cluster Survey 2016–17*, the proportion of women aged 15–19 years who were currently married stood at 49.3 per cent, and the proportion of women aged 15–49 years who had been married before their 15th birthday was 39.6 per cent (NBS and UNICEF, 2017)

With Katsina State data on destitute and physically challenged persons not being up to date, projections from the 2006 National Population Census were used to show that there are hundreds of thousands of people living with disability in the state (National Population Council, 2006). In primary schools, the number of children with disabilities was estimated at 7,009 and in junior and senior secondary schools their number was estimated at 1,703 (Katsina State Ministry of Education, 2020). One of the most socially challenging phenomena in Katsina State is the situation of the Almajiri children. This situation calls for policymakers, political stakeholders, and traditional and religious leaders to take adequate steps to find a means of resolution to avoid social implosion. Another issue is the number of women who are not participating in economic activities due to cultural practices and lack of skills to enable them to earn a living. Many school-aged girls require improved access to education, proper parental protection, and other opportunities to fulfil their lives as women. Moreover, the phenomena of Sexual and Gender Based Violence (SGBV) in Katsina State are assuming an alarming trend. For instance, cases of rape and sexual gender-based violence (SGBV) are on the rise and have serious health and psychological effects on the victims. There is no Sexual Assault and Referral Centre (SARC) in the health facilities of Katsina State, and it is the only state in the entire North West region without a SARC.

2.3.2.2 Bottlenecks and Capacity Gaps

The following bottlenecks in the social welfare system, exist in education, health and nutrition, child protection, social protection, as well as the situation of children, vulnerable people, and women:

i. Insufficiency of medical and paramedical personnel.
ii. Large numbers of school-aged children not enrolled in schools.
iii. Inadequate school facilities.
iv. Low rate of qualified teachers.
v. Weak compliance with child laws.
vi. High number of Almajiri children.
vii. Weak sensitization of religious leaders and conservators on the mechanisms regulating child rights.
viii. Inadequate modernization of means of registering births.
ix. Inadequate capacity-building and community awareness.
x. Insecurity in some communities.
xi. Limited coverage on social protection.
xii. Lack of comprehensive and reliable data on social protection.
xiii. Poor coordination on social protection.
xiv. Inadequate financing of social protection; and
xv. High rate of poverty and vulnerability.

2.4.3 Governance Sector

2.4.3.1 Overview of the Situation

2.4.3.1.1 Institutional Arrangement

Katsina State comprises 34 LGAs and each LGA is governed by an elected chairperson. However, in some instances, the governor appoints a head of local government administration to oversee the affairs of the LGA in place of the elected chairperson. All the LGAs function in accordance with the provisions of the 1999 Constitution and Katsina State Local Government Law Number 3 (as amended). The state has two emirates, Katsina and Daura, whose leaders are the highest traditional authorities. Katsina State is structured around the three arms: the executive, legislative and judiciary. The social, religious, political, and economic lives of the citizenry rely on these institutions, which constitute the core decision-making bodies of the state. Several laws have been enacted, including the Katsina State Statistical Law, Fiscal Responsibility Law and Public Procurement Act, among others. For funding the development of the state, the legal framework should clearly define responsibilities and standards. The creation of a strong legal framework must address issues related to financing and reporting to determine the type of control mechanisms (especially financial) that are necessary to hold executives accountable. The elaboration of hiring practices and compensation schemes, as well as issues related to the procurement of public works, must be a priority in any reform effort to ensure sound utilization of public resources and to minimize corruption.

Over the years, Katsina State has undertaken a series of reforms and established various agencies to promote service delivery and harmonize operations to strengthen coordination. There are three categories of functions. The first comprises mandatory functions that local governments have full responsibility for. The second includes shared functions between LGAs and the state/federal government, and the third are those that the state or federal government can assign to a local authority. Katsina State has become a leader in the art of governance. The state judicial system has a respectable number of judicial officers, from whose ranks have emerged a chief justice of the federation and two presidents of the Court of Appeal, one female senior advocate of Nigeria and several other jurists who have excelled in this area of specialization. The state is also known to have produced various technocrats and bureaucrats, as well as political leaders. Katsina State has produced two presidents, two inspector generals of police, a speaker of the National Assembly, and senior military and judicial officers, among others, at both federal and state levels.

2.4.3.1.2 Budgetary and Financial System

Agriculture and other sectors of the economy, especially transport, tourism, hospitality and crafts, account for the main sources of income of the state. The 34 LGAs contribute to market revenue and the state also receives revenue

from the sale of grains and transportation of animals. Market revenue is contributed by the 34 LGAs, while the state only enjoys revenue from sales of grains and uploading of animals. Katsina State develops its budget using the zero annual budgeting process, which is dependent on budget structure progress, implementation, consumption, and the level of resource mobilization for funding its development. The period of fiscal data analysis and public finances covering the years 2014 – 2020 is provided in Fig. 2.11.

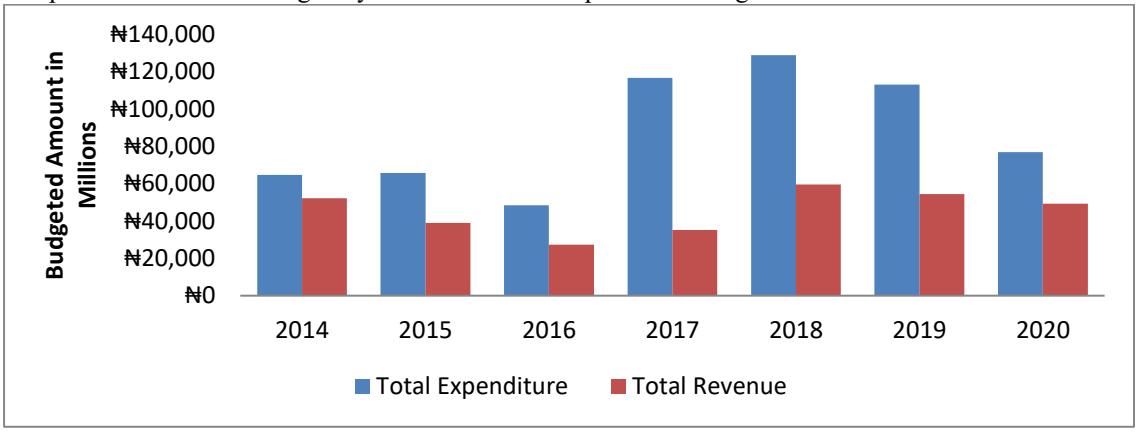


Figure 2.11: Katsina State Budget Revenue/Expenditure Highlights2014 to 2020

***Source**: Auditor General Report 2014 - 2020*

Analysis of Katsina State budget shows a fluctuation in the total revenue from 2014 to 2020. In this period, Katsina State generated its highest revenue in 2018, followed by 2019. There were also fluctuations from 2014 to 2020 in total expenditure, with the highest state expenditure occurring in 2018. Within the period 2014–2020, capital expenditure dropped twice, in the periods 2015–2016 and 2019 - 2020. Recurrent expenditure for 2014 and 2019 was the lowest and highest, respectively. In the whole 2014 – 2020 period, recurrent expenditure was higher than capital expenditure, except for 2014 (see Fig. 2.12).

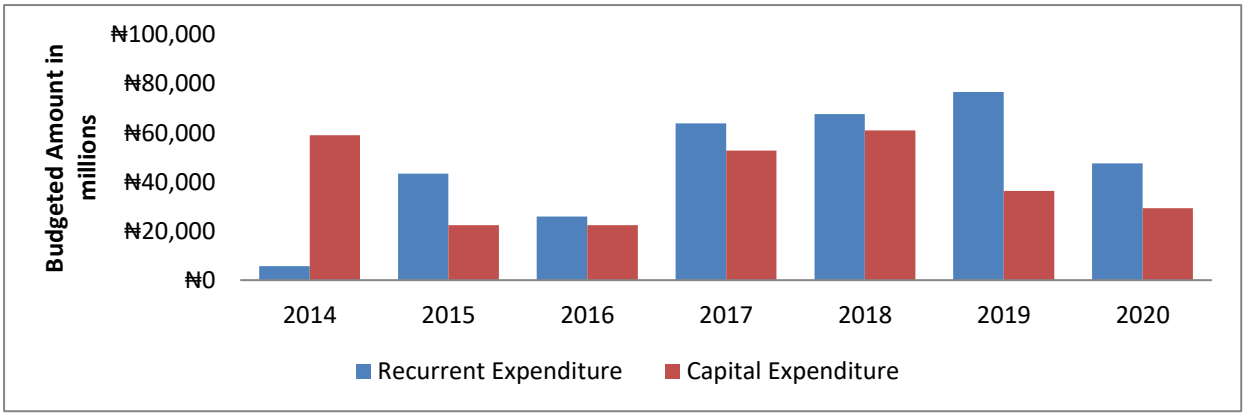


Figure 2.12: Katsina State Budget Recurrent expenditure and Capital Expenditure Highlights 2014 to 2019

***Source**: Auditor General Report 2014 - 2020*

Figure 2.13 shows that during the fiscal year 2016, capital expenditure on the social sector was the highest in the 2016 – 2020 periods at about 40 per cent of all capital expenditure for the year. In subsequent years, the highest percentage of spending was by the economic sector, followed by the regional sector.

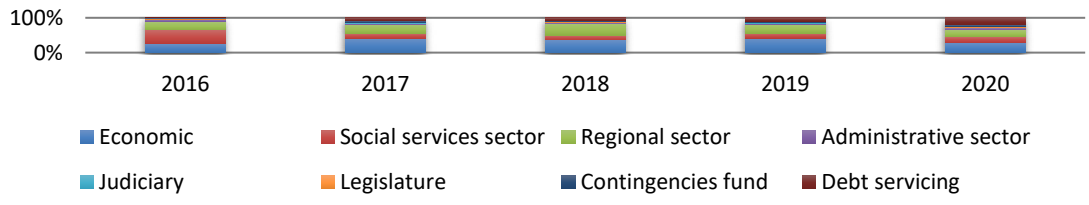


Figure 2.13: Percentage trend of the Capital Expenditure in Katsina State by Sector and Year 2016 -2020

Source: *Auditor General Report 2014 - 2020*

Figure 2.14 shows that apart from 2016, there were wide gaps between the proposed capital expenditure and what was approved by the House of Assembly. It is obvious from the graph that less than 50 per cent of the capital expenditure proposed by the ministries and other government agencies is approved by the House of Assembly, especially in 2018, 2019 and 2020. One reason could be that the management is not results-based, and budgeting is not based on strategic planning.

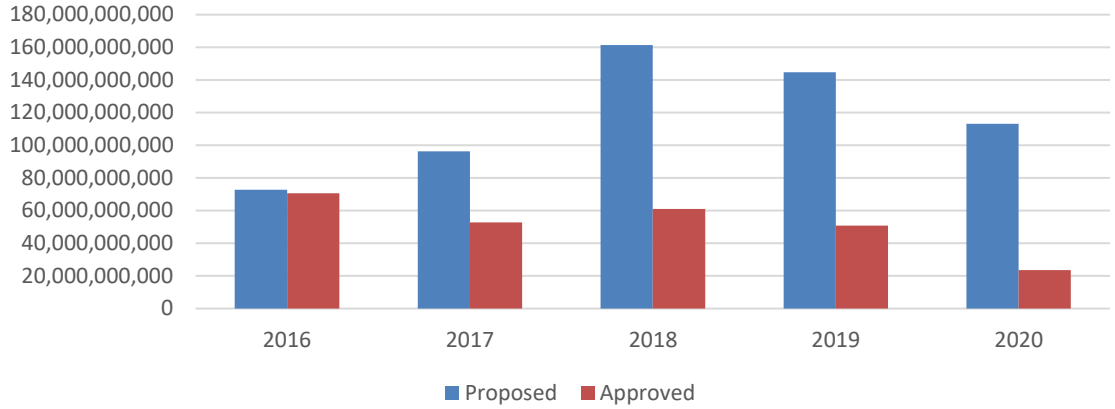


Figure 2.14: Percentage trend of the Capital Expenditure in Katsina State by Sector and Year 2016 -2020

Source*: Auditor General Report 2014 - 2020*

During 2014–2020 periods, revenue in Katsina State was derived from the statutory allocation, with the highest allocation in 2018 and the lowest in 2016 as indicated in Figure 2.15. Internally generated revenue was exceptionally low. The heavy reliance of Katsina State on federal statutory allocations is a situation that is highly risky due to international changes in crude oil prices and other unforeseen factors.

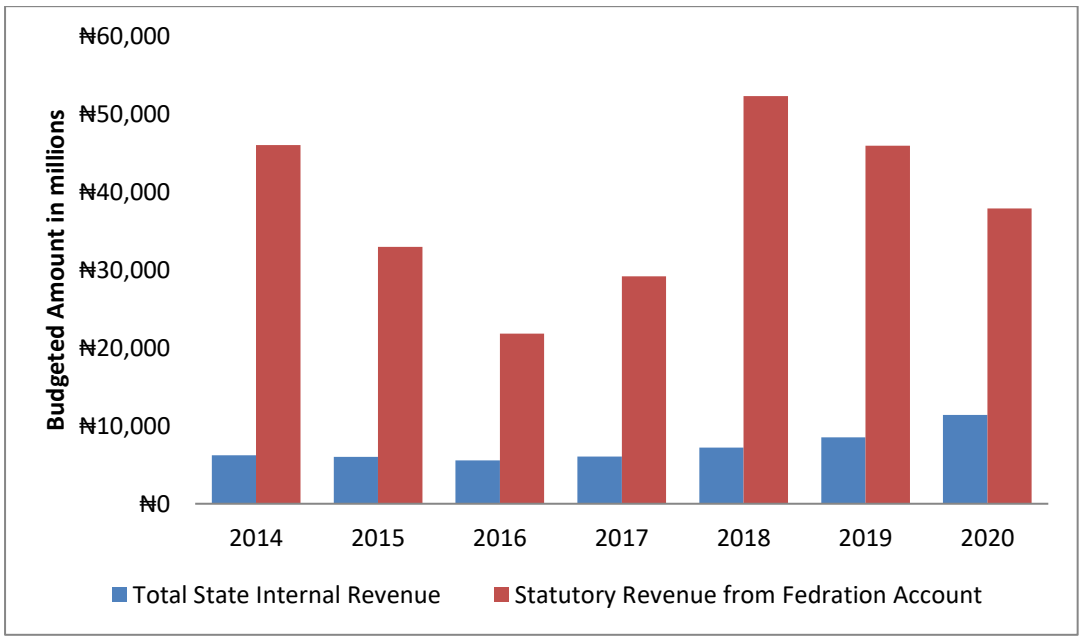


Figure 2.15: Trend of Federal Statutory allocation and Total Internally Generated Revenue in Katsina State from 2014-2020

Source: *Auditor General Report 2014 - 2020*

2.4.3.1.3 Civic Participation

In Katsina State, activities for civic participation have just been initiated, and their introduction is still in progress. The year 2014 marked the commencement of civil society involvement in budget elaboration, implementation, monitoring and making of proposals. For cooperation of interventions, civil society grouped in 2014 under the Coalition of Civil Society Organizations in Katsina State, which has an arm called the Civil Society Legislative Advocacy Centre (CISLAC). Another grouping of civil society organizations (CSOs) is the Katsina Civil Society Network, which has merged with community-based organizations (CBOs) to advocate to the government on education, budget, and health. From 2020/21, CSOs have been involved in all stages of the budgeting process. Though such organizations are monitoring the economy, society, culture and tourism in Katsina State, their representatives need capacity building and funding to conduct their missions effectively. Their interventions could inspire people's participation in decision-making.

Women are more involved in domestic chores than paid economic activities. In some instances, they are not consulted in decision-making on their own households, children's schooling, and marriage. Field surveys conducted from 2015 to 2020 indicate that during this period four women were appointed as commissioners and four women were appointed as permanent secretaries and no woman has ever been elected to the state House of Assembly (Cosmos Consulting SARL, 2020 – 2021). The Gender Inequality Index in Katsina State stands at 0.779 (UNDP, 2018). There are challenges in civic registration in Katsina State, mostly the non-registration of births by some parents. The proportion of children under the age of 5 whose birth has been registered with the civil authorities stood at 46% per cent. Of these, 28.7% had a birth certificate and provided a physical copy of it while 14.5% had birth certificates that were classified as 'not seen' and 2.8 per cent were 'without birth certificate' (NBS and UNICEF, 2017). The total rate of children under 5 whose births are not registered with civil authorities stood at 54.0 per cent (NBS and UNICEF, 2017), a low rate. Birth registration is still manual in Katsina State. The main constraints are inadequate mechanisms for birth registration and limited digital development, capacity-building, and community awareness.

2.4.3.2 Bottlenecks and Capacity Gaps

Despite endeavours, many challenges hamper public administration performance and good governance. These include:

i. Inadequate mechanisms for follow-up and M&E of performance.
ii. Inadequate mechanism for appraisal of goal attainment.
iii. Insufficiency of digital means of data generation.
iv. Inadequate funds for conducting periodic data collection and performance reports.
v. Poor record-keeping and reporting system.
vi. Weak coordination within and among various institutions.
vii. Poor attitudes to work.
viii. Inadequate capacity in results-based budgeting.
ix. Inadequate funding, e.g., allocation is less than budget proposals.
x. Inadequate operational work plans in local governments; and
xi. Low internal generation of revenue.

2.3.4 Environmental Sector

2.3.4.1 Overview of the Situation

Protection of the environment and natural resources are vital and essential dimension for population survival. However, excessive exploitation of natural resources coupled with unfriendly environmental behaviours such as gas flaring, burning of bush areas, deforestation and dumping of refuse, as well as natural disasters (flooding, drought, pest invasion) not only affect the ecosystem but also destroy the biodiversity necessary for the reinvigoration of the carrying capacity of the earth for development. Based on the WASH National Outcome Routine Mapping Survey (NORMS) (NBS, 2018c) access to basic water services stood at 58 per cent in Katsina State, lower than the national level of 68 per cent. About 81.7 per cent of Katsina State's inhabitants use basic

sanitation services and access to basic hygiene services stood at 30 per cent. These rates are higher than the national averages of 41.5 per cent and 21 per cent, respectively. The open defecation rate in the state is 8 per cent and 22 LGAs are declared open-defecation-free.

Katsina State is enduring several adverse effects of climate change, such as increasing air temperature and decreasing amount and duration of rainfall, as well as alterations in rainfall patterns, decreasing vegetation cover, deforestation, desert encroachment, violent windstorms, and extreme climatic events, notably floods and droughts. Nigeria is faced with rapid desert encroachment affecting fifteen of the northern-most states from at a moderate to severe rate. Of the country's land area of 909,890 km², about 580,841 km² or 63.83% of the total land is affected by desertification (Olagunju, 2015). The associated causes of this climate change are natural and human activities, inadequate environmental education, inadequate drainage, desertification, weak environmental governance, and poor resilience of communities. Closely related to these is the problem of lack of solid waste management, which is problematic in both semi-urban and rural settings. Plantations of trees have been established to protect the land against erosion and desert encroachment, but forest areas are degraded or depleted.

Although there are no consolidated data on solid waste generated in Katsina metropolis, it is estimated that about 1 million tons of waste are generated annually. The Katsina State Environmental Protection Agency (KATSEPA) currently collects 55 per cent of waste annually, leaving about 45 per cent (including hazardous materials) uncollected and littering various parts of the city. The main sources of waste are households and markets. The urbanization rate in Katsina state is estimated at 40 per cent with an annual urbanization trend of 5 per cent. Discussions from focus groups showed that most residents practise indiscriminate waste disposal alongside roads, in open drains and in the bush due to lack of an efficient waste collection system (Cosmos Consulting SARL, 2020–2021). KATSEPA has created designated waste collection centres throughout the major townships of Katsina, Funtua and Daura. These designated areas are open dump sites which serve as waste transfer stations and are in proximity to major roads, markets, schools, prisons, and residential estates, where they constitute a nuisance and pose risks to public health and the environment. Residents are required to dump their waste for onward collection and disposal by KATSEPA and other contracted private entities. This method of waste collection has contributed immensely to the high rate of uncollected waste in Katsina.

2.3.4.2 Bottlenecks and Capacity Gaps

Katsina State is facing several environmental problems, some of which include:

i. Inadequate waste segregation and processing plants in the state.
ii. Violation of environmental laws.
iii. Insufficient staff in the Ministry of Environment.
iv. Degradation of land; and
v. Intensive cutting down of trees for firewood.

In terms of deficits, the Ministry of Lands and Survey (MLS) (which supervises urban and regional development), Ministry of Environment and Ministry of Water Resources require more qualified manpower and assorted equipment to effectively conduct topography surveys to establish the shape and arrangement of physical features on the surface of the land. The excessive exploitation of natural resources and harmful environmental practices such as burning of bush areas, indiscriminate deforestation and dumping of refuse not only damage the ecosystem but also destroy biodiversity. Raising community awareness is essential for containing the damage and ensuring a sustainable environment. The key environmental issues presented above will require substantial effort to address the gaps identified. The gap to be bridged for the metropolis urbanization is 60 per cent. The gap about the target is respectively 42 per cent for access to drinking water facilities, 18.3 per cent to shrink the deficit in sanitation facilities and 70 per cent to bridge the gap of access to hygiene services (NBS, 2018c). The gap of open defecation is -8 per cent, while regarding the disposal of waste the gap is 45 per cent.

2.4 Sectoral Potentials

2.5.1 Economic Sector

Katsina State has diverse economic potential. The main asset in terms of its economy is its demographic weight, with a population projected at 10 million people at the end of 2020. More than 50 per cent of this population is made up of men and women aged 15–64 years that make up the active labour force. About 80 per cent of the economically active population is engaged in agriculture, making it the backbone of the economy. The state has cultivable land of 2.4 million hectares and 80 water bodies suitable for irrigation farming with a capacity of 1,121 cubic metres. The state is divided into three agro-ecological zones, which offers a tremendous advantage in terms of the ability to grow a wide range of crops. There are also106,000 hectares of virgin forest and close to 50,000 hectares that are suitable for irrigation for agricultural development (Katsina State Government, 2016a). The main reservoirs are the Jibia, Zobe and Sabke dams. The agricultural sector benefits from technical support and specific inputs such as subsidized fertilizer and improved seeds. Livestock production is promoted by the state government through the supply of veterinary services to counter animal diseases. Many schemes have been set up to increase agricultural production by developing irrigation facilities, such as the Jibia, Zobe, Sabke, Daberan, Ajiwa, Mairuwa, Gangara, Randawa, and Ruwan Sanyi irrigation schemes, around which irrigation farming for horticultural crops and fruits such as melons have been developed. In addition, the Zobe, Sabke and Mairuwa dams and the Katsina Songhai Initiative have been launched to develop 15,000 hectares to produce various crops.

Various farming associations and agencies such as herders,' farmers' and fish farmers' associations also exist. These include the Small-Scale Women Farmers Organization of Katsina, which engages in advocacy and supporting women farmers, especially those in rural areas, to spur rural economic development and increase food production through capacity-building of smallholder women farmers. The Rice Farmers Association of Katsina and Maize Farmers Association of Katsina, among others, are engaged in producing local rice and maize in sufficient quantities. The state hosts over 10 mega-markets, as well as medium and small ones. International markets such as Jibia and Mai'adua cater for traders within the state and for cross-border trading between the state and Niger. In addition to farming activities, there are other production sectors, including mining, energy, crafts, transport, tourism, and hospitality, which account for important sources of income for the population. The mineral potential of Katsina State is enormous (see Table 2.5). There are over 30 varieties of solid minerals that have been identified in commercial quantities in the state, which will be sources of economic growth when they are exploited. Some of these include gold, granite, kaolin, glass sand, feldspar, tantalite, iron ore, nickel, copper, cobalt, platinum, vanadium, chromate, and diamonds. The state also has high potential for production of biomass. Katsina has high potential for solar- (photovoltaic) and wind-powered electricity.

The state is currently partnering with Pan Africa Solar Power Limited and Nova Solar Power Limited for the generation of 200 megawatts using solar energy. There is also a 10 megawatts windmill power generation project at Lambar Rimi. Katsina State relies on three major types of transport: road, rail, and air. The state therefore has potential for the development of the hospitality industry. Its rich history and culture have endowed it with tourist attractions. These include monuments like the Gobarau minaret in Katsina city, Kusugu well in Daura town, the old Katsina College, two emirs' palaces, DurbiTakusheyi at Mani, etc. Recreational parks, resorts and game reserves could be established on locations close to water reservoirs (such as the Jibia, Ajiwa and Mai'ruwa dams) and forest reserves (Runka). Katsina State has five state-owned hotels, and several corporate and individually owned hotels located in more than five LGAs, including in the state capital (Katsina State Hotel Board, 2013). The state also has an ultra-modern 35,000-capacity multipurpose stadium and many township stadia. With these assets, Katsina State could be a hub for the development of the hospitality sector, including of five-star hotels. There are major highways the length and breadth of the state, which ensure easy access to all parts of Katsina so that goods produced may easily reach their destination. Katsina State has an international airport, as well as a railway link from Zaria in Kaduna State to Funtua and stretching up to KauranNamoda in Zamfara State. There are modern post and telecommunications offices in many parts of the state, which provide efficient postal services, Internet access and mobile communication. Many banks and microfinance institutions operate in Katsina State and offer diverse services and products to support economic players, particularly for projects initiated by farmers, craftsmen, and the youth.

2.4.2 Social Sector

The social sector is made up of education, health and nutrition, social protection, etc. In highlighting the potential of this sector, each subsector is analysed based on its organs or structures, human resources, materials, equipment, and achievements. The education system in Katsina State relies on a ministry and departments and agencies that ensure an effective system for delivery of and access to education. These MDAs are the Ministry of Education, the State Universal Basic Education Board (SUBEB),Science and Technical Education Board (STEB), State Agency for Mass Education (SAME), Mathematical Improvement Project (MIP), Teachers' Service Board (TSB) and Education Resource Centre (ERC).These MDAs partner and cooperate with donors and international organizations such as UNICEF, Foreign, Commonwealth and Development Office (FCDO), the United States Agency for International Development(USAID), Adolescent Girls Initiative for Learning and Empowerment (AGILE), etc. About human resources, based on ASC in 2018/19 (Katsina State Ministry of Education, 2020) there are 2,173,090pupils in public pre-primary and primary schools. The total number of teachers in public pre-primary schools is 596. In public primary schools the number of teachers is 25,557, of which 551 are qualified. In secondary schools, the number of public junior secondary school teachers is 4,541, of which 3,694 have teaching qualifications; and in senior secondary school the number of teachers is 4,536, of which3,461 hold teaching qualifications. In private schools, the total number of teachers is 8,470, of which 6,666have teaching qualifications. The number of usable classrooms is 14,184 in primary public schools, 3,485in junior public schools, 82 in science and technical schools, 2,924 in senior public schools and 4,715 in private schools at all levels. As far as WASH amenities are concerned, the number of usable toilets in pre-primary and primary schools is 11,871.

In the health subsector, Katsina State has 22 general hospitals, 1,646 Primary Heath Care facilities, one federal medical centre, one national fistula hospital (providing tertiary health services), one school of nursing, one school of midwifery and two schools of health technology. The state has several private health facilities, mostly in urban centres. Health staff at the Health Service Management Board (HSMB) and State Primary Health Care Agency (SPHCA) is estimated at 8,815. Details are provided in Table 2.11.

Various health programmes contribute to enhanced access to and delivery of health services to Katsina citizens. These include the Routine Immunization Programme, Family Planning Programme, Tuberculosis and Leprosy Programme, HIV/AIDS Programme, Free Medicare Programme and Maternal and Child Health Integrated Programme. The state is benefiting from extensive support for health and nutrition interventions from donors and international partners, including FCDO, UNICEF, WHO, etc. The potential for the nutrition sector is in terms of the diversity of farm production and the existence of programmes and organizations within the domain. An example is working to Improve Nutrition in Northern Nigeria (WINNN), a FCDO-funded programme. In Katsina State, WINNN is implemented by Save the Children International and UNICEF. This programme is divided into projects that include maternal, new-born and child health weeks and community management of acute malnutrition. The Ministry of Sport and Social Development, in collaboration with non-governmental and community-based organizations, provides social protection for persons living with disabilities and vulnerable people. In addition, Zakkat provides food, clothing, and health assistance, as well as skills acquisition, to the less privileged, youths and women and caters for their socioeconomic well-being. Furthermore, the Department of Girl Child and Child Development alleviates child suffering through diverse initiatives. Katsina Children's Home strengthens childcare while caring for abandoned children, lost children, and orphans.

Table2.11: Distribution of Health Personnel under HSMB and SPHCA

S/No	Personnel	(HSMB)	SPHCA	Total Available
1	Doctors	175	Nil	175
2	Nurses/ Midwives	1,015	267	1,282
3	Pharmacists	54	8	62
4	Pharmacy technician	131	699	830
5	Laboratory Scientist	56	17	73
6	Laboratory technicians	113	272	385
7	Dental Surgeon	9	Nil	9
8	Dental technicians/therapist	77	Nil	77

9	Radiologist	11	Nil	11
10	X-ray technicians	52	Nil	52
11	Nutritionist	36	40	76
12	Physiotherapist	30	Nil	30
13	Medical record	110	20	130
14	Health attendants	515	1,557	2,072
15	Medical officers	Nil	22	22
16	Community Health officers	Nil	75	75
17	Community Health Extension Workers (CHEW)	Nil	1,484	1,484
18	Community Health Extension Workers (JCHEW)	Nil	1000	1000
19	Environmental officers	Nil	2,260	2,260
20	General Maintenance staff	Nil	3	3
21	Health Educators	Nil	10	10
	Total	2,384	6,431	8,815

Source: COSMOS Consulting SARL, 2020 - 2021

2.4.3 Governance Sector

Katsina State has 34 LGAs. Each LGA is to be headed by an elected chairperson or head of local government administration (as the case may be). The LGAs function in accordance with the provisions of the 1999 Constitution (as amended) and Katsina State Local Government Law. The administration of the state comprises the executive council, the governor's office (Secretary to the State Government, and Head of Civil Service of the State), the House of Assembly (headed by a speaker), the judiciary and the MDAs. Katsina State has for many years been a leader in art of governance. The state judicial system has produced important judicial officers such as a chief justice of the federation, two presidents of the Court of Appeal and several other jurists who have excelled in various specializations. Besides these, Katsina has produced many technocrats, bureaucrats, and political leaders. The year 2014 marked the commencement of civil society's involvement in the budget elaboration, implementation, monitoring and proposal. The Coalition of Civil Society Organizations in Katsina State, formed in 2014, advocates the government on education, budgeting, and health. However, Katsina State is among the 26 States that did not sign the Open Governance Partnership, which aims to increase the influence of CSOs in decision making: thereby increasing transparency and accountability. State governance operates with quality human resources and well-structured public administration. The support that the state government receives from financial and technical partners, United Nations agencies such as (UNDP) and international non-governmental organizations contributes to the attainment of its development goals.

2.4.4 Environmental Sector

Katsina State has a Ministry of Environment which is responsible for implementing environmental programmes for the control and mitigation of desertification, deforestation, pollution, erosion, and flood effects across the state. The MLS, Katsina State Housing Authority and Katsina Urban and Regional Planning Board (KURPB) oversee land, housing, and planning, and meeting the needs of the population in terms of cadastre, housing, topography, and regional planning. The agencies under the MLS that conduct urbanization interventions within the state are the Katsina State Housing Authority for the provision of housing accommodation, Katsina State Roads Maintenance Agency for the routine maintenance of state road infrastructure and Katsina State Transport Authority for provision of safe and affordable transport. KATSEPA ensures waste management and environmental assessments and drought and desertification control, and it strengthens the Ministry of Environment interventions.

Some WASH achievements are worth mentioning. Ninety Ventilated Improved Pit (VIP) latrines have been constructed across the major markets and motor vehicle parking lots to stem open defecation; and 180 refuse containers and four waste evacuation trucks have been provided. There are also 42 semi-urban and six urban water supply schemes and boreholes have been installed in rural areas. The Rural Water Supply and Sanitation Agency is responsible for the supply of water to rural communities within the state through boreholes, in addition to

sanitation and hygiene programmes. KATSEPA has created designated waste collection centres throughout the major townships of Katsina, Funtua and Daura. There are also some projects on the fight against desertification, notably the Nigeria Erosion and Watershed Management Project, which afforested 50 hectares of degraded land in Maifaru village of Zango LGA. In 2017, the National Great Green Wall Project produced two million seedlings for shelter belt plantations.

CHAPTER THREE: STRATEGIC FRAMEWORK

3.1. Long-term Vision

Katsina State's development plan is aligned to SDGs and the Nigeria's development vision 20:2020. Nigeria vision 20:2020 is obsolete and will be replaced by the vision of Nigeria Agenda 2050 by the National Steering Committee leading Nigeria's new development plan. It will be operationalized through diverse national and sector-based policy and strategy papers such as HCD Vision 2030, Agricultural Sector Policy Roadmap, National Strategic Health Development Plan Framework.

3.1.1 Nigeria's Development Vision

A medium-term economic plan, the National Development Plan (NDP) has been launched, succeeding the Vision 20:2020 introduced in 2009 and the Economic Recovery and Growth Plan (ERGP) introduced in 2017, both of which expired in 2020. The NDP is a bridge to the country's long-term plan which is currently being developed, Nigeria Agenda 2050. The vision for Nigeria as stated in the NDP is to be "a country that has unlocked its potential in all sectors of the economy for sustainable, holistic and inclusive national development." This vision encompasses several policy reforms, including the SDGs agenda, with broad objectives around economic diversification, infrastructure, security, governance, education, health, and poverty alleviation, and with the goal of economic and social development nationwide and across states.

3.1.2 Katsina State's Development Vision

The thorough and holistic situation analysis of Katsina State development attributes presented in the previous chapter has informed the definition of Katsina State's development vision. This definition has also made use of the NDP vision, as well as the lessons from the implementation of the Katsina State Restoration Development Plan 2018–2020. The restoration plan had the vision to "*restore Katsina State back to its economic independence and lost glory on education* with one broad objective of *effective and efficient mobilization of the state's resources to improve the lives of its citizens and the ability to respond appropriately to the growing challenges"* (Katsina State Government, 2017).

Another essential element which has shaped the vision of the state is the strong commitment to achieving the Sustainable Development Goals, or at least building a strong foundation for this. Thus, the people of Katsina, under the leadership of state government, is formulating expectation (the state development vision) that "***By 2028, The People of Katsina State are Committed to Creating a Vibrant Governance System that will Deliver the State into a Secure, Prosperous Socioeconomic and Industrial Hub that is a Key Player in National and International Space***". This 20-year long-term vision will be implemented through four phases of a five-year SDP covering the periods of 2024–2028, 2029-2033, 2034-2038 and 2039–2043.

3.1.3. Vision for the Five-year Plan

3.1.3.1 Vision

Based on the 20-year vision of the State: "**By 2028, Katsina State has an improved governance system making the State sustainable in security, socio-economic and environment that enhance people's well-being.**" To achieve the vision, some strategic objectives and results areas are systematically developed to serve as a ruder to attaining the desired change in the state.

3.1.3.1 Strategic Objectives for the Five-year Plan

From 2024 to 2028, the achievement of the vision will be pursued through the following key strategic sectoral objectives identified as Strategic Results areas 1,2,3, and 4:

i. **Strategic Results 1:** Enhancing human capital development.
ii. **Strategic Results 2**: Accelerating the structural transformation of the economy.
iii. **Strategic Results 3**: Improving governance focusing on the quality of institutions and participation; and

iv. **Strategic Results 4**: Deepening the sustainable management of environment, regional planning and use of natural resources.

3.2 Theory of Change and Expected Results

Theory of change is primarily a comprehensive, descriptive and illustrative approach of an expected change to happen and its causes in a particular context by outlining the steps by which the desired change is planned to be achieved. In this specific case, the change expected by Katsina citizenry is encapsulated into the overall vision of the state which will be vigorously pursued to ameliorate the pitfalls of four salient sectors: economy, social sector, governance, and environment.

3.2.1 The Desired Change

Katsina citizens have a vision for the state to move from the current situation where a significant proportion of the population live in multidimensional poverty, including monetary and non-monetary, and face challenges of insecurity, to the desired situation where there is "a vibrant Governance system that will deliver the state into a secure, prosperous socioeconomic and industrial hub that is a key player in national and international space".

This vision (desired situation) would mean two major observable changes:

i. More households have adequate sustainable income and assets to meet their livelihood needs.
ii. More citizens access and use quality public services, including justice, health, education, water, sanitation, protection, and inclusive and shock-responsive social protection measures.

The pathways leading to the achievement of these two changes are as follows:

(1)

- IF the Federal, Katsina State and Local Governments operationalize fiscal and monetary policies geared towards wealth creation, reducing inequality and unemployment, AND

- IF the Federal, Katsina State and Local Governments create a conducive, enabling environment for participatory governance and social accountability, AND

- IF more households and especially women access decent employment and are engaged in profitable small and medium enterprises

THEN, more households have adequate sustainable income and assets to meet their livelihood needs.

(2)

- IF the Federal, Katsina State and Local Governments implement gender-sensitive social protection policies and programmes aimed at reducing multidimensional poverty, AND

- IF the Federal, Katsina State and Local Governments provide universal, quality, disability- and gender-sensitive public services, AND

- IF caregivers and adolescents adopt attitudes to reduce gender barriers and other barriers access to basic social services and participate in the elaboration, implementation and monitoring of public policies then*, more citizens will access and use quality public services, including justice, health, education, water, sanitation, protection, and inclusive and shock-responsive social protection measures.*

Furthermore, to ensure effectiveness and sustainability of the change pathways, a set of structural and organizational change conditions are required. Indeed:

- IF there is robust and up-to-date evidence generated on public spending, AND

- IF there is continued measurement and monitoring of all forms of poverty and deprivation down to community level, AND

- IF all stakeholders, including Federal, Katsina State and Local Governments as well as CSOs systematically use disaggregated (sex, age, and location) data for social, economic, fiscal and development planning, including for identification and development of strategies empowering poor households then, *the desired change will happen and in a more sustainable way.*

The structural and organizational changes are based on policy reforms boosting state capacity in four development pillars which formed the strategic objective of the 5-years SDP for Katsina State as highlighted in 3.1.3.1.

3.3 **Enhancing Human Capital Development**

The comprehensive state assessment highlighted several bottlenecks (see Chapter 2) in both demand and supply, limiting people's access to basic services. Some health and education indicators should be considered. The percentage of live births attended by skilled health personnel is 20.8 per cent (NPC and ICF, 2019) while the desired target by 2028 is 50 per cent; the infant mortality rate is 89 per 1,000 (NBS and UNICEF, 2017) while the desired target is 70 per 1,000 by 2028; and the proportion of children aged 12–23 months fully immunized is 41.2 per cent (NPC and ICF, 2019) while the desired target is 85 per cent by 2028. In education, the primary net enrolment rate is 52 per cent and the desired target is 70 per cent by 2028; and the out-of-school rate is 48 per cent and the desired target is 30 per cent by 2028.

In terms of health, the actions to be taken to enable people, especially the most vulnerable groups, to have equitable access to primary health care and to use quality health services will focus on the improvement of access to health care services, which will result in increase in access to safe water, nutritious food, exclusive breastfeeding, antenatal care, skilled birth attendance and modern contraceptive services, as well as increased immunization rates.

In the field of education, Katsina State will focus its interventions on improving literacy rates by increasing access and equity for all children, including children with special needs. Focus will be on increasing enrolment, retention, and completion rates, as well as measuring learning outcomes Emphasis will be placed on pupil's access to quality basic education by providing qualified teachers; adequate teaching and learning facilities; and capacity-building, as well as systems strengthening (including management and system efficiency, improving M&E systems, capacity-building of education managers, information, and communication technology, etc). This development pillar has four strategic sectoral plans.

3.3.1 Strategic Sectoral Plan

To enhance human capital in Katsina State between 2024 and 2028, the following strategic sectors will play key roles:

i. Accelerating human capital development focusing on Education.
ii. Enhancing human capital development focusing on Health and Nutrition.
iii. Accelerating human capital development focusing on Children, Youth and Women.
iv. Improving Human Capital Development through Social Inclusion,

3.3.1.1 Result Framework with Focus on Education

Strategic Results 1: Accelerating human capital development focusing on education					
Results	**Indicators**			**Means of verification**	**Risks and Assumptions**
	Definition	**Baseline**	**Target (2028)**		
A well-educated society	Literacy rates among children and adults (disaggregated by age, gender, and disability) Proportion of citizens with numeracy skill (disaggregated by age and gender) Tertiary education enrolment rate (disaggregated by gender)	Literacy rate is 38.0%	52%	EGRA/EGMA Learning Assessment MICS NDHS Statistical yearbook Annual School Census	-Economic recession -Corruption -Governance -Insecurity -Schools closure (strike, disease outbreak) -Teaching staff motivation -Commitment of the executives of government -Commitment of financial and technical Partners -Commitment of CSO -Involvement of parents-teachers' association -Involvement of school-based management
Increased access to quality and inclusive education at all levels (with more priority to pre-primary and primary).	Completion rate	82%	90%		

A well-educated society through improving the quality of education	Out-of-school ratio Primary net enrolment rate	31% aggregate	5%	MICS NDHS NEDA data on out-of-school children	committee and relevant ministry.
	EGRA Score	32.4%	54%	EGMA report EGRA report	
	EGMA score MLA score	33.6% -	48% 52%		
	Proportional increase in gender parity index	0.95	0.99	ASC	
Primary, secondary, and tertiary education schools in Katsina State will have enough qualified teachers and lecturers.	Percentage of teachers with teaching qualification in primary schools (disaggregated by gender)	79% (Male-73%, Female-27%)	85% (Male 68%, Female-32%)	Service of Statistics Reports ASC	-Political will -Economic recession -Corruption -Governance -Teaching staff motivation -Commitment of executives of government -Commitment of financial and technical Partners -Commitment of CSO -Involvement of parent-teacher association -Involvement of school-based management committee.
	Pupils-qualified-to-teacher ratio (disaggregated by location) Proportion of trained teachers in model teaching pedagogy. Proportion of primary schools with teachers trained to teach core subjects Proportion cases of violence being referred to appropriate institutions Proportion number of schools providing birth registration services through NPoPC.	1:90 42% TBD TBD	1:80 65% 70% 30%	Service of Statistics Reports Technical Services Reports Annual School Census	

		TBD	50%		
Primary schools in Katsina State will have conducive and safe learning environment (including sufficient facilities and infrastructure).	Proportion of schools with sufficient seating Pupil-classroom ratio Pupil-toilet ratio Proportion of school with safe sources of water Proportion of schools with perimeter wall fencing Proportion of schools categorized as safe schools	44% 143:1 183:1 41% 29% 35%	48% 100:1 150:1 60% 50% 50%		
80% of Secondary schools in Katsina State will have enough qualified teachers.	Percentage of qualified teachers in junior secondary school	81%	90%	-Service of Statistics Reports -Technical Services Reports -CSOs Reports Survey ASC	
	Percentage of qualified teachers in senior secondary schools	82%	90%		
	Ratio of students/qualified teachers in junior secondary schools	1:81	1:65		
	Ratio of students/qualified teachers in senior secondary schools	1:54	1:45		
80% of Secondary schools in Katsina State will have enough school's infrastructure that meets standards.	Proportion of junior secondary schools without good blackboards	29%	10%	Service of Statistics Reports Technical Services Reports CSOs Reports	-Political will -Economic recession -Corruption -Governance -Teaching staff motivation
	Proportion of classrooms without sufficient seats in junior secondary schools	55%	40%		
	Proportion of senior secondary schools without a good blackboard Pupil/Students – Core Textbooks Ratio	28%	10%		

		Pry (18%), JSS (12%), SSS (9%)	Pry (21%), JSS (13%), SSS (11%)		-Commitment of executives of government -Commitment of financial and technical Partners -Commitment of CSO -Involvement of parents-teachers' association -Involvement of school-based management commit
	Proportion of junior secondary schools without health facility.	5%	2%		
	Proportion of senior secondary schools without health facility	3%	1%		
	Proportion of junior secondary schools without water facility	14%	5%		
	Proportion of senior secondary schools without water facility	16%	5%		
	Ratio of pupil/toilet in junior secondary schools	1:98	1:70		
	Ratio of pupil/toilet in senior secondary schools	1:69	1:50		
	Net enrolment rate (disaggregated by gender)	52%	70%		
	Out-of-school rate	48%	30%		
	Proportion of LGA's schools in Katsina State having benefitted from feeding school program.	48%	95%		
By the end of 2028, literacy centres in Katsina State will have adequate teachers, facilities, and infrastructures.	Proportion of literacy centres that meet functional criteria (including quality	20%	50%	Service of Statistics Reports Technical Services	-Political will -Economic recession -Corruption

	content and adequate facilities and infrastructure).			Reports CSOs Reports Service of Statistics Reports Technical Services Reports CSOs Reports	-Governance -Teaching staff motivation -Commitment of executives of government -Commitment of financial and technical Partners -Commitment of CSO -Involvement of parents-teachers' association -Involvement of school-based management committee.
Literacy centres in Katsina State will have adequate facilities and infrastructures.	Proportion of literacy centres with adequate teaching and learning facilities. Proportion of literacy centres with adequate infrastructure.	20% 15%	45% 30%		
Literacy centres in Katsina State will have adequate qualified facilitators	Proportion of literacy centres with sufficient facilitators. Proportion of literacy centre (basic) graduates that have passed the literacy exam. Proportion of literacy centre (basic) graduates that are female. Proportion of literacy centres that provide GBV counselling and referral services	TBD TBD TBD 0	60% 75% 25% 30%		
To have Education sector that will provide efficient learning that will contribute towards socio-economic growth and development	Develop policy to integrate vocational training in Almajiri schools. Conduct a baseline survey to determine the demography of Almajiri in the state. Make effective use of AGILE and other partner projects to develop education in the state. Empower and strengthen the current Agency for Mass Education to coordinate the activities of vocational Education, Community Learning Centres, and related matters to Adult Education.	N TBD 10%	Y Y 50%	• Reports from relevant agencies • Commitment of the managers and administrators	• Political will • Change of priority

	Strengthen school inspections and supervision.	25%	80%		
Recruitment of Qualified Teachers into both Primary and Secondary Schools	Strengthen the Nigerian Skills Qualification Framework (NSQF) formerly National Vocational Qualification Framework (NVQF). Integration of ANFE into the State Educational plans (SEP) and Agencies of the state government.	TBD 80%		• Reports from relevant agencies	Commitment of the managers and administrators
Teachers Welfare	Introduction of Teachers Housing Scheme. Ensure that the Teachers' Service Board perform its statutory functions of teacher's recruitment and training. Demonstration of the National Teacher Recruitment and Deployment Policy. Introduce Productivity Award for Teachers. Conduct a Comprehensive Needs assessment to identify the current state of Higher Education in the state and the key challenges.	Yes TBD	policy to be review 1		
Access to quality tertiary education	Ensure equitable access to higher education for all qualified students, irrespective of their backgrounds Expand access to underserved areas or communities.	30%	55%	Reports from external agencies, Times Higher Educ, NUC, etc	Economic Recession, Political Will, Output from Secondary schools

	Set benchmarks and standards for academic programs, faculty, and infrastructure. Implement a continuous improvement system.				
Tertiary Education will have qualified lecturers that use research to bring about development in Katsina state.	Invest in the professional development of Faculty Members. Attract and retain qualified educators. Promote Research activities that address regional and national challenges. Foster collaboration with industries and government agencies.	43% Yes Yes TBD	65% Yes Yes Yes	Statistical records Full funding Government commitment	Funding constraints Inadequate learning facilities Gender issues
Produce well equipped graduates with the necessary tools and skills to support their future career.	Provide comprehensive support services including counselling, career guidance and financial aid. Develop sustainable funding models for Higher Education Institutions. Pay special consideration to People with Disabilities. Promote Public-Private partnerships and alternative revenue sources.	50% TBD Yes	75% 100% Yes	• Report from relevant agencies. • Development of advancement units in tertiary institutions.	• Political issues • Gender and PWDs/Special needs issues • Lack of commitment by stakeholders

3.3.1.2 Outcomes with focus on Education

Strategic Results 1: Accelerating Human capital Development focusing on education										
Outcomes	**Outputs**	**Activities**	**Responsible Structure**	**Structures involved**	**Plan**					
					Baseline	2024	2025	2026	2027	2028
By 2028, 80% of children including vulnerable groups will have access to free quality education and acquire a level of skills to make them literate.	48% of schools in Katsina State LGAs will have enough schools' infrastructure that meet standards.	Construction of infrastructures in pre / primary secondary and tertiary education schools	MBASE, SBMC	Stakeholders	38%	40%	41%	43%	45%	48%
		Supplying pre and primary schools with didactic and WASH amenities			25%	27%	29%	34%	39%	45%
	58% of Katsina parents will have increase capacity to maintain children in schools, to mobilize community to meet schools needs	Promoting school feeding program in pre and primary schools		Stakeholders	32%	33%	34%	35%	37%	39%
		Sensitization of parents to enrol and retain children in school			15%	18%	21%	29%	41%	58%
By the end of 2028, 61% of girls and boys in Katsina State, including those of vulnerable groups will have access to quality secondary education.	61% of secondary schools in Katsina State will have enough qualified teachers.	Endowing secondary schools with enough qualified teachers.		Stakeholders	43%	48%	52%	55%	58%	61%

By the end of 2028, 80% of the out-of-school and illiterate girls and boys in Katsina State, including those of vulnerable groups will have access to literacy and an alternative education.	45% of literacy centres in Katsina State should have adequate amenities and equipment.	Supply literacy centres with adequate amenities and equipment.	MBASE	Stakeholders	30%	32%	34%	37%	41%	45%
	43% of literacy centres in Katsina State will have skilled teachers.	Endowing literacy centres with qualified teachers.	MBASE	All stakeholders	30%	31%	32%	36%	39%	43%
	Katsina State will have Alternative Education Centres.	Promotion of Alternative Education Centres.	MBASE	All stakeholders	16	18	23	32	46	65
	Access the number of out of school children	Conduct a baseline survey to determine the demography of Almajirai in the State.	Katsina State Bureau of Statistics	MBASE, MBEP	TBD	-	1	-	-	-
By the end of 2028, 80% of girls and boys in Katsina State will have access to quality teaching	To have an education sector that will provide efficient learning that will contribute towards socio-economic growth and development.	Establish 3 model schools (1 in each senatorial zone) to cater for the best and brightest candidates in the state.	Ministry of Education	All stakeholders	0	-	1	2	-	-
		Develop policy to integrate vocational training in Almajiri/second chance education/ schools.	Ministry of Education	MHTVE	0	0	50%	100%	0	0
		Make effective use of AGILE and other partner projects to develop education in the State.	Ministry of Education	MBASE, AGILE	0	30%	35%	40%	45%	50%

		Strengthen school inspection and supervision	Ministry of Education & SUBEB	ZEQA	20%	38%	40%	46%	53%	61%
		Review the Free Education Policy to open opportunity for community participation.	Ministry of Education & SUBEB	MBEP	TBD	-	Review the policy (40%)	50%	60%	70%
By 2028, Katsina state have qualified teachers with an increased teacher's welfare increased	To secure teachers training and recruitment	Ensure that the Teachers Service Board perform its statutory functions of teachers' recruitment and training.	Teachers Service Board	MBASE, MBEP	30%	33%	36%	43%	52%	62%
		Domestication of the National Teacher Recruitment and Deployment Policy.	Ministry of Education & SUBEB	TSB	-	-	1	1	1	1
	To improve teacher welfare	Re-introduce Productivity Award for Teachers.	Ministry of Education & SUBEB	ZEQA	TBD	1	1	1	1	1
Ensure compliance to extend rules and regulations and empower community learning approach	Compliance with rules and regulations	Implement visitation panel reports on all tertiary institutions in the State	Governor's Office & Department of Higher Education	All tertiary institution Governing Board	10.00%	15%	25%	33%	40%	50%

	Empower community learning in a coordinate way	Empower and strengthen the current Agency for Mass Education to coordinate the activities of Vocational Education, Community Learning Centres, and related matters to adult education.	Ministry of Education	SAME MHVTE	TBD	15%	21%	29%	41%	58%

3.3.1.3 Result Framework with focus on Health and Nutrition

Strategic Results 1: Enhancing human capital development through improvement of health and nutrition					
Results	Indicators	Baseline	Target (2028)	Means of verification	Risk and assumptions
People will enjoy improved health and nutrition status.	Under five mortalities	159/1000	100/1000	MICS 2021 NDHS 2018, 2024	Political will Economic recession Corruption Governance Leadership of executive government Commitment of financial and technical Partners Involvement of communities Insecurity CSO Participation
	Maternal mortality ratio	22.5%	15%		
	Infant mortality rate	89/1000	70/1000		
	Neonatal mortality rate	40/1000	40/1000		
	Stunting rate	60.5%	50%		
	Wasting rate	10.5%	7%		
	Under weight	39.3%	35%		
	Life expectancy	52.5	55		
Katsina citizens will have access to improved quality health services and adopt healthy life practices.	Percentage of live births attended by skilled health personnel	20.8%	50%	MICS 2021 NDHS 2018, 2024	
	Proportion of children aged 12-23 months fully immunized	41.2%	85%		
	Malaria incidence per 1,000 population	360/1000	300/1000		
	Antenatal coverage with skilled personnel	27%	60%		
	Modern Contraception Prevalence rate	4.6%	20%		
	Skill Birth Attendance	18.90%	50%		
	Vitamin A supplementation rate	9.50%	80%		
Essential medicines will be available on a sustainable basis in health facilities.	Proportion of health facilities PHC and secondary facilities that reported stock out in essential medicine.	-	<10%	Assessment report	
Health facilities in Katsina State will have adequate skilled staff and adequate infrastructure for an efficient care delivery to people.	Percentage of primary health facilities with at least two midwives.	38.00%	50%	Monitoring reports Reports of Health services of statistics MICS NDHS, Monitoring reports Reports of Health services of statistics MICS Report, NDHS Report,	Political will Economic recession Corruption Governance Leadership of executive government Commitment of financial and technical Partners Commitment of CSO
	Percentage of primary health facilities designated as referrer facilities with at least one medical doctor.	43.20%	60%		
	% of wards with at least one functional PHC	2.10%	80%		
	% of Health facilities providing birth registration services	-	50%		
	Percentage of Primary health care facilities providing 24-hour services	38.00%	50%		

	Proportion of primary health care facilities with a minimum of 4 rooms	26%	50%	WASH Monitoring reports	Involvement of communities
	Proportion of secondary health facilities with a minimum 4 Doctors	68.1%	80%	MICS, NDHS Monitoring reports of Health services of statistics MICS Report, NDHS Report,	Political will Economic recession Corruption Governance Leadership of executive government Commitment of financial and technical Partners Commitment of CSO Involvement of communities
	Percentage of health facilities providing ANC services	38.00%	50%		
60% of Women of child bearing age and caregivers in Katsina State will have improved knowledge and practice towards health seeking.	Facility delivery rate	16.5%	50%		
	Percentage of women counselled on Maternal Care	33.7%	50%		
	Percentage of women counselled on Childcare	33.4	50%		
	Proportion of pregnant women with 4 ANC visits	27%	50%		
	Height-for-age (Stunting rate)	35.8%	20%		
	Weight-for-height (Wasting rate)	4.1%	3.0%		
	Immunization coverage rate	10.8%	85%		
60% of Mothers and caregivers will have improved capacities to adopt good practices of feeding infants and children.	Percentage of mothers counselled on EBF.	TBD	90%	Monitoring reports Reports of Health services of statistics MICS Report, NDHS Report, WASH Monitoring reports	Political willing Economic recession Corruption Governance Teaching staff motivation Commitment of executive government Commitment of financial and technical Partners Commitment of CSO
	Proportion of mothers putting babies to breastmilk within 4 hours of delivery	TBD	50%		
	Proportion of babies exclusive breastfed in the first 6 months of life.	21%	40%		
	% of children who have received vitamin A supplement	TBD	80%		

Knowledge and practice of citizens on appropriate nutritious behaviours will be increased especially amongst mothers and adolescent girls.	Proportion of parents with knowledge of correct course of iron and de-worming	13.2	40%		Involvement of parent-teacher- association Involvement of school-based management committee

3.3.1.4 Outcomes with focus on Health and Nutrition

Strategic Results 1: Enhancing human capital development through improvement of health and nutrition										
Outcomes	**Outputs**	**Activities**	**Responsible Structure**	**Structures involved**	**Target (%)**					
					(Baseline)	2024	2025	2026	2027	2028
By the end of 2028, all Katsina citizens will have access to improved quality health services and adopt healthy life practice reducing/ending some epidemics	The core set of relevant essential medicines will be available and affordable on a sustainable basis in the health facilities	Provision of healthcare facilities with the core set of relevant quality essential medicines and other health consumables.	DMA	Ministry of Health Ministry of Finance PPP	9.5%	10.5%	12%	17%	23%	30%
		Revert Drug procurement in the State and Local Government to the Ministry of Health and Local Government Councils, respectively.	DMA	Ministry of Health Ministry of Local Govt	Currently at HSMB & SPHCA	100%	100%	100%	100%	100%
		Ensure provision of effective immunization services in all facilities.	SPHCA	Ministry of Health	94%	100%	100%	100%	100%	100%
		Provision of sexual and reproductive health services in all facilities.	SPHCA	Ministry of Health	35%	36%	37%	39%	42%	45%
	60% of health facilities in Katsina State will have skilled staff, adequate infrastructure, and technical platforms for an efficient care delivery to people.	Provide adequate number of qualified healthcare staff in all health facilities.	Hospital services management Board State Primary Health Care Agency Ministry of Health	Office of the HOS Ministry of Health SPHCA	30%	32%	34%	39%	44%	50%
		Construction of adequate health infrastructures.	SPHCA Ministry of Health	Ministry of Health SPHCA	50%	52%	55%	60%	65%	70%

		Re-engage retired medical Doctors and other skilled heath personnel to fill the shortages where necessary.	Ministry of Health HSMB	OHOS	TBD	20%	20%	25%	30%	35%
		Recruit Locum Doctors and Midwives and post them to 1 Comprehensive Centre per LGA.	Ministry of Health HSMB	SPHCA	TBD	20%	25%	35%	43%	50%
		Absorb casual workers in the primary health care centres and General Hospitals across the 34 LGAs.	SPHCA	Ministry of Health	0	3%	4%	6%	8%	10%
		Reposition environmental health workers activities (Duba Gari), at least 3 per each of the 361 wards in the State.	SPHCA, Ministry for Local Government, Ministry of Health	Ministry of Environment	0%	3%	5%	10%	15%	20%
		Establish Health Resource Management system portal including its command-and-control centre in Ministry of health to monitor real-time data including employee biometric attendance in the 7 major hospitals.	Ministry of Health DICT		0	25%	30%	40%	50%	60%
		Revive the operations of mobile clinics across the State.	Ministry of Health HSMB PHCA		0	40%	50%	65%	80%	100%
	Improved access to health and drug supply	Kick start Revitalization of one functional PHC per ward PHC strategy.	Ministry of Health	SPHCA	TBD	35%	40%	50%	65%	80%

	to hospital and service providers	Increase the KATCHMA reserved fund from VAT and IGR to expand healthcare to non-formal sector (elderly and those with disabilities) into the scheme.	Ministry of Health	KTSCHMA	TBD	2%	3%	5%	7%	10%
		Finalize the draft National Public Health Law and present to state house of Assembly.	Ministry of Health	Mini of Justice SHOA	0	35%	40%	55%	75%	100%
		Installation of 10KVA inverter, 4KW solar panels and at least 12 tubular batteries with Full Electronic Health Record Software, and Billing system across the States' seven pilot General Hospitals.	Min. of Health	Department of Power and Energy	0	35%	40%	55%	75%	100%
By 2028, Katsina state has improved infrastructural development	Improved health infrastructure	Access Tertiary Hospitals Development Tax Fund (FGN).	Ministry of Health	Ministry of Finance	0	100%	100%	100%	100%	100%
		Completion of UMYUK Medical School at FTH KT.	Min. of Health		20%	25%	30%	40%	55%	70%
		Conduct detail need Assessment for PHC Revitalization including Bill of quantities.	Min. of Health	SPHCA	TBD	100%	100%	100%	100%	100%
		Access and Utilize the National intervention funds available at the Ministry of Finance, Central Bank of Nigeria, NNPC etc.	Min. of Health	Min of Finance	0	15%	20%	30%	40%	50%
		Establish a Central Reference Public Health Laboratory in the State	Min. of Health	SPHCA	0	100%	100%	100%	100%	100%

		Establish three (3) zonal public health laboratories in the three (3) senatorial zones of Katsina state.	Min. of Health	HSMB	0	100%	0	0	15%	33.3%
		Upgrade facilities of CONSKAT and COHESTKAT for permanent accreditation.	Min. of Health		TBD	10%	20%	30%	40%	50%
		Establish digital vital statistics register and make all birth and death registration compulsory within 72 hours across the state.	Min. of Health	Min for LG & CA	0	3%	5%	10%	20%	30%
		Secure joint residency programme in state's General Hospital	Min. of Health		10%	15%	20%	32%	45%	60%
		Implement the State nutrition policy	Min of Health, SPHCA	Stakeholders MoBEP	Policy in place	15%	20%	30%	40%	50%
By the end of 2028, malnutrition rate in under-five children will be reduced by 10% in Katsina State	60% of the populations of Katsina State will have a better knowledge of the supply of health services available in health facilities and at the level of community-based facilities. Mothers will have improved capacities to adopt good practices of feeding infants and children.	Sensitization of the population on the healthcare service available in the facilities across the state	SPHCA and HSMB	Ministry of Health Ministry of Finance	TBD	10%	20%	30%	40%	50%
		Sensitization of communities to the health services available at the community-based health facilities	Ministry of Health	Ministry of Finance	TBD	10%	20%	30%	40%	50%
		Sensitization of Mothers to adopt good practices of feeding infants and children	SPHCA Ministry of Health	Ministry of Finance	TBD	15%	20%	30%	40%	50%
		Sensitization of Mothers to good practices of hygiene and sanitation whilst cooking food and feeding infants	Ministry of Health		TBD	10%	20%	30%	40%	50%

	Mothers will adopt good practices of hygiene and sanitation whilst cooking food and feeding infants and children.	Set up three (3) standard basic and functional Sexual Assault and Referral Centre (SARC) in selected Hospitals in the three (3) senatorial zones	Min. of Health		TBD	-	1 (33.3 %)	-	2 (66.6%)	
	Increased access to GBV referral centre.									

3.3.1.5 **Result Framework with focus on Children, Youths, and Women Development**

Strategic Results: Accelerating Human capital Development focusing on Children, Youths, and women development						
Result	Definition	Responsible MDA	Baseline 2024	Target 2028	Means of verification (Indicators)	Risk
Improved empowerment and reduced vulnerability among women and children	Percentage of women participation in the formal and informal Jobs	Ministry of Women affairs	20%	35%	Survey, Katsina state statistical book	Political will Access to funds
Increase in access to quality education, particularly for girls and marginalized groups	Gender Parity Index (GPI) in education	Department. of Girl Child and Girl Child Development	0.95	0.99	Reduction in GPI index	Religious leaders, traditional and Political will
	Enrolment and retention rate for marginalized groups	Ministry of Women affairs	25%	44%	percentage enrol/retain over a period MICS SITAN	Religious leaders, traditional and Political will
Discrimination and violence against women, children, and youth should notably decline, promoting a safer environment.	Incidents of Gender-Based Violence (GBV)	Ministry of Women affairs	300 cases in 2020	Reduce by 45%	Number of reported cases	Religious leaders, traditional and Political will
	Access to support services by victims of discrimination and violence	Ministry of Women affairs	15%	35%	Number of reported cases	Religious leaders, traditional and Political will

Expansion of economic opportunities for youth and development of sporting activities	Awareness and attitude change	Ministry of Women affairs	25%	50%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Percentage of youth who are gainfully employed	Ministry of Women affairs	30%	45%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Active participation of women and youth in governance processes	Percentage of women and youth in key decision-making bodies, such as KTHA and State Executive Council	Ministry of Women affairs	15% (Executive arm) 0% Legislator	30% 5% - 10%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Number of women and youth actively participating in public consultations, community meetings, or feedback sessions related to governance and policymaking.	Ministry of Women affairs	25%	45%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
More effective implementation of Gender-responsive policies leading to improved gender equality.	Child abuse and neglect cases	Ministry of Women affairs	80%	50%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Conviction rates for child Protection Offences	Ministry of Women affairs	5%	50%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will

	An increase in the number and quality of sport facilities, stadiums, and recreational facilities	Ministry of Women affairs	25%	40%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Access to and utilization of healthcare, education, and social support facilities among the populace	Ministry of Women affairs	40%	65%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Child welfare and protection laws more rigorously enforced.	Percentage of children below the legal working age engaged in labour activities.	Ministry of Women affairs	70%	20%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
More advancement in sports and welfare service	Enforcement of child Labour Laws	Ministry of Women affairs	N	Y	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Significant decrease in child labour	Number of cases of child trafficking	Ministry of Women affairs	40%	5%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Number of Almajiri out of school children	Ministry of Women affairs	70%	55%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Eradication of child trafficking	Number of gender impact assessments conducted within MDAs	Ministry of Women affairs	10%	40%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will

Embedding gender-responsive policies within all Ministries, Departments, and Agencies (MDAs) through gender budgeting and service delivery initiatives.	Number of global and regional equity principles successfully incorporated into state laws and administrative mechanisms	Ministry of Women affairs	50%	70%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Incorporate global and regional gender equity principles into state laws and administrative mechanisms	Compliance and implementation of rate of the incorporated gender equity principles	Ministry of Women affairs	15%	35%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Promote and support sporting activities and events targeting communities and demographic groups	Level of participation in sporting activities and events among different communities and demographic groups	Ministry of Women affairs	25%	40%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Economic impact of the promoted sports activities and events including revenue generation and job creation	Ministry of Women affairs	15%	25%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Reducing cultural barriers and promoting a more integrated and harmonious society	Cultural integration index to measure the degree of cultural integration and harmony within the society	Ministry of Women affairs	TBD	TBC	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Incidents of cultural conflicts and tensions	Ministry of Women affairs	10%	2%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
Enhanced social inclusion and policy implementation	Policy implementation effectiveness score	Ministry of Women affairs	TBD	65%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will

Comprehensive welfare service including social work and school-based work	Percentage of eligible individuals who have receive these services within a specific period	Ministry of Women affairs	15%	50%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will
	Quality of service provided and their impacts on the well-being of individuals	Ministry of Women affairs	25%	55%	Survey, Katsina state statistical book	Religious leaders, traditional and Political will

3.3.1.6 Outcomes focusing on Children, Youths, and Women Development

Strategic Results 1: Accelerating Human capital Development focusing on Children, Youths, and Women Development										
Result	**Output**	**Activity**	**Structure responsible**	**Structure involved**	**Baseline**	2024	2025	2026	2027	2028
Improved empowerment and reduced vulnerability among women and children	Percentage of women participation in the formal and informal Jobs	Survey	Katsina state bureau of statistics	Governor's office	20%	21%	22%	25%	28%	31%
Increase in access to quality education, particularly for girls and marginalized groups	Gender Parity Index (GPI) in education	Survey	Ministry of Women Affairs		0.95	0.96	0.97	0.98	0.99	0.99
	Enrolment and retention rate for marginalized groups	Provision of scholarship and other intervention like AGILE	Ministry of Women Affairs	Ministry of Education	25%	27%	29%	33%	39%	44%
Discrimination and violence against women, children,	Incidents of Gender-Based Violence (GBV)	Conduct sensitisation	Ministry of Women Affairs	KTHA	300 cases in 2020	Reduced by 10%	Reduced by 20%	27%	39%	Reduce by 45%

and youth should notably decline, promoting a safer environment.	Access to support services by victims of discrimination and violence	and strengthen the laws	Ministry of Women Affairs	Ministry of Justice	15%	17%	19%	23%	29%	35%
Expansion of economic opportunities for youth and development of sporting activities	Behavioural change campaign		Ministry of Women Affairs		25%	28%	30%	35%	40%	50%
	Percentage of youth who are gainfully employed	Provide skill acquisition training and sensitisation	Ministry of youth development	Employment and promotion MHTVE	30%	31%	33%	36%	40%	45%
Active participation of women and youth in governance processes	Percentage of women and youth in key decision-making bodies, such as KTHA and State Executive Council	Provide legislation to support marginalised group acquire positions in the state	Ministry of Women Affairs Governor's office		15% (Executive arm) 0% Legislator	15% 0%	20% 0%	23% 0%	27% 10%	30% 10%
	Number of women, children and youth actively participating in public consultations, community meetings, or feedback sessions related to	Support community consultations and townhall meetings	Ministry of Women Affairs	Stakeholders CSOs	25%	27%	29%	33%	39%	45%

	governance and policymaking.									
More effective implementation of Gender-responsive policies leading to improved gender equality.	Child abuse and neglect cases	Strengthen the laws	Department of Girl child education and child development	Ministry of Women Affairs	80%	77%	75%	68%	59%	50%
	Conviction rates for child Protection Offences	Introduction of GBV court to fast-track judgements	Department of Girl child education and child development	Ministry of Women Affairs	5%	7%	10%	25%	40%	50%
	An increase in the number and quality of sport facilities, stadiums, and recreational facilities	Secure freer and government acquires Sporting facilities	MBASE Department of Girl child education and child development	Ministry of Women Affairs	25%	27%	28%	31%	36%	40%
	Percentage of children below the legal working age engaged in labour activities.	Conduct a survey and provide incentives for less privilege attending schools	Katsina state bureau of statistics	Ministry of Women Affairs	70%	60%	50%	40%	30%	20%
Child welfare and protection laws more rigorously enforced.	Enforcement of child labour laws	Implement child labour laws	Department of Girl child education and child development	Ministry of Women Affairs	N	Y	Y	Y	Y	Y

More advancement in sports and welfare service	Number of cases of child trafficking	Conduct a survey	Katsina state bureau of statistics	Department of Girl child education and child development	-	-	-	Y	Y	-
Significant decrease in child labour	Number of Almajiri out of school children	Conduct a survey Ensure implementation of GBV and other laws associated	Katsina state bureau of statistics	Ministry of Women Affairs	70%	69%	68%	65%	60%	55%
	Number of gender impact assessments conducted within MDAs		Ministry of Women Affairs	Ministry of Women Affairs Department of Girl child education and child development	10%	15%	20%	30%	35%	40%
Eradication of child trafficking	Number of global and regional equity principles successfully incorporated into state laws and administrative mechanisms			Department of Girl child education and child development	50%	51%	53%	58%	64%	70%
Embedding gender-responsive policies within all Ministries, Departments, and Agencies (MDAs) through gender budgeting and service delivery initiatives.	Compliance and implementation of rate of the incorporated gender equity principles		Ministry of Women Affairs	KTHA Ministry of Justice	15%	16%	18%	21%	27%	35%

Incorporate global and regional gender equity principles into state laws and administrative mechanisms	Level of participation in sporting activities and events among different communities and demographic groups	Ensure the creation of inter LGA competition and promote sporting activities	Ministry of youths and sport development	Ministry of Women Affairs	25%	26%	28%	33%	36%	40%
Promote and support sporting activities and events targeting communities and demographic groups	Economic impact of the promoted sports activities and events including revenue generation and job creation	Enhance revenue generation through sport activities	Sport council	Ministry of youths and sport development	15%	16%	17%	19%	22%	25%
	Policy implementation effectiveness score	Ensure effective implementation of social protection policy	Ministry of Women Affairs	MBEP	TBD	TBD	20%	30%	45%	65%
Enhanced social inclusion and policy implementation	Percentage of eligible individuals who have receive these services within a specific period	Conduct a survey to assess the number of individuals benefiting	Katsina State Bureau of Statistic	Ministry for youths Development Ministry for Social development	15%	17%	20%	30%	40%	50%

Comprehensive welfare service including social work and school-based work	Quality of service provided and their impacts on the well-being of individuals	Ensure effective service delivery to individuals through proper social care and guidance	Ministry for Social development	Ministry for youths Development	20%	20%	22%	25%	30%	55%

3.3.1.7 **Result Framework focusing on Social Protection and Social Inclusions**

Strategic Results 1: Accelerating Human Capital Development through Social Inclusion					
Results	Indicators			Means of verification	Risks and Assumptions
	Definition	Baseline	Target		
Reduced poverty in its multiple dimensions and improved welfare of its residents	50% reduction in Poverty rate	56%	46%	Survey MPI Child Poverty report Survey	Political will Economic recession Corruption Governance Teaching staff motivation Leadership of executive government Commitment of financial and technical Partners Participation of CSO Involvement parents' teachers' association Involvement school-based management committee
	Percentage of Households that have improved access to multidimensional poverty deprivation to live free from poverty.	67%	76%		
	40% reduction in Child monetary poverty rate.	61.17%	21.17%		
	45% reduction in Child Multidimensional poverty rate.	75.2%	30.2%		
Increased access and utilization of social protection services by Poor and vulnerable citizens of Katsina State	Percentage of poor and vulnerable Citizen of the state captured in the social register	29%	40%	MICS NDHS Performance reports CSOs reports	

	Percentage of Poor and Vulnerable households who have access to adequate, inclusive, and shock responsive social protection, including social Assistance, Social Insurance, and Labour market intervention, and social care. (Disaggregated by sex, gender, disability financial status and age).	TBD	30%		
Strengthened functional and Institutional systems for effective management and coverage of social to achieve the SDGs	Existence of a social protection department or agency Social protection information management system Existence of a social protection Council (Steering Committee) Existence of a social protection trust-fund for the State. Existence of Social Protection Parliamentary Forum Existence of Legislations on social protection related bills (example SP Bill)	N N N N N N	Y Y Y Y Y Y		Political will Economic recession Corruption Governance Teaching staff motivation
Increased access to social assistance for poor and vulnerable households	Number of cash transfer programmes in the state (National and state specific) % of Children 0-17 benefitting from cash transfer or grant.	2 TBC	3 40		Leadership of executive government Commitment of financial and technical Partners Participation of CSO Involvement parents' teachers' association Involvement school-based management committee
	% of poor citizens and residents covered by free health care services	TBC	45		

	% of poor citizens and residents covered by free education and scholarships available	90%	100%		Involvement parents' teachers' association
	Number of schools providing school feeding to Children (Primary 1-3)	0% (TBC)	50%		Involvement school-based management committee
	Number of primary schools providing school feeding for all classes (primary 1-6)	TBC	70%		
	% of residents including Children benefitting from shock responsive social protection intervention from disasters and shocks (including access to essential goods and services)				
Enduring income security enhanced through social insurance for residents of the state against various economic and health risks such as loss of income due to sickness, old age, or unemployment, or loss of investments due to drought, flood, and other disasters	% of residents employed in the informal sector registered and benefitting from state and private contributory health insurance scheme	TBC	40%		
	% of poor citizens and residents from informal sector covered by free health care services in Contributory health scheme	TBD	45%		
	% of residents employed in the informal sector covered by contributory pension schemes	0%	55%		

Increased access to market labour interventions for the poor and vulnerable women and youths	Number of women and unemployed youth accessing market intervention schemes (SMEDAN, Bank of industry, MSMEs interventions)	TBC	TBC	MICS NDHS Performance reports CSOs reports	
	Number of women and young farmers having access to special schemes to scale-up production, processing, and uptake of their produce.	TBC	TBC	MICS NDHS Performance reports CSOs reports	

Increased access to social welfare, justice, and protection for vulnerable citizens	Numbers of LGAs with inclusive and operational social welfare services for the most vulnerable / indigents.	TBD	TBD	MICS NDHS Performance reports CSOs reports	Leadership of executive government Commitment of financial and technical Partners Participation of CSO Involvement parents-teachers' association Involvement school-based management committee Involvement parent-teachers' association Involvement school-based management committee
Availability of responsive and inclusive social welfare institutions	No. of LGA social welfare units providing Specialized services for Victims/ Survivors of Violence Proportion of children under 5 years of age whose births have been registered with a civil authority by age	TBD	TBD		

	Proportion of population in detention who benefit from timely legal aid and social services (disaggregated by age and gender) No of operational referral mechanism between sectors (social welfare/protection; education; health) Number of girls and boys who have been placed in foster and alternative care	TBD 7	TBD 39		
Change in social norms through BCC in the prevention of GBV promoted	% Reduction in number of women 15-24 who get married before age 15 Proportion of girls, boys, women, and men reached with child protection and SGBV information.	56% 40%	20% 89%		

3.3.1.8 Expected outcomes focusing on Social Inclusion

Strategic Results 1: Accelerating Human Capital Development through Social Inclusion										
Outcome	Output	Activity	Structure responsible	Structure involved	Baseline	2024	2025	2026	2027	2028
By 2028, Katsina state significantly will have reduced the level of poverty and ensure that a minimum income security is secured for most of its citizens	Implement the social protection policy of the state	Assent and implement the social protection policy	MoBEP	MoE, MoF, MoH, MoAL	100	-	-	-	-	-
	To respond to the plight of the poor.	Collaborate with DESI / KASEDA to have database for poor Household in the State.	Governor's Office and DESI / KASEDA	SOCU	0	10%	20%	27%	37%	50%
		Provide incentives for poor parents to reduce hardship that force them to send their children to Almajiri schools/Cirani and other social vices.		MBEP MoW	10%	12%	15%	30%	45%	60%
		Provide subsidized healthcare for children aged 1-12 years and vulnerable senior citizens.		KATCHMA MoH SPHA	20%	21%	22%	24%	27%	30%
	Empower youths with skills and soft loans to reduce poverty	Offer skills and capacity building programs for youth and individuals with disabilities to enhance	Ministry of Youth, Sport and Social Development	Department of Empowerment and Special Intervention	10%	11%	13%	16%	20%	25%

		their productivity and income opportunities.								
		Provide interest-free loans to support small business owners and farmers who are often underserved by traditional financial institutions.		Ministry of Agric /DESI / KASEDA	20%	21%	22%	24%	27%	30%
		Conduct campaigns to promote knowledge and behaviour change in areas such as health, education, financial literacy, and more.	Ministry of Youth, Sport and Social Development	Ministry of Youth, Sport and Social Development	5%	6%	7%	9%	11%	15%
		Establish affordable housing schemes or housing loans for middle-class civil servants, artisans, and trade unions to improve access to safe and decent housing.		KASEDA/ Microfinance Banks	5%	5%	6%	7%	8%	10%
	Empower poor citizens with easy and accessible ways to acquire shelter, and food	Introduce an early home ownership support scheme for young adults to promote home ownership and wealth creation.	Housing Authority	MoW, MoY	N	N	N	Policy introduction	00	00
		Establish Agricultural Commodities Prices		MBEP	N	N	N	N	Y	Y

		Guarantee Scheme through Public Private Partnership arrangement	Ministry of Agriculture							
		Establish mechanism for the sale of Agricultural products to the people to reduce high price in the market		MoA, MoY	5%	6%	7%%	10%	12%	15%
		Introduce a School Attendance Compensatory Model in rural areas.	Ministry of Youth, Sport and Social Development	MBASE	0%	0%	0%	1%	3%	5%
		Provide financial incentives to parents whose children attend school regularly.		AGILE/MBASE	15%	16%	18%	22%	26%	30%
		Establish a social protection trust fund through government initiative.	Ministry of Budget and Economic planning	OHOCS	0	2%	10%	20%	30%	
Reduced cases of drug abuse-related psychiatric issues		Build additional rehabilitation centres and remand homes across the state.	Ministry of Youth, Sport and Social Development	MoH	TBD	TBD	2	3	4	5

		Establish additional two psychiatric hospitals in Daura and Funtua Senatorial Zones.	Ministry of Youth, Sport and Social Development.	MoH	1	1	2	3	00	00
		Revive community support services initiatives.	Ministry of Youth, Sport and Social Development.	MoH	Currently not functioning	-	-	-	Y	-
		Ministry of Health to ensure inspection and confiscation of fake drugs.	Ministry of Health,	NAFDAC, NDLEA, and pharmaceutical	No committee	-	-	Y	Y	Y
		Support the education of orphans and empower widows of banditry.	Department of Empowerment and Special Intervention	KTSB	No Policy	-	-	-	Y	Y
		Rebuild destroyed or damaged homes of banditry victims.	SEMA	Stakeholders	0	-	15%	20%	30%	40%

3.4. Accelerating the Structural Transformation of the Economy

Over the period 2024–2028, the major actions to be carried out will be to increase people's incomes, particularly of the most vulnerable, and ensure their food and nutritional security, as well as provide social protection. These interventions will focus on improving the productivity of primary economic activities by embracing modern techniques of production; optimal utilization of resources such as water bodies; and local processing of primary products through provision of an enabling environment (land allocation, tax incentives and provision of key supporting infrastructure – especially electricity and roads). Other important components for the development of the local economy include enhancing access to markets and finance, and skills acquisition. Katsina State will continue its efforts to ensure participation of women and other socially excluded groups in the economy through the introduction of social safety nets and income transfers. Particular attention will be given to harnessing and developing the mineral resource potential of the state. The Katsina State Government has launched the Katsina State Economic Development Strategy (KSEDS) as a strategic document designed to ensure a fiscal discipline that would propel economic transformation towards path of sustainable development.

In the economic sector, increasing agricultural productivity and improving farming techniques, and access to markets and skills, together with dedicated funding are the flagship projects. This will result in improvement of farming, livestock and fisheries production and create an enabling business environment. The economic pillar has three strategic sectoral plans:

3.4.1 Strategic Sectoral Plan

To accelerate the structural transformation of the State economy between 2024 and 2028, the following strategic sectors will play key roles:

i. Deepen Agricultural and livestock production
ii. Enhance the performance of Commerce and Industry
iii. Accelerating the grow of Internally Generated Revenue for economic transformation.

3.4.1.1 Result Framework focusing on Agriculture and Livestock Production

Strategic Results 2: Accelerating the Structural Transformation of the Economy through Agriculture and Livestock Production					
Results	Indicators			Means of verification	Risks and Assumptions
	Definition	Baseline	Target		
Enhanced productivity in all sectors of the economic	Average yield per hectare of focus agricultural crops – maize, rice, millet, guinea-corn, soya beans, cotton, and groundnut. Average cattle milk production per day (ltr) Beef production – Average weight per cattle (in kg)	Maize-3.0mt/ha Guineacorn -2.5mt/ha Millet-3.0mt/ha Rice-3.0mt/ha Soya beans -2.0mt/ha 0.5ltr 100kg	60% 6ltrs/day 450kg 10ltr 500kg	Survey Performance Reports Survey	environment, Insecurity, Inadequate power supply
Increased knowledge, and capacity of farmers to improve crop, livestock, and fisheries production.	% of farmers having access to extension services. % of farmers having improved knowledge of plant and/or animal diseases. % of farmers having improved knowledge of modern farming techniques and/or practices – disaggregated.	10% 10% Male (8%) Female (2%)	70% 70% Male (45%)		

			Female (25%)		
Stakeholders benefit from modern facilities for the production, storage, preservation, and processing	Proportion of actors who benefit from production inputs (including equipment for farming and manufacturing) – disaggregated by gender.	TBD	60%		
	Proportion of cultivable land	TBD	60%		
	Proportion of women benefitting from support for agricultural production and processing	40%	60%	Ease of Doing Business Reports, Performance Report, KSEDS Report	
	Proportion of producers who benefit from storage and preservation facilities for agricultural products	20%	30%		

3.4.1.2 Outcomes on economic transformation with focus on Agriculture and livestock production

Strategic Results: Accelerating the structural transformation of the economy through Agriculture and livestock production										
Outcome	Output	Activities	**Structure responsible**	Structure involved	Baseline	2024	2025	2026	2027	2028
By the end of 2028, 70% of production sector's stakeholders will have enhanced their productivity and income	70% of the most vulnerable Katsina populations will increase in capacity to improve farming, livestock, and fisheries production	Training of Katsina State farmers in modern farming, forestry, rearing and fisheries production technique	Ministry of Livestock and Development and Ministry of Agriculture	CSO Stakeholders	10%	11%	12%	15%	17%	20%
		Recruit qualified extension staff	Ministry of Agriculture		2.1%	75%	80%	85%	90%	95%
		Introduce E-extension and other Technology driven Agricultural practice as a pilot scheme.	Ministry of Agriculture		0	2%	4%	7%	8%	10%

		Engage state and Federal tertiary institutions for the training of extension agents.	Ministry of Agriculture		0	2%	4%	8%	14%	20%
		Improve livestock value addition in 50% of the sector by 2028	Ministry of Agriculture		5%	7%	8%	10%	12%	15%
		Supply producers with technical support	Ministry of Agriculture		0	5%	10%	15%	25%	35%
		Provide incentives for irrigation activities in Dams with irrigation infrastructure.		MBEP	40%	43%	47%	50%	53%	55%
		Establish value chain for the six major crops (millet, sorghum, soybean, cowpea, maize, and rice) in the State.			0	5%	12%	20%	72%	35%
	60% of stakeholders from production sector will benefit from modern amenities for the production, storage, preservation, and processing. Technology adoption and access to modern farming tools	Providing producers with storage and preservation amenities	Ministry of Agriculture	Ministry of Finance	0	2%	7%	15%	20%	25%
		Training producers in the maintenance of farming equipment	Ministry of Agriculture	Ministry of Finance	0	3%	8%	14%	20%	25%
		Increase technology adoption by 90% by 2028	Ministry of Agriculture	Ministry of Finance	0	7%	16%	29%	40%	50%
		Improve the deplorable conditions of the farm services centres. this will enhance communications and linkages between the farmers	Ministry of Agriculture	KTARDA	31%	10%	10%	10%	10%	10%
		Attract 80% more youth engagement to agriculture by 2028	Ministry of Agriculture	Ministry of Finance	0	8%	17%	27%	35%	40%

		Train 70% of farmers and herders by 2028	Ministry of Agriculture	Viable agricultural cooperative societies & Various commodity Associations	10%	12%	15%	19%	25%	30%
		Attract 70% of private sector investments by 2028	Ministry of Agriculture	Farmers & livestock breeders	0	3%	7%	12%	16%	20%
		Achieve 70% increase in adoption by 2028	Ministry of Agriculture	KIPA, Ministry of Commerce	0	3%	7%	12%	17%	20%
By 2028, Katsina state will have improvement in climate-resilience and improve access to agricultural finances	Increased adoption of climate-resilient agricultural practices	Promote diversification in 50% of farms by 2028	Ministry of Agriculture, Ministry of Environment	KTARDA	0	2%	7%	12%	16%	20%
	Diversification of crop and livestock production	Facilitate access to 70% of new markets by 2028	Ministry of Agriculture, Department of Market Development	Ministry of Lands and Physical Planning	0	4%	10%	14%	17%	20%
	Improved market access and value addition	Establish new research and extension centres at Umaru Musa Yar'adua University by 2028 Revive agricultural extension training centres in Kafin Soli, Daudawa, Tambu, Tashar Na Gulle, Gidan Kwakwa	Ministry of Agriculture, UMYU	Market Association	0	5%	10%	16%	24%	30%
	Strengthened research and extension services	Implement land use plans covering 80% of agricultural areas by 2028	Ministry of Agriculture, Ministry of Land and Physical Planning		0	4%	10%	16%	23%	30%

	Sustainable land use planning and reduced conflicts	Expand access to credit for 90% of farmers by 2028	Ministry of Agriculture, Ministry of Finance	Smallholder farmers, cooperate farms, CSO & cattle breeders	0	5%	9%	17%	25%	35%
	Increased access to agricultural finance	Explore the opportunities abound in the CBN.	Ministry of agriculture, Ministry of Finance	NIRSAL, BOA, NGOs	0	5%	10%	16%	23%	30%
		Encourage community participation and ownership of agricultural development initiatives through participatory decision-making and cooperatives.	Ministry of Agriculture, Ministry of Information, Ministry of Commerce	NGO & other development partners, CDP	0	5%	12%	17%	23%	30%
By 2028, Katsina state will become improved in climate-resilience and improve in access to agricultural finances	Community Engagement	Advocate for consistent policies and regulatory frameworks that support sustainable agriculture and animal husbandry.	Ministry of Agriculture, Ministry of Budget and Economic Planning, Ministry of Justice	CDP, Development partners, Farmer Association etc	0	4%	12%	18%	26%	30%
	Policy and Regulatory Reforms	Revive KTARDA	Ministry of Agriculture	CSO, Farmers Associations	0	5%	15%	20%	26%	30%
By the end of 2028, 60% of production sector's stakeholders will have enhanced productivity and income	60% of the most vulnerable Katsina populations will increase in capacity to improve farming, livestock, and fisheries production	Provision of farming, rearing and fisheries inputs for farmers	Ministry of Agriculture	CSO Stakeholders	0	4%	8%	12%	15%	20%
		Supply producers with technical support	Ministry of Agriculture Ministry of Livestock Development		0	2%	8%	12%	15%	20%

		Purchasing farming equipment		MBEP	0	2%	7%	12%	16%	20%
	60% of stakeholders from production sector will benefit from modern amenities for the production, storage, preservation, and processing	Providing producers with storage and preservation amenities	Ministry of Agriculture	Ministry of Finance	0	3%	6%	10%	15%	20%
		Training producers in the maintenance of farming equipment	Ministry of Agriculture	Ministry of Finance	0	2%	7%	12%	15%	20%
		Revive KTARDA	Ministry of Agriculture	Ministry of Finance	0	4%	9%	16%	23%	30%
	To have a State with well-developed Agricultural potentials that create wealth, employment, industrialization, and food security	Establish sugar processing industries	Ministry of Agriculture	Governor's office	0		100%			
Improved Industrialisation by 2028	By 2028, Katsina state have agriculture processing industries that will promote economic activities in the state	Establishment of Katsina Rice Mill	Ministry of Agriculture	Private Partners	0		100%			
		Establishment of Katsina Organic Fertilizer and other bio-inputs factory	Ministry of Agriculture	Private Partners	0			100%		
		Establish modern storage facilities for food reserve	Ministry of Agriculture	Private Partners	0			100%		
		Establishment of Katsina Livestock Centre Ladanawa	Ministry of Livestock Development	Private Partners	0		100%			
		Establishment of Service Centres for bio-fertilizer, Bio-inputs, and Mechanization	Ministry of Agriculture	Private Partners	0		70%			
		Implementation of IsDB – Integrated Agricultural Development Project	Ministry of Agriculture	Private Partners/CII TTAA	0	20%	20%	20%	20%	20%
By the end of 2028,	70% of the most vulnerable Katsina	Implementation of SAPZ Project	Ministry of Agriculture	IsDB	0	20%	20%	20%	20%	20%

70% self – sufficiency and export of priority value chain commodities will be attained.	populations will attain food security and better livelihood at household level	Implementation of IFAD – VCN Project	Ministry of Agriculture	AfDB	0	20%	20%	20%	20%	20%

3.4.1.2 Result Framework with focus on Commerce and Industry

Strategic Results 2: Accelerating the Structural Transformation of the Economy through Commerce and Industry					
Results	Indicators			Means of verification	Risks and Assumptions
	Definition	Baseline	Target		
A spurring business environment is set up	Proportion of small-scale business in total industry value added	20%	40%	Ease of Doing Business Reports, Performance Report, Katsina State Investment Guide.	Political will Economic recession Corruption Governance Climate hazards Conducive business environment
	Number of enterprises (MSE/MSI) having access to funding (grants and loans)	TBD	1000		
	Number of businesses that shutdown/closed within 5 years of starting operations.	40%	5%		
	Proportion of small-scale industries with a loan or line of credit from financial institutions	TBD	25%		
Strengthened access to markets for MSE/MSI	Proportion of enterprises utilizing social media to market their goods and services	2000	5000		
	Proportion of businesses/enterprises engaging in inter-state and cross-border trading.	1%	40%		
	Number of SMEs supported and established	2000	6000	Survey reports	Political will Governance Climate hazards Conducive business environment
	Innovation and technology adoption in SMEs	1000	5000	Survey reports	
	Contribution of non-oil sectors to GDP	$642		Ease of Doing Business Reports, Performance Report	
Economic Diversification and Industrial Development	Number of new industries established	0	20	Ease of Doing Business Reports, Performance Report, KSEDS Report	
	Ease of doing business index	7th	1st		
Business Environment and Ease of Doing Business	Time required for obtaining business permits and licenses	7 DAYS	2 DAYS		

3.4.1.3. Outcomes with focus on Commerce and Industry

Strategic Results: Accelerating the Structural Transformation of the Economy through Commerce and Industry										
Outcomes	Output	Activities	Structure responsible	Structure involved	Targets					
					Baseline	2024	2025	2026	2027	2028
By 2028, Katsina state most have witness a boom in MSEs access to funding and an improved market infrastructure	Enabling business environment is set up Support the establishment of 500 new SMEs and aid 1,000 existing SMEs	Supporting the MSE/MSI access to dedicated funding	Ministry of Commerce	Ministry of Budget and Economic Planning, KASEDA, KIPA	10%	12%	13%	15%	17%	20%
		Facilitating MSE/MSI access to markets	Ministry of Commerce	Ministry of Commerce, KASEDA	20%	22%	24%	25%	27%	30%
		Strengthening of MSE/MSI entrepreneurs' capacities for marketing their products	KASEDA	Ministry of Commerce	10%	13%	15%	17%	18%	20%

		- Facilitate access to finance, training, and mentorship programs for SMEs	KASEDA, Department of Banking and Finance		10%	12%	13%	15%	18%	20%
	Increase the contribution of SMEs to the overall economy by 15% MSE/MSI access to markets is strengthened in Katsina State To have a State that has robust MSMEs that targets wealth creation and employment generation	Reinforcing markets infrastructures	Ministry of Commerce	Ministry of Finance, MBEP	10%	12%	15%	17%	18%	20%
		Facilitating efficient production of locally manufactured good to minimise leakage	No Cargo	MBEP	20%	22%	23%	25%	27%	30%
		Implement state MSMEs policy.	Governor's Office & KASEDA	Department of Market, Ministry of Commerce	Policy exists	4%	4%	4%	4%	4%
		Recapitalization of State-owned Microfinance Banks	Department of Banking and Finance	Ministry of Finance, MBEP	10	12%	13%	15%	17%	20%
		Facilitate trade missions, provide trade information, and enhance export financing	Ministry of Commerce	KIPA	10%	11%	12%	13%	14%	15%
	Economic Diversification and Industrial Development Increase the number of businesses engaged	Carry out need assessment on MSMEs across the State.	KASEDA	Bureau of Statistics, MBEP	None	100%	0	0	0	0
		Generate 25,000 jobs annually.	KASEDA	MHVTE, Department of Employment	TBD	100,000	200,000	300,000		400,000

	in international trade by 20%		Ministry of Commerce and Industries KASEDA KASEDA	and Vocational Training MHVTE, Department of Employment and Vocational Training						
	Establish 5 new industries within the next five years	- Promote skill development programs and collaborate with industries for job creation	KASEDA Ministry of Commerce and Industries KASEDA	MHVTE, Department of Employment and Vocational Training MHVTE, Department of Employment and Vocational Training KASEDA	TBD	100,000	200,000	300,000		400,000
		Establish SMEs village, clusters, and business with comparative and competitive advantage of resources in the localities.	KASEDA Ministry of Commerce and Industries	MHVTE, Department of Employment and	0	20%	40%	30%	40%	50%

				Vocational Training MHVTE						
	Enabling business environment is set up Generate 300,000 new jobs through entrepreneurship and 100,000 new jobs in the industrial sector	Utilize green energy in creating cost effectiveness in MSMEs businesses	KASEDA Ministry of Commerce and Industries	MHVTE, Department of Employment and Vocational Training MHVTE,	0	20%	40%	60%	80%	100%
		Build cluster parks to allow assemblage to benefit from shared infrastructure.	KASEDA Ministry of Commerce and Industries	KYCV	0	20%	45%	60%	75%	100%
		Introduce more emerging businesses into the curriculum of BATC and Youth Craft Village.			0	20%	40%	55%	70%	100%
		Partner with Nigeria Institute of Leather and Science Technology (NILEST) Samaru Zaria, to train youth on Leather Technology, footwear technology, polymer technology.			N	Y	00	00		00
	Increase the contribution of SMEs to the overall economy by 15%	Implement the National Skill Qualification Framework (NSQF) in all the skills acquisition centres.	KASEDA Department of Employment and Vocational Training,	KYCV	N	Y	00	00		00

			MHVTE KIPA							
	MSE/MSI access to markets is strengthened in Katsina State	Simplify business registration processes and enhance regulatory efficiency	KASEDA Department of Employment and Vocational Training, Ministry of Commerce	MBEP	2%	3%	5%	7%	8%	10%
		Implement online permit application systems and streamline approval procedures		KATDICT	7 DAYS	3 days	2 days	24 hours		00

3.4.1.2 Result Framework with focus on Internally Generated Revenue

Strategic Results 2: Accelerating the Structural Transformation of the Economy by Improving the Internally Generated Revenue					
Result	Definition	Baseline	Target	Means of verification	Risk and Assumption
A sustained economic growth and development	GDP Poverty index	$5.3billion 72.70%	$12.5billion 20%	SBS, MPI, NBS multi-dimensional poverty index, Survey Performance Reports KSEDS Reports	
Increased Internally generated revenues by 300%	Number of tax-payer formal /informal IGR collection	TBD 27 billion	TBD 81 billion		

A spurring and conducive environment for MSE/MSI promotion	Number of new enterprises officially registered	TBD	500		Political will, Climate hazards, Conducive business, environment, Insecurity, Inadequate power supply
	Proportion of registered enterprises supported by relevant government agencies.	TBD	60%		
The mechanism of taxes, royalties' collections is modernized	Number of tax collection projects designed and implemented	2	5		
	Proportion of tax administrators skilled to administer the modernized tax system	10%	70%		
State mineral resource potentials valorised and harnessed	Number of requests and/or recalls to the Federal Government to valorise mineral resources potentials Existence of policies and/or strategies that enhance mineral resources extraction in the state	TBD No	10 Yes	Survey Performance Reports Survey	
To have the most efficient technology-based revenue collection system that is responsive, transparent, and accountable managed by professional and highly motivational personnel.	Establish special Revenue Marshalls Unit	TBD	100%	Availability of database and TIN number for tax payers. Increased in revenue generation	
	Create and maintain a comprehensive and reliable database of all taxpayers	TBD	100%		
Strengthening the Revenue Law	This aim to amend the law to cover areas where lapses, leakages and penalties were not captured	Require amendment	100%	Amended law	
Revenue collection outpost	Establish additional revenue offices in the state.	28	37 Minimum	Offices in all 34 LGAs	
Reorientation	Tax education for schools and businesses through a dedicated mind-set program	TBD	90%	Citizens are informed about tax collection and penalties for defaulting	

Mineral Resource Exploration and Development	Number of active mining projects	442	1000	Survey report	Political will, Climate hazards,
	Employment generated in the mining sector	547	3000		
Revenue Generation and Economic Diversification	Contribution of mining to state revenue	1.9 billion	50 billion		
	Economic diversification index	17	Top 5		

3.4.1.3. Outcomes with focus on Internally Generated Revenue

Strategic Results 2: Accelerating the Structural Transformation of the Economy through Internally Generated Revenue										
Outcome	Output	Activities	**Structure responsible**	Structure involved	Targets					
					Baseline	2024	2025	2026	2027	2028
	A spurring and conducive environment for MSE/MSI promotion is put in	Simplification of procedures for MSE/MSI creation	Ministry of Finance		7 days	3 days	2 days	24 hours	00	
		Taxes exemption at the beginning for MSE/MSI			1 year	Depending on	0	0	0	

By the end of 2028, internally generated revenues will have increased by 300%	place in Katsina State				Exemption currently	turnover and 2 years initial				
		Strengthening of capacities for MSE/MSI entrepreneurs		MSE/MSI Stakeholders	10%	12%	13%	17%	19%	20%
	The mechanism of taxes, royalties' collections is modernized	Sensitization of business entrepreneurs on tax law	KTIRS, Ministry of Finance	MBEP	8%	10%	12%	15%	17%	20%
		Purchasing new materials and equipment for modernizing the mechanism of collecting taxes and royalties		Accountant General	10%	12%	13%	16%	18%	20%
		training of the personnel in the modern techniques for collecting taxes and royalties		UMYU, Chartered account of Nigeria	30%	33%	35%	47%	40%	45%
	Vaporised mineral resource potentials	Lobbying to the Federal Government	Ministry of Resource Development	Ministry of Finance	N	Y	00	00	00	
	To have the most efficient technology-based revenue collection system that is responsive,	Establish special Revenue Marshalls Unit	KTIRS	Nigerian Police, Judiciary, MoJ	N	Y	00	00	00	
		Create and maintain a comprehensive and reliable database of all taxpayers	KTIRS	SBS, DICT	30%	32%	34%	37%	40%	45%

	transparent, and accountable managed by professional and highly motivational personnel.	Introduce Tax Identification Number (TIN) for taxpayers.	KTIRS	DICT	30%	33%	38%	40%	43%	45%
		Tax education and enlightenment programs should be initiated and targeted at changing mind-set towards tax matters.	KTIRS	Ministry of Information, Religious Affairs, Local Government and Chieftaincy Affairs, Finance	8%	10%	13%	15%	18%	20%

3.5 Improving Governance Focusing on the Quality of Institutions and Participation

In the governance sector, income and revenue generation, women's representation within decision-making bodies and accountability will be the focus. Currently, women's representation in governance is low (Cosmos Consulting SARL, 2020–2021). The Gender Inequality Index is 0.779 (UNDP, 2018). Therefore, women's capacity should be increased through participation and equal opportunities for leadership at all levels. Accountability is to be enhanced by a mechanism to reinforce the planning process.

Some key solutions to address governance challenges revealed by the assessment analysis of Katsina State are to improve the quality of institutions and roll out the statistical information system in the state. Over the period 2024–2028, actions will be implemented to enhance accountability and transparency through participation of non-state actors in planning, budgeting and implementation of the Bureau for Public Procurement Act and Fiscal Responsibility Act to improve service delivery in the LGAs and promote equitable gender participation and representation in governance. Particular attention will also be given to strengthening the system and ensuring service delivery. The governance development pillar has the following sectoral plan:

3.5.1 Strategic Sectoral Plan

To improve governance in Katsina State between 2024 and 2028, the following strategic sectors will play key roles:

i. Strengthening the governance and fiscal Planning
ii. Improving the quality of Local Government Administration
iii. Enhancing the Societal reorientation
iv. Strengthening the Quality of Security Architect
v. Improving governance focusing on the Law and Justice

3.5.1.6 Result Framework with focus on governance and fiscal Planning

Strategic Results 3: Strengthening the Governance and Fiscal Planning					
Results	Indicators			Means of verification	Risks and Assumptions
	Definition	Baseline	Target		
By 2028, the State will have more effective, accountable, and transparent institutions	Proportion of population satisfied with their last experience of public services	30%	60%	National Demographic Health Survey	
By the end of 2028, the public financial management system will have improved	Budget implementation rate (Release)	53%	70%	Periodic Review Report Performance Report	Political will Economic crisis Institutional instability Availability of the resources
	Budget implementation rate (Expenditure)	30%	70%		
	Implementation rate of SDP annual work plan	0%	70%		
The government management system will be fully compliant with the International Public Sector Accounting Standards (IPSAS)	Rate of compliance with the International Public Sector Accounting Standards (IPSAS)	60%	90%	Periodic Review Report Performance Report	
The state has in place a programme Based Budget that is result-oriented in preparation and implementation	Percentage annual budget prepared in line with the state development Plan	0	70%	Periodic Review Report; Performance Report	
Increased capacity of all concerned institutions in the preparation and utilization of medium-term expenditure framework	Proportion of State institutions trained in Result Based Management standards	0	70%	Investigation Performance Report	
	MTEF system of planning and budget established in the state	0	70%		
By the end of 5years, the rule of law will have been promoted ensuring equal access to justice for all	Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	30%	60%	Multi-door courts, and laws passed by (KTHA) on administration of criminal justice system	Political will Promulgation of law Knowledge of the rule of laws translated in indigenous languages
40% of Katsina citizenry will become familiar provisions of the texts of some basic laws (Tax laws, traffic laws, child protection law, VAPP, LG bylaws etc)	Proportion of people who know provisions of the texts of laws	30%	40%	Law reforms, ministry of justice, KTHA and Government printing press	

40% of Katsina citizenry whose rights are violated will have increased capacity knowledge and tools to refer to relevant justice services	Proportion of people who know judiciary institutions of their State	80%	100%		
	Proportion of Katsina citizenry whose rights are violated who have knowledge and tools to refer to relevant justice services	50%	60%		
30% of Katsina citizenry whose rights are violated will adopt and refer to competent justice services	Proportion of Katsina citizenry whose rights are violated and who refer to competent justice services	40%	60%		
Improved enforcement of existing laws in the state	% of VAPP and child abuse cases reported % of traffic violation cases recorded % of eligible of taxpayers registered in the taxpayer database	50% 40%	40% 30%		
Improved state Planning, Monitoring and Evaluation function	Existence of State Development Plan Implementation rate of Integrated Monitoring and Evaluation Plan of the State	0 20%	60% 70%	SDP Validation Report Annual activity report of the Governor	
By 2028, people benefit from improved enabling policies and social protection to live free from poverty.	Proportion government stakeholders with increase capacities to generate, analyse and use updated evidence on child poverty to design and implement social and economic development strategies. Proportion of Government institutions with increased capacities to develop social protection systems that ensure expanded coverage, respond to shocks and address the needs of poor children and their families in development and humanitarian settings	10% 10%	70% 70%	Data and evidence on child poverty generated and utilized. for policy design and implementation	
A mechanism reinforcing the planning process is put in place	Proportion of MDAs with timely annual work plan	20%	60%	Annual activity report of the Governor	Political will Commitment of executive government Availability of the resources
	Proportion of MDAs that conduct periodic work plan review	20%	60%		
Efficient statistical information system	Existence of state costed statistical plan that is implemented	0	50%	Performance Report	

	Annual Production of Statistical Yearbook	No	70%	Validation report of the State statistical plan	Commitment of Financial and Technical Partners Involvement of CSOs
	Proportion of MDAs using the statistical yearbook for planning and decision making	0			
Increased capacity in M&E including establishment of M&E units in all the MDAs and reporting mechanism	Existence of state M&E frameworks aligned to the SDP	0	60%		
	Proportion of MDAs with timely annual reports	70%	100%	Performance Report	
	Existence of mechanism for periodic (annual) review of the SDP implementation	0	60%		
Inclusive governance with improved citizen (including enhanced gender representation) and private sector participation	Level of inclusiveness with people and Private sector as a legitimate partner	30%	60%	Survey Performance Reports	Political will Commitment of executive government Involvement of CSO Accountability and transparency in the management of public goods Availability of civil registers
Improved provision of legal identity for all, including birth registration	Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	30%	80%	Register book Performance Reports	
	Proportion of citizens with NIN and or indigene letters	TBD	80%		
Improved system of civil registration	Proportion of U-5 children whose birth were registered	30%	80%		
	Proportion of deaths registered with a civil authority	5%	30%		
	Proportion of marriages registered with local government authorities and/or courts	10%	60%		
Improved awareness of the importance and channels of civil registration.	Proportion of household that have their children's birth registered within one month of birth.	20%	60%		

	Proportion of households that know where to register births, marriages, and deaths.	20%	70%		

3.5.1.7 Outcomes focus on Governance and Fiscal Planning

Strategic Results 3: Strengthening the Governance and Fiscal Planning										
Outcomes	**Outputs**	**Activities**	**Responsible Structure**	**Structures involved**	**Target (%)**					
					Baseline	**2024**	**2025**	**2026**	**2027**	**2028**
By 2028, state and local governments have strengthened capacities to improve public financial management systems and programme implementation	The government management system is fully compliant with the International Public Sector Accounting Standards (IPSAS)	Training of MDAs executives in IPSAS accounting Standards	Ministry of Budget and Economic planning, Ministry of Finance & HoS	MDAs (through the CFO and executives and accountants)	15	45	**60**	70	90	100
		Training of LGAs executives in IPSAS accounting Standards		MBEP	10	30	60	70	90	100
		Insuring training in IPSAS follow-up			10	30	60	70	90	100
	Increased capacity of all concerned institutions in the preparation and use of medium-term expenditure framework	Training of MDAs executives in the preparation and use of Medium-term expenditure framework	MBEP	Ministry of Finance LGAs	10	30	40	60	70	80
		Training of LGAs executives in the preparation and use of			0	20	30	60	70	80

		Medium-term expenditure framework	Local Government Service Commission, MBEP							
		Ensuring the monitoring of MDAs and LGAs executives in the preparation and use of medium expenditure framework and Medium-Term Sector Strategy			0	20	40	60	70	80
	The state migrates from activity-based budget to programme-based budget that is result oriented.	Training of MDAs and LGAs executives in the preparation and implementation tools of program-based budget.	Local Government Service Commission, Ministry of Finance. MBEP	Auditor General	0	10	20	50	70	80
		MDAs executives have increased capacities to prepare a program-based budget and tools of implementation.			0	20	30	50	70	80
	State has a robust Monitoring and Evaluation mechanism to track performance of plans and policies	Strengthen monitoring system and capacity of Katsina State for improved decision making		MBEP	0	10	20	40	70	80
		Establishment of M&E Dashboard to track MDAS performance	Local Government Service Commission, MBEP		0	15	30	50	75	85

		Dissemination of Annual M&E report			0	20	40	60	90	100
By 2028, Katsina state have a bureau of statistics that is sufficient to provide information of various sectors of human development	Ensure the strengthening and furnishing of Bureau of statistics	Constructing permanent building the State Bureau of Statistics and equipped with state-of-the-art facilities	State Bureau of Statistics	Office of the Head of the civil service MBEP and Ministry of Works	0	100	00	00	00	00
		Upsizing manpower of the State Bureau of Statistic	State Bureau of Statistics	Office of the Head of Civil Service, Local Government Service Commission MDAS and LGAs	0	100	00	00	00	00
		Endowment of State Bureau of Statistic with digital equipment and software Buying equipment	State Bureau of Statistics	MBEP, KATDICT	00	20	20	20	00	00
		Elaboration of Statistical yearbook of the MDAS and LGAs	State Bureau of Statistics	MDAs	25	100	100	00	00	00
		Popularizing and making available statistical data of the MDAs and LGAs	State Bureau of Statistics	MBEP	00	20	40	60	00	00

		Creating Statistics Units in all the MDAs and LGAs and reinforcing them with digital equipment	State Bureau of Statistics	MBEP	00	200	30	400	50	60
By 2028, Katsina state have a qualified civil servant that are sufficient to provide good governance and improve transparency	Build capacity of staff through frequent training and capacity building workshop	Training of MDAs and LGAs executives in the planning and M&E process	Office of the Head of Civil Service	SBS MDAS and LGAs	10	20	30	40	45	55
		Upsizing manpower of the planning, monitoring and evaluation services of MDAs and LGAs	MBEP		10	15	20	25	30	45
	Ensure that state development plan has been adhere to in project implementation	Popularization of the SDP of Katsina	MEBP	Ministry of Finance MDAs LGAs CSOs	0	15	35	40	50	60
		Developing an information and data collection system within ministries and LGAs administration	SBS DICT	MBEP	0	75	100	00	00	00
		Endowment of M&E department/Unit of MDAs and LGAs with digital equipment and software	MBEP		0	5	20	25	30	40

		Insuring the Funding of M&E departments/Units of MDAs and LGAs	MBEP		10	20	30	40	50	60

3.5.3.6 Result framework with focus on the quality of Local Government Administration

Strategic Results 3: Improving governance focusing on the quality of Local Government Administration					
Result	Definition	Baseline	**Target**	**Means of verification**	Risk AND ASSUMPTION
By the end of 2028, Katsina State will have improved local government services delivery	Proportion of population satisfied with Local Government services	20%	40%	Survey Performance Reports	Political will Leadership of executive government Involvement of CSO Freedom of speech Availability of media including TV, radio, and social media network
Improved capacity of LGA human resource to provide services	Proportion of LGA staff who are trained to provide services to citizens in ethical and respectable manner. Proportion of LGA workers who are properly utilized (have schedule of duty)	50% 10%	70% 50%	Survey Performance Reports	
Enhanced availability and Access to Local Government services	Rate of coverage on Infrastructure	30%	50%		
	Proportion of citizenry using local government services: a) using PHC services; b) accessing public basic education; c) Receiving community development services Give autonomy to the Local Government Councils with full supervision.	55%	70%		
Enhanced Local Government Transparency	Access to local government financial information	10%	40%	CBOs reports Survey report	Leadership of executive government Involvement of CSO Freedom of speech Availability of media including TV, radio, and social media network
	Citizen satisfaction with local government transparency	10%	50%		
Implementation of open procurement practices	Increase the implementation of open procurement practices; achieve a 30% improvement	12%	40%		

Strengthen Local Governance Effectiveness	Efficiency of local government service delivery	20%	50%		
	Public satisfaction with local government performance	25%	65%		
	Local government responsiveness to community needs	25%	65%		
Preserve and Promote Chieftaincy Affairs Heritage	Documentation and preservation of cultural heritage in chieftaincy affairs	40%	90%		Traditional title holders' cooperation Political will Freedom of speech legislation
	Public awareness and appreciation of chieftaincy heritage	40%	80%		
	Community involvement in chieftaincy affairs decision-making	25%	60%		

3.5.3.7 Outcomes with focus on the quality of Local Government Administration

Strategic Results 3: Improving governance focusing on the quality of Local Governance Administration										
Outcomes	Output	Activities	Structure responsible	Structure involved	Baseline	2024	2025	2026	2027	2028
Access to local government financial information	Improve access to local government financial information; achieve a 20% increase	- Publish financial reports, disclose budget details, and establish online transparency platforms	Ministry for Local Govt	LGAs LG Audit ALGON CSOs	10%	14%	18%	22%	26%	30%
Citizen satisfaction with local government transparency	Increase citizen satisfaction with local government transparency by 25%	Conduct citizen perception surveys, gather feedback on transparency efforts	Ministry for Local Govt	LGAs ALGON CSOs Media	10%	15%	20%	25%	30%	35%

Implementation of open procurement practices	Increase the implementation of open procurement practices; achieve a 30% improvement	- Establish transparent procurement systems, publish procurement information online	Ministry for Local Govt	Bureau of Public procurement LGAs ALGON LG Audit CSOs	10%	16%	22%	28%	34%	40%
Local government responsiveness to community needs	Improve local government responsiveness to community needs; achieve a 30% increase	- Establish mechanisms for community input, conduct regular needs assessments, and prioritize projects	Ministry for Local Govt	Bureau of Public procurement Traditional title holders LGAs LG Audit ALGON CSOs	30%	36%	42%	48%	54%	60%
Community development projects initiated and completed	Initiate and complete community development projects; achieve a 25% increase	- Identify priority projects, allocate resources effectively, and involve communities in project planning	Traditional title holders Community Development Associations	AGILE Project, CDP CSDA LGAs KT-CARES ALGON	45%	50%	55%	60%	70%	75%

				CSOs						
Employment opportunities created through community initiatives	Create employment opportunities through community initiatives; achieve a 30% increase	- Promote local hiring, support skill development programs, and facilitate community-driven projects	Ministry for Local Govt Political and religious leaders, philanthropies	Traditional title holders LGAs ALGON CSOs	30%	35%	40%	50%	60%	65%
Community satisfaction with local government support for empowerment	Increase community satisfaction with local government support for empowerment by 20%	- Establish feedback mechanisms, conduct community satisfaction surveys, and address community needs	Ministry for Local Govt	Traditional title holders LGAs ALGON CSOs	40%	44%	48%	52%	56%	60%
	Full involvement of traditional institution on matters relating to security and conflict resolutions.	Part of the Council of Chiefs law should be adjusted by inserting another item (c) to read" the Council shall be meeting quarterly or biannually and should submit minutes of their meeting to the Governor's Office.	Ministry of justice KTSHA	Ministry of Local Government and Chieftaincy Affairs MISHA	0	100	00	00	00	
		Amend section 121 (4) of the Katsina State Local Government Law 2023 by inserting a phrase "ward heads" to read: Salaries, allowances and such	Ministry of Justice KTSHA	Ministry of Local Government and	0	100	00	00	00	

		service benefits of the district, village and ward heads shall be paid by the local government.		Chieftaincy Affairs LGSC						
		Create Department for Traditional Institutions and Chieftaincy Affairs under the Ministry for Local government and Chieftaincy Affairs. Other Departments includes Agriculture, PHC, and Department of Education, Social and essential services, DPRS, works	Ministry for Local Government and Chieftaincy Affairs	OHOCS	0	100	00	00	00	
	To have an ethno-religious state with minimum conflicts and high level of tolerance as well as a religious harmony that promote self-reliance and socio-economic development	Establish Religious Council	Ministry of Religious Affairs	OHOCS	0	100	00	00	00	
		Revive the Tsangaya system of education modelled after Sudan practice of Khalwah to be test-rune in the three zones of Katsina State.	Ministry of Religious Affairs	OHOCS	0	100	00	00	00	

		Re-introduce Arabic Language as WAEC and NECO examinable subject to cover all schools in the State	Ministry of Religious Affairs	MBASE	0	100	00	00	00	
		Examine the Law that establish Katsina Hisbah to make it comprehensive and inclusive.	Ministry of Religious Affairs, Justice	OHOCS	0	100	00	00	00	
		Remodelling of the seven (7) Model Qur'anic Primary Schools	Ministry of Religious Affairs, SUBEB, Islamic Education Bureau	MBASE	0	100	00	00	00	
		Enhance the capacity of Ulamas, preachers, Zakat and Waqf workers, pilgrims, sharia court employees, Hisbah Corp, Muslim health workers, businessmen, politicians, and royal leaders to improve the standard of Islamic education of each category.	Ministry of Religious Affairs	Governor's office	0	100	00	00	00	
		Restructure Islamic Education Bureau to Katsina State Arabic & Islamic Education Board.	Ministry of Religious Affairs	OHOCS	0	100	00	00	00	
		Implement Katsina State Arabic and Islamic Education Board Act 2007.	Ministry of Religious Affairs	Ministry of Justice	0	100	00	00	00	

		Establish Islamic Education & Skills Centres.	Ministry of Religious Affairs	MHTVE	0	100	00	00	00	

3.5.4.6 Result framework on Improving Governance focusing on Societal Reorientation

Strategic Results 3: Improving Governance focusing on Societal Reorientation					
Objectives	Definitions	Baseline	Target	Mean of verification	Risk and assumption
Improved access to information	Development of institutional framework promoting conventional and other media including radio, TV, social network.	40%	60%	Media NBS report NCC report Survey report	Leadership of executive government Involvement of CSO Freedom of speech Availability of media including TV, radio, and social media network Poor supply of power
	Population's access to information through social networks will improve	60%	70%		
	People's access to internet and mobile telecommunication will improve	60%	70%		

3.5.4.7 Outcomes focusing on Improving Governance focusing on Societal Reorientation

Strategic Results 3: Improving Governance focusing on Societal Reorientation										
Outcome	Output	Activities	Structure responsible	Structure involved	Baseline	2024	2025	2026	2027	2028

By the end of 2028, Katsina State will have enhanced public access to information	Development of institutional framework promoting conventional and other media including radio, TV, social network will improve.	Drafting provisions of laws promoting conventional and other media including radio, TV, social networks	Ministry of Information	Ministry of Justice	00	10	20	30	40	50
		Training of radio, TV, social networks stakeholders in the institutional framework	Ministry of Information	MOI, State Radio and KTTV	10	20	30	40	50	60
		Monitoring the implementation of the provisions of laws defining the institutional framework of media	Ministry of Information	Ministry of Justice	10	20	30	40	50	60
	Population's access to information through social networks will improve	Increasing citizenry access to social networks	Ministry of Information	Ministry of Information, NCC	30	40	50	60	70	80
		Reducing the access cost to social networks			10	20	30	40	50	60
		sensitization of citizenry on social networks and development	Ministry of Information	Social media platforms CSO	30	35	40	45	50	55

	People's access to internet and mobile telecommunication will improve	Training citizenry in access technics to internet	Ministry of Information	CSO, Directorate of ICT	20	25	30	35	40	45
		Reducing the access cost to internet and telecommunication			10	20	20	20	00	
		Update citizenry of opportunities to be snatched through internet and mobile communication	Ministry of Information	CSO,	20	30	40	40	00	

3.7.1.6 Result Framework with focus on the Quality of Security Architect

Strategic Results 3: Improving Governance Focusing on the Quality of Security Architect					
Outcome	Definition	Baseline	Target	Performance indicators	Risk and assumptions
By the end of 2028, peace and security will have improved with reduction of all forms of violence	Proportion of population who feel safe walking alone around the area they live	30%	60%	Security Agencies, state security council.	Political will Availability of the financial, material, and technical resources Collaboration between security forces and population

Improved/enhanced local security architecture	Proportion of 3-tier security officials that benefitted from capacity building on intelligence gathering and managing relationship with conventional security outfits Existence of 3-tier security architecture in all LGAs across the state. Proportion of security incidents averted by the 3-tier system. Proportion of suspects arrested	0% No 0% 60%	100% Yes 70% 35%		
Enhanced security coverage	Number of new security posts created % of rural locations with police/security forces presence.	TBD	200 50% increase		
	Proportion of security forces units supported with logistics/facilities/infrastructure by the state/LGAs.	40%	60%		
Improved capacity of security personnel and traditional institutions to manage cases of violence	Proportion of 3-tier security personnel trained in procedures of managing cases of violence. Proportion traditional leaders trained on managing security and violence issues in the communities.	10%	100%		

3.7.1.7 Outcomes with respect to Improving Governance with Focus on Security Architect

Strategic Results 3: Improving Governance with Focus on Security Architect										
Outcomes	Output	Activities	Structure Responsible	Structure involved	Baseline	2024	2025	2026	2027	2028
By the end of 2028, peace and security will have improved with reduction of all forms of violence	Technical and intervention capacities of security forces will be strengthened	Raising Katsina state citizenry awareness on security issues and collaboration with security forces	Governor's Office	MISHA, LGAs Security Agencies, MISHA and LGAs	5	25	50	70	80	90
		Training of the security forces on current security issues			00	30	45	60	80	90
		Purchase of new materials and equipment			00	20	30	45	60	70
	Coverage rate of Katsina State with security services is enhanced	Advocating for upsizing security forces manpower	Governor's Office	MISHA and LGAs	00	40	45	50	60	70
		Construction of new security forces infrastructures	Governor's Office	MISHA, Governor's Office, LGAs	00	30	50	70	80	90
		Provision of the security services with equipment			00	30	35	40	50	60
	Capacity building of security forces in terms	Training of the security forces in procedures of		MISHA	00	25	35	60	80	90

	of management of cases of violence	management of all forms of violence								
		Purchase of new materials and equipment to cope with all forms of violence		MISHA	40	45	50	60	70	80
		Capacity building of the security forces in the management of all forms of violence in Katsina State	Governor's Office	MISHA, Development Partners, CSOs and CBOs	25	35	45	55	65	75
	To have a State that secures the lives and properties of its citizens	Strengthen the capacity of C-Watch	MISHA		0	100%	00	00	00	00
		Reinvigoration of the three-tier security structure.	MISHA.	Stakeholders	0	100%	00	00	00	00
		To send vigilante Service Bill to the State Assembly.	Governor's office/Ministry of Justice		0	100%	00	00	00	00
		Rejuvenate joint operations with neighbouring states in the North West, especially Zamfara, Kaduna, Sokoto,	Governor's office and MISHA		0	100%	00	00	00	00

		Kano, as well as Niger Republic.								
		Track illegal weapons and illicit drugs.	Ministry of internal security, NDLEA, NCCSALW, Hisbah, NURTW, KASROTA, CBOs, traditional & religious, leaders and other security agencies		0	100%	00	00	00	00
		Advocacy on public reorientation towards good morals.	Ministries of information/internal security/ religious affairs		0	30%	40%	60%	70%	80%
		Cater for IDPs	SEMA/Ministry of internal security		0	30%	40%	60%	70%	80%
		Procure security hardware, especially APCs.	Governor's office and Ministry of internal security		0	30%	40%	60%	70%	80%
		To review joint security personnel operations with a view to emphasize more police/vigilante participation.	Ministry of internal security		0	30%	40%	60%	70%	80%

		Track animals' movement using technology.	Ministry of internal security and Livestock Development		0	30%	40%	60%	70%	80%
		Establish Independent State Anti-Corruption Agency to tackle corruption.	Governor's office	MOJ	0	100%	00	00	00	00
		Organize inter agency workshops on fight against crimes and insecurity.	Ministry of internal security	MISHA and Security agencies	0	30%	40%	60%	70%	80%
		Establish forest guards	Ministry of agric./internal security	Ministry of agric./internal security	0	100%	00	00	00	00
		Establish Air Range in the Rugu Forest of Batsari and Safana Local Government Areas of the State	Governor's office and Ministry of internal security.	MISHA and Security agencies	0	100%	00	00	00	00
		Provide funding for operation of conflict resolution centres	Ministry of Internal Security	Governor's Office	0	100%	00	00	00	00
		Provide funding for security advocacy in tertiary institutions	Ministry of Internal Security, Department. of Higher Education, Ministry of Information	MHT&VE,	0	30%	40%	60%	70%	80%

		Provide funding for the operation of Joint Security Operation Communication Centre	Ministry of Internal Security	Governor's Office	0	30%	40%	60%	70%	80%

3.7.1.8 Result framework on Improving Governance focusing on the Law and Justice

Strategic Results 3: Improving Governance focusing on the Law and Justice					
Results	Indicators			Means of verification	Risks and Assumptions
	Definition	Baseline	Target		
By the end of 2028, the rule of law will have been promoted ensuring equal access to justice for all	Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	30%	60%	Multi-door courts, and laws passed by (KTHA) on administration of criminal justice system MOWA and MOJ, Department of Drugs Narcotics & HT	-Political will -Promulgation of law -Knowledge of the rule of laws translated in indigenous languages
40% of Katsina citizenry will become familiar with the provisions of the texts of some basic laws (Tax laws, traffic laws, child protection law, VAPP, LG bylaws etc)	Proportion of people who know provisions of the texts of laws	30%	40%	Law reforms, ministry of justice, KTHA and Government printing press	
40% of Katsina citizenry whose rights are violated will have increased capacity knowledge and tools to refer to relevant justice services	Proportion of people who know judiciary institutions of their State	80%	100%		
	Proportion of Katsina citizenry whose rights are violated who have knowledge and tools to refer to relevant justice services	50%	60%		
30% of Katsina citizenry whose rights are violated will refer to competent justice services	Proportion of Katsina citizenry whose rights are violated and who refer to competent justice services	40%	60%		
Improved enforcement of existing laws in the state	% of VAPP and child abuse cases reported % of traffic violation cases recorded	50% 40%	40% 30%		

	% of eligible of taxpayers registered in the taxpayer database				
Improved state Planning, Monitoring and Evaluation function	Existence of State Development Plan Implementation rate of Integrated Monitoring and Evaluation Plan of the State	No 20%	Yes 70%	SDP Validation Report Annual activity report of the Governor	
Ensuring Equitable Access to Legal Services	Number of legal aid clinics established	TBD	34	Survey report CSOs report	
	Reduction in barriers to accessing legal services	10%	50%		

3.7.1.9 Outcome on governance focusing on the Law and Justice

Strategic Results 3: Improving governance focusing on the Law and Justice										
Outcome	Output	Activities	Structure responsible	Structure involved	Baseline	2024	2025	2026	2027	2028
By the end of 2028, Katsina state will have increased number of legal aid clinics established	Establish 3 zonal legal aid clinics	- Set up legal aid clinics in the 3 zonal headquarters, collaborate with legal NGOs, and engage pro bono services to provide free legal assistance to underserved communities	Ministry of Justice	KTHA Judiciary	2 only	3	3	4	5	
By the end of 2028, Katsina state will have 50% increase in citizens' awareness of legal rights	Achieve an 50% increase in citizens' awareness of legal rights	- Implement public awareness campaigns, conduct outreach programs, and utilize digital platforms to educate citizens about their legal rights	Ministry of Justice	Ministry of information, NGOs	10%	20%	25%	35%	40%	50%

By the end of 2028, Katsina state will have 30% Reduction in barriers to accessing legal services	Achieve 30% reduction in barriers to accessing legal services	- Review and simplify legal processes, establish online platforms for legal consultations, and ensure that legal services are geographically accessible to all residents	Ministry of Justice	Ministry of information	10%	14%	18%	22%	26%	30%
By the end of 2028, Katsina state will experience effectiveness of the legal system in resolving disputes	Achieve 40% of effectiveness in resolving disputes	- Strengthen the judiciary, improve case management systems, and expedite legal processes to ensure timely resolution of disputes	Ministry of Justice	KTSHA Judiciary	10%	16%	22%	28%	34%	40%
By the end of 2028, Katsina state will have high number of legal reforms and improvements in the legal system	Implement 30% legal reforms and improvements in the legal system	- Collaborate with legal experts to identify areas for reform, review and update outdated laws, and introduce legislation to enhance legal protections	Ministry of Justice	KTHA Judiciary	10%	14%	18%	22%	26%	30%
By the end of 2028 to Integrate and legislate all social security programmes in the State	Achieve 100% legislation of social security programmes	Collaborate with MDAs providing social security programmes to identify specific programmes that need to be incorporated into relevant law	Ministry of Justice	MOBEP KTSHA	0%	100	0	0	0	0
By the end of 2028, Katsina state will have 30% increase in	Achieve 30% increase in public trust in the legal system	- Enhance transparency in legal proceedings, conduct public education on legal processes, and ensure fair and	Ministry of Justice	KTHA Judiciary	10%	14%	18%	22%	26%	30%

public trust in the legal system		impartial administration of justice								
By the end of 2028, Katsina State will have 30% of initiatives promoting human rights and social justice	Implement 30 initiatives promoting human rights and social justice	- Conduct training on human rights for law enforcement, and collaborate with civil society organizations to promote social justice	Ministry of Justice	Ministry of information OHOCSS Judiciary KTSHA	10%	14%	18%	22%	26%	30%
By the end of 2028, Katsina State will have increased number of cases addressing discrimination and inequality	Address 40% cases related to discrimination and inequality	- Enforce anti-discrimination laws, provide legal support to victims, and promote diversity and inclusivity in legal processes	Ministry of Justice	KTHA Judiciary	10%	16%	22%	28%	34%	40%
By the end of 2028, Katsina state will have 40% increase in legal literacy regarding rights and obligations	Achieve a specified 40% increase in legal literacy regarding rights and obligations	- Integrate legal education into school curricula, conduct public seminars on legal rights, and develop informational materials to enhance public understanding of legal rights and obligations	Ministry of Justice	Ministry of information MB&SE MHT&VE	10%	16%	22%	28%	34%	40%
By the end of 2028, Katsina state will have 20 legal awareness campaigns targeting marginalized	Conduct a 20 legal awareness campaigns targeting marginalized communities	- Tailor legal education campaigns for specific communities, collaborate with community leaders, and use local languages to ensure that legal information is accessible and culturally relevant	Ministry of Justice	Ministry of information MLG&CA	10	12	14	16	18	20

communities increased										
By the end of 2028, Katsina state will have competent legal professionals and law enforcement	Implement 20 training programs for legal professionals and law enforcement	- Provide continuous professional development for legal practitioners, enhance the skills of law enforcement, and foster collaboration between legal institutions for knowledge-sharing	Ministry of Justice	OHOCSS Judiciary	10	12	14	16	18	20
By the end of 2028, the rule of law will have been promoted ensuring equal access to justice for all	40% of Katsina citizenry appropriate provisions of the texts of laws	Translation of the texts of laws in local language Hausa	Ministry of information	MDAs	0	16	22	28	34	40
		Popularization of provisions of the texts of laws translated in Hausa		Ministry of Justice LGAs	0	16	22	28	34	40
		Civic Education and Communication of citizenry, CBOs, CSOs on the existing provisions of laws in Hausa			0	16	22	28	34	40
	40% of Katsina citizenry whose rights are violated will have increased capacity knowledge and tools to refer to relevant justice services	Citizenry awareness about existing relevant justice services of the State to be referred to in case of their rights violation	Ministry of information	Other Ministries	00	16	22	28	34	40
		Citizenry whose rights are violated are sensitized about the existing relevant justice services of the State		Ministry of Justice Development Partners, LGAs	00	16	22	28	34	40
		Training of the CSOs stakeholders in facilitating citizenry victim of rights violation by the Development partners			00	16	22	28	34	40

	40% of Katsina citizenry whose rights are violated will refer to competent justice services	Citizenry whose rights are violated are updated on the available relevant justice services to be referred to		MOJ, LGAs, MOWA	00	16	22	28	34	40
		Ensuring psychological and social support and counselling to citizenry whose rights are violated	MR&SD	MR&SD, Ministry of Justice and LGAs MOWA	00	16	22	28	34	40
		Ensuring social rehabilitation of citizenry whose rights are violated								

3.6 Improving Regional Planning, Sustainable Secured Environment and Natural Resources

Katsina State has a Ministry of Environment responsible for implementing environmental programs for the control and mitigation of desertification, deforestation, pollution, erosion, and flood effects across Katsina State. There is also the Ministry of Lands and Physical Planning, Katsina State Housing Authority, Katsina State Geographic Information Service (KATGIS) and Katsina Urban and Reginal Planning Board (KURPB) in charge of land, housing and country planning and meets population needs in terms of cadastre, housing, topography and region/land planning. There are some agencies under various ministries that foster urbanization interventions within the state. This includes the Katsina State Housing Authority (KTSHA) for the provision of housing accommodation, the Katsina State Roads Maintenance Agency (KASROMA) for the routine maintenance of state roads infrastructure and the Katsina State Transport Authority (KTSTA) for provision of safe and affordable transport. The Katsina State Environmental Protection Agency (KATSEPA) insures waste management and environmental assessments, drought, and desertification control. As a parastatal, it strengthens the Ministry of Environment interventions. Some WASH achievements are worth being mentioned. 90 VIP latrines are constructed across the major markets and motor parks to stem open defecation, purchase of 180 refuse containers, and procurement of 4 waste evacuation trucks, existence of 42 semi-urban and 6 urban water supply schemes and bore holes in rural areas. Rural Water Supply and Sanitation Agency (RUWASSA) is responsible for the supply of water to rural community within the state through bore holes, in addition to the sanitation and hygiene programs. Besides, KATSEPA has created designated waste collection centres scattered across the major township of Katsina, Funtua, Daura and the metropolis. There are also some projects that fight against desertification mostly the Nigeria Erosion and Watershed Management Project (NEWMAP) which afforested 50 hectares of degraded land in Maifaru village of Zongo LGA. Likewise, in 2017, the National Great Green Wall Project produced 2 million seedlings, shelter belt plantations.

3.6.1 Strategic Sectoral Plan

To accelerate Regional Planning, Sustainable Secured Environment and Natural Resources in Katsina State between 2024 and 2028, the following strategic sectors will play key roles:

i. Sustainable management of water and sanitation
ii. Improving environmental conservation, sustainable ecological balance, and general development
iii. Improving the infrastructure through sustainable power and energy

3.3.4.6 Result Framework focusing on Improving Sustainable Management of Water and Sanitation

Strategic Results 4: Improving Sustainable Management of Water and Sanitation					
Results	Indicators			**Activity**	Risks and Assumptions
	Definition	Baseline	Target		
By the end of 2028, Katsina State will have 85% improved safe and clean-living environment	Proportion of local governance with established and operational policies and procedures for participation of local communities in water and sanitation management	70%	85%	1. Drainage Construction across the Old 7 LGAs' Capitals 2. Proper waste Disposal System and dumping sites. 3. End open Defecation through the construction of improved public toilets.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO
	Reduction in water and sanitation related diseases	40%	20%		
Improved access to equitable and sustainable quality water supply in the state	Proportion of population using basic drinking water services (dis-aggregated by location, urban, semi-urban and rural).	30%	60%	1. Full rehabilitation and expansion in LGAs of Katsina, Daura, Funtua, Dutsin-Ma, Malumfashi and Jibia.	
Increased provision of water supply infrastructure on Public Private Partnership (PPP)	Number of boreholes constructed and/or rehabilitated (including in public places and institutions)	TBD	2000	1. Mani, Kankia, Mashi, Danmusa, Danja, Charanchi and Kankara.	
	Number of water treatment plant constructed and/or rehabilitated.	2	13		
	Number of communities connected to existing water supply systems (distribution)	10,747	TBD		

Increased capacity of house to adopt safe water chain practices	Proportion of water points with water safety plans.	46%	TBD	1. Construction and Rehabilitation of Rural water supply (200 Boreholes across the LGAs) 2. Two LGAs each year based on the priority in each senatorial zone.	
	Proportion of households that use appropriate materials to fetch and transport water	5-10%	30%		
	Proportion of households that use appropriate materials to store water	6-10%	30%		
Community participation through advocacy, Education and sensitization	Improved Sanitation Facilities among the state's population	30%	50%	1. Formation of committees involving traditional and religious leaders in ensuring adequate maintenance of the facilities for sustainability. 2. There should be quarterly meeting of the members with full report to the authority concerned.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO
Reduction in incidence rate of waterborne diseases	Reduction of Waterborne Diseases	20%	70%	1. Ensuring adequate and affordable water supply by the committees. 2. Ensure adequate quarterly sensitization on personal hygiene by the committees.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO

Completion of all ongoing project on water supply and sanitation	Infrastructure Development and Rehabilitation	TBD	100%	To be achieved within the five-year period.	State to Key into VLOM and LAN Programme of the FMOWR
Ensure of full maintenance by the authorities concerned	Maintenance and Sustainability	30%	50%	Full maintenance of all the facilities, under the co-ordination of the state ministry of water resources.	
Employment of adequate permanent and pensionable staff for revenue collection and continuous maintenance of the facilities	Abolishment of casual staff especially in maintenance and revenue collection.	Reasonable employment opportunities.	TBD	Active participation in the management of the water and sanitation facilities.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO
Achievement of an 80% compliance with water and sanitation regulations and standards through the PPP	Regulatory Framework	10%	70%	Compliance with water and sanitation regulations and standards by creating Water Regulatory Commission and sign into Law	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO CSOs
Increase awareness and adoption of hygiene practices	Public Health Promotion by the coordinating agencies.	20%	70%	Success of public health campaigns in raising awareness and changing behaviours and domestication of several programmes aimed at behavioural change and hygiene promotion	
Enhanced capacity of the local institutions and organizations (MDAs responsible)	Capacity Building of the MDAs staff	30%	60%	Quarterly workshops on capacity building.	

Sustenance of functional monitoring and data collection system	Monitoring and Data Collection	30%	60%	Ensuring functionality of the monitoring and data collection system.	
Establishment of enhanced public-private partnerships in water and sanitation sectors	Public-Private Partnerships promotion	20%	30%	Enhancing co-option of investors in the water and sanitation sector.	
Collection and collation of data on households benefitting from the basic hygiene and sanitation services	Proportion and percentage of the population using basic water and sanitation services	30%	25%	1. Enhanced data record. 2. Monitoring reports	
Improved access to sanitation and hygiene facilities in the state's institutions. Increased knowledge and capacity of individuals to adopt safe water, sanitation, and hygiene practices	Number of schools having access to gender sensitive sanitation and hygiene facilities	1,058	50%	1. Distribution of sanitary material. 2. Proper disposal of used sanitary material. 3. Overhead tanks for effective water supply.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO
Improved access to sanitation and hygiene facilities in the state. Increased knowledge and capacity of individuals to adopt safe water, sanitation, and hygiene practices. Increased knowledge and capacity of individuals to adopt safe water, sanitation, and hygiene practices.	Collection and collation of data on gender sensitive sanitary and hygiene facilities.	30%	60%	1. Registration of individuals to construct public toilets at strategic locations with relevant sanitary facilities. 2. Quarterly advocacy, education and sensitization in the state's institutions.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners Climate hazards Commitment of CSO.
Improved access to sanitation and hygiene facilities in the state Increased knowledge and capacity of individuals to adopt safe water, sanitation, and hygiene practices.	Number of schools and health facilities having access to disability sensitive sanitation and hygiene facilities	TBD	70%	Considerations for the disabled people in the construction of the sanitary facilities and enforcement where possible.	Political will No Economic recession Minimum Corruption Governance Commitment of financial and technical Partners

Increased knowledge and capacity of individuals to adopt safe water, sanitation, and hygiene practices. Increased knowledge and capacity of individuals to adopt safe water, sanitation, and hygiene practices					Climate hazards Commitment of CSO Political will No Economic recession

3.3.4.7 Outcome on Improving Sustainable Management of Water and Sanitation

					Targets					
Outcome	Output	Activities	Structure responsible	Structure involved	Baseline	2024	2025	2026	2027	2028
Households access to equitable and sustainable drinking water in urban, semi-urban and rural area	50% of households in Katsina will benefit from drinking water infrastructures	Construction, rehabilitation and maintenance of water facilities	Ministry of Water Resources	Ministry of Finance	10 %	30%	40%	50%	60%	70%
			KTSWB							
			STOWASSA		44	351	461	574	684	791
			RUWASSA		4,982	3,568	3,068	2,568	2,068	1,568
		Training communities in the maintenance of drinking water facilities	STOWASSA		110	272	322	442	577	713
			RUWASSA		3142	2,865	3,605	4,846	5,118	6,865
		Training communities in hygiene around drinking water facilities	STOWASSA		44	351	452	563	655	743
			RUWASSA		4,982	3,568	2,603	2,511	2,801	1,568

3.4.3.6 **Result framework with focus on Improving Environmental Conservation, Sustainable Ecological Balance, and General Development**

Strategic Result 4: Improving environmental conservation, sustainable ecological balance, and general development					
Result	Key Performance Indicators/Performance Planning			Activity	Risk and Assumption
	Definition	Baseline (%)	Target (%) 2028		
By the end 2028, Katsina State will have an Improved Environmental Legislation and Enforcement	Develop and enforce robust environmental laws and regulations.	50	20	1. Review of the environmental laws on annual basis. 2. Establishment of new laws and enforcement to meet the contemporary issues.	
	Ensure effective enforcement and compliance mechanisms.	50	20		
Improved Ecosystem Conservation	Establish and expand protected areas for biodiversity conservation	20	30	1. Production and distribution of 20 million seedlings 2. Enforcement of the existing laws. 3. Rehabilitation of the existing forest infrastructures in the state.	
	Implement sustainable land-use practices to preserve ecosystems.	20	30		
Climate Change Action	Develop and implement climate action plans with emission reduction targets.	5	35	1. Procurement of GHG detection facilities. 2. Establishment of automated weather station. 3. Establishment of solar power plants in the old seven LGAs. as a start on public-private – partnership (PPP). 4. Production and supply of solar kits/generators, solar cookers, solar bread	
	Promote renewable energy and energy efficiency measures.	5	35		

				bakeries on public-private – partnership (PPP).	
Waste Management and Circular Economy	Implement comprehensive waste management strategies, including reduce, reuse, recycle and repurpose programmes.	20	30	1. Procurement of sorting machines, one in each of the seven LGAs as a start. 2. Procurement of recycling machines, one in each of the LGAs.	
	Educate the public on responsible waste disposal practices to minimize environmental impact.	20	30		
Community Engagements and Sensitization	Involve local communities in environmental conservation and sustainable practices through community-based organizations, community workshops, and community gardens.	25	55	1. Advocacy, education and sensitization program across the state with proper reporting to the authority concerned. 2. Enhancing educational programmes on electronic and social media platforms. 3. Provision and maintenance of garbage trucks	
	Demonstrate programmes, advocacy, and partnership with community leaders, elders, and CSOs/NGOs.	25	55		
Environmental Agreements	Participate in and adhere to all the international agreements, as in UNFCCC Conference of parties (COP) and Convention on biodiversity.	30	65	1. Fulfilment of all the international treaties signed by Nigeria. 2. Full collaboration with other relevant local, national and international partners.	*Political will. *No-Economic recession. *Minimum Corruption. *Good Governance. *Commitment of financial
Sustainable Development Goals (SDGs)	Align environmental policies with Sustainable Development Goals (SDGs), particularly those related to environment.	30	45	1. Satisfying the SDG requirements, like SDG 6, 7, 9, 8, 11, 13, 15 and 17. 2. Enforcement of compliance.	

Capacity Building	Provide support and capacity-building programmes for the staff and management to enhance their environmental management capabilities.	30	65	1. Analysing and enhancement of the capacity of the staff 2. Recruitment of additional, relevant staff.	and technical Partner. *Commitment of CSO in participating in the project.
Adaptation and Mitigation Planning	Developing strategies to adapt to changing climate conditions, including infrastructure resilience and community preparedness.	20	30	**1**. Establishment and quarterly meetings of State climate and environmental governance. 2. Ensuring the quarterly reporting to the authority concerned 3. Enforcement of the relevant laws and predictions.	
Research and Innovation	Invest in research initiatives to address emerging environmental challenges.	30	35	1. Establishment and funding of research forum for enhanced learning and innovation. 2. Enhancing community participation on environmental and climate change matters.	
	Promote the development and dissemination of innovative environmental technologies.	30	35		
Local and International Collaboration	Collaborate with other states, federal government, and nations to address trans-boundary environmental issues.	30	45	1. Ensuring responsible collaboration and reporting between the state and its LGAs with the neighbouring communities within and out of the country. 2. Enforcing compliance with the agreed terms and conditions of such collaborations.	

Conservation Diplomacy	Engage in diplomatic efforts to address the state conservation challenges and advocate for international cooperation.	15	45	1. Engagement of consultants and envoys for ease of reaching out and strengthening of any established diplomatic ties. 2. Ensuring quarterly reporting of the consultants and envoys to the authority concerned.	
Education and Outreach	Promote local and global awareness of environmental issues through education and outreach programmes.	15	45	Reaching out to at least 3 target communities on monthly basis from the 3 senatorial districts.	
	Foster international partnerships for environmental education initiatives.	15	45	Reaching out to international organisations with bilateral and multilateral relationship with Nigeria.	
Green Finance	Facilitate financing for environmentally sustainable projects, investment in green initiatives and compensation.	40	60	Ensuring compliance and fulfilments of all the conditions of UNFCCC for the benefits of the entire state.	*Political will. *No-Economic recession. *Minimum Corruption. *Good Governance. *Commitment of financial and technical Partner. *Commitment of CSO in
Disaster Preparedness and Response	Collaborate on disaster preparedness and response strategies, considering climate-induced events and forecasting within and out of the state. Improve the implementation of disaster preparedness and response strategies, considering climate-induced events.	50 30	60 50	1. Full participation in all the meetings on climate and disaster predictions by NiMet and other related MDAs. 2. Enforcement of compliance	

	Improve the disaster preparedness and response capacities of the State by strengthening the role of SEMA (State Emergency Management Agency	30	50	Redact and approve one Katsina State Flood contingency plan.	participating in the project.
	Ensure effective Coordination mechanism.	30	60	Carry out at least quarterly coordination meetings under the lead of SEMA (Number of institutionalized SEMA-led quarterly coordination meetings	
	Ensure proper staffing and adequate funding.	30	100	Inaugurate and ensure the training of Local Emergency management committees at the LGA level. Ensure staffing of SEMA to at least respect the SEMA law (Number of directors, …)	
Emission Reduction	Implement measures to reduce greenhouse gas emissions	20	30	1. Re-equipping the environmental MDAs to ensure GHG monitoring and accurate data. 2. Enhancing renewable energy generation and distribution across the state through soft-loans and on PPP.	
	Transitioning to renewable energy sources and improving energy efficiency.	20	60		
Afforestation and Reforestation	Enacting programs to plant trees, prevent illegal logging, restore degraded forest, and enhance carbon sequestration and biodiversity.	25	35	1. Enforcement of laws to stop illegal loggings across the state.	

				2. Ensuring adequate greening and beautification of the environment, starting with the capitals of the first seven LGAs.	
Public-Private Partnerships	Fostering collaborations between government entities, private sectors, and NGOs to address environmental challenges, renewable energy, and climate change mitigation collectively.	30	60	1. Mandating the relevant authorities to ensure effective PPP arrangement on most of the environmental and renewable energy development. 2. Expanded advocacy, education and sensitization on the importance of PPP. 2. Mandating quarterly meeting and reporting to the environmental and climate governing body	
Monitoring and Surveillance	Implementing effective digital monitoring systems to track changes in land-use and land-cover.	0	50	1. Establishment of a monitoring office with relevant GIS equipment. 2. Provision of relevant funds and enforcement of adequate monitoring and evaluation.	
	Detect digitally deforestation and assess the extent of desertification and environmental degradation.	0	50		
Agroforestry	Integrating trees, shrubs, and herbs into agricultural landscapes to improve soil fertility, water retention, food sufficiency and biomass.	25	55	1. Enacting laws to enforce and encourage agro forestry through periodic monitoring and reporting. 2. Ensuring full collaboration with the entire MDAs involved.	

3.6.3.6 Result framework on improving the infrastructure through the Sustainable Power and Energy

Strategic Results 4: Improving the infrastructure through the Sustainable Power and Energy					
Objectives	Definitions	Baseline	Target	Activity	Risk and assumption
Universal access to quality, reliable, sustainable, and resilient infrastructure, and energy.	Proportion of rural population who live within 2 km of an all-season road. Proportion of population with access to electricity.	40% 45%	20% 55%	1. Rehabilitation and maintenance of the existing power equipment. 2. Expansion of the supply coverage	Political will No- Economic recession Minimum Corruption Good Governance Commitment of financial and technical Partner. Commitment of CSO in participating in the project.
By the end of 2028, 60% of households of Katsina will have access to constant and sustainable energy.	Proportion of households that have access to energy.	41.4%	13%	1. Enhancing conventional and renewable energy supply. 2. Establishment of three renewable power plants in each of the senatorial zones on PPP.	
Energy production and distribution infrastructure will increase.	Rate growth of energy production.	20%	12%	Introduction of renewable energy kit/generators for small households	
	Household energy coverage rate.	45%	13%		
20% of rural and urban household will have access to renewable energy.	Proportion of households that have access to renewable energy.	10%	20%	1. Government subsidy. 2. Enhanced sensitization.	
40% contribution of energy from renewable sources in the total mix will be achieved.	- Invest in solar, wind, and other renewable energy projects. -establish partnerships for energy innovation.	TBD	60%	Involvement of investors and technical partners.	
	- Implement policies to incentivize renewable energy adoption.	10	40%	1. Motivational incentives from the government. 2. Enhanced subsidy.	Availability of resources
Reduction in energy loss during transmission and distribution will be achieved.	- Upgrade and maintain the power grid optimize distribution networks.	15	40%	State owned power generation and through PPP.	Political will

25% Industrial productivity and capacity utilization increased will be achieved.	-Provide uninterrupted power to industrial zones, support technology adoption, and offer incentives for industrial growth.	10%	25%	1. Organising economic and investment summits. 2. Government interventions.	Political will No- Economic recession Minimum Corruption
Increase in household access to reliable and affordable energy.	- Extend the power grid to underserved areas, provide off-grid solutions, and implement energy access programs.	10%	30%	Collaborating with local and international investors.	Good Governance Commitment of financial and technical Partner.
Achieve a 25% reduction in energy, poverty and dependence on traditional fuels.	- Implement programs for transition from traditional fuels, provide clean cooking solutions, and promote energy-efficient practices.	3%	25%	Declaring a state of emergency on renewable energy.	Commitment of CSO in participating in the project.

3.6.3.7 Outcomes focusing on improving the infrastructure through the sustainable Power and Energy

Strategic Results 4: Accelerating infrastructural development through Sustainable of power and Energy										
Outcome	**Output**	Activity	Structure responsible	Structures involved	Baseline	2024	2025	2026	2027	2028
By the end of 2028, 15% of households of Katsina will have access to energy timely and sustainably	Energy production and distribution infrastructure will be increased.	Construction of solar power stations in rural LGAs.	Department of Power and Energy	MDAs concerned (R.E.B., Power and energy etc).	43.4% (GDL database)	13%	17%	25%	31%	43.4%
		Training of LGAs communities in solar power maintenance.			5%	1%	2%	3%	4%	5%
		Reinforcing energy distribution circuits in rural and urban LGAs.			TBD	5%	7%	15%	25%	30%
	20% of rural and urban household should have access to renewable energy.	Promoting renewable energy in urban households.			10%	7%	11%	14%	16%	20%
By 2028, Katsina state will have achieved a significant diversification of energy Sources	10% Diversification of Energy Sources using solar, wind and other renewable energy will be achieved.	- Renewable energy projects have been initiated.	Department of Power and Energy	MDAs concerned (R.E.B., Power and energy etc).	TBD	50%	55%	60%	63%	65%
		- Energy storage solutions development.		Stakeholders	15%	20%	23%	26%	30%	35%

By 2028, 15% reduction in energy loss during transmission and distribution will be achieved	- A fully modernized and expanded electricity grid covering the entire state will be achieved.	- Upgrade and maintain the power grid and optimize distribution networks.		Stakeholders	TBD	5%	7%	10%	15%	20%
By 2028, Katsina state citizens will have access to affordable power supply	Achieve a 25% reduction in energy poverty and dependence on traditional fuel.	- Initiate pricing policies and subsidies for low-income households.		Stakeholders	10%	15%	21%	29%	40%	55%
By 2028, Katsina state will have Private Sector Engagement in power and energy generation	Active involvement of private companies for energy generation, distribution and utilisation will be achieved.	. - Initiate and attract private sector investments in power and energy projects.			0%	4%	6%	8%	12%	16%
		- A conducive environment for public-private partnerships.			5%	8%	12%	17%	25%	30%

CHAPTER FOUR: FINANCING THE PLAN

4.1 Introduction

This chapter highlights the fiscal policy direction to guide the plan, revenue profile and projection, expenditure profile, debt profile and fiscal risk and its management.

4.2 Fiscal Policy Direction

The annual budgets and other mid and long terms expenditure frameworks give the fiscal direction of Governments. For instance, on average, Katsina State budgets over N200 billion annually, however the budget performances have been low. The major sources of revenue are federation accounts constituting 30% and internally generated revenue (IGR) accounting for 10%. The deficit is either financed through borrowing or left unattended. In this plan, Katsina State seeks to adhere to following fiscal policy direction:

i. The ratio of capital to recurrent expenditure shall be 70:30. In the same vein, in the long term, 60 per cent of all recurrent expenditure is to be financed through IGR and work towards 100 per cent coverage.

ii. Budget prioritises completion of ongoing projects to avoid project abandonment and wastages. Subsequently, only capital projects that have direct bearing with this plan will be embarked.

iii. Diversification of the revenue base; by widening the tax net, reforming the tax administration to improve the operational efficiency of the State revenue board, sensitisation of tax payers to increase compliance.

iv. Blocking leakages by strengthening tax administration in the State; this is to be achieved by creating synergy among MDAs in tax matters, creating tax register and tax identification system. Automation of the process of tax collection using ICT tools and other digital platforms, e.g., USSD codes.

v. Implementation of treasury single account (TSA); all revenues of the State, including of parastatals, are to be recorded and managed under the purview of the Accountant General through the Treasury Single Account (TSA) mechanism. Moreover, all expenditures, including grants and loan-financed projects are to be executed through an Integrated Financial Management Information System.

vi. Expenditure arrears at the end of the fiscal year shall not exceed 5 per cent of total budgeted expenditure for the year.

vii. Reducing cost of governance; especially overhead costs, streamlining and rationalising MDAs and their functions.

viii. Aligning budget and budgetary processes to planning both medium and long term; the State budget will be anchored on the Medium-Term Expenditure Framework and the State Development Plan.

ix. Reforming the budgetary process by embracing programme-based budget; setting realistic budgets targets, the budget will also be based on sectoral policy objectives.

x. The annual State budget deficit to GDP ratio will be at most of 5 per cent based on the latest GDP estimate.

xi. Ensuring sustainable debt profile; debt stock to GDP ratio of 20% based on latest GDP estimate.

xii. Accountability and transparency; adoption and compliance with the IPSAS.

4.3 Revenue Projection

The main sources of revenue for Katsina State are FAAC allocation, Internally Generated Revenue, capital receipt and grants. As indicated in Table 4.1 the State's total revenue in 2017 was N 88.09 billion, it slightly increased by 9.40 per cent in 2018 to N96.37 billion; this increase was largely accounted by rise in FAAC and grants. The revenue decline in 2019 by 7.66 per cent to N88.98 billion and then steadily rises in subsequent years reaching N135.25 billion in 2022.

Considering the performance of the revenue components reveals that FAAC has been unstable, exhibiting ups and downs. The highest FAAC allocation (N 88.57 billion) was recorded in 2022, while the lowest allocation of N73.42 billion occurred in 2020. The weak performance in 2020 was due to slowdown in economic activities resulting from the COVID-19 pandemic.

This has shown the vulnerability of this revenue source to global and national shocks, hence the need to explore more alternative revenue sources, especially the IGR. The IGR of Katsina State consistently increased and reached a peak of N 19.18 billion in 2021; it the declined by 27.74 per cent to N 13.86 billion in 2022 (Table 4.1). A substantial portion of the Katsina State IGR is made up of PAYE tax, which is deducted at source, hence; the State Revenue Agency can do more to explore additional tax sources. More so, these IGR performances of Katsina state are far below proposed budgetary figures. Therefore, there is potential for improvement in IGR collection given appropriate reforms.

Table 4.1. Revenue Profile and Projections for Katsina State

Revenue Profile							
Revenue (N Billion)	2017	2018	2019	2020	2021	2022	2023
Gross FAAC Allocation	81.45	86.96	77.10	73.42	79.73	88.57	
Internally Generated Revenue (IGR)	5.30	5.93	7.96	10.82	19.18	13.86	
Grants	1.34	3.48	3.93	10.21	18.06	32.99	
Total Revenue	88.09	96.37	88.99	94.45	116.97	135.42	
Percentage contribution of FAAC to State Revenue	92.46	90.24	86.64	77.73	68.16	65.40	
Revenue Projection							
Revenue (N Billion)	2023	2024	2025	2026	2027	2028	
Gross FAAC Allocation	105.89	113.05	100.23	95.45	103.65	115.14	
Internally Generated Revenue (IGR)	14.55	15.28	8.36	11.36	20.14	14.55	
Grants	34.64	36.37	38.19	40.10	42.10	44.21	
Total Revenue	155.08	164.70	146.78	146.91	165.89	173.90	

Source: Debt Sustainability Analysis and Debt Management Strategy Report (2022) by Katsina State Debt Management Office; Katsina State Budget Performance Report (2022)

Grants constitute a significant source of revenue for Katsina State over the 2017 to 2022 period. It recorded tremendous increases especially in 2021 and 2022. For instance, in 2022 revenue from grant stood at N 32.99 billion, which substantially exceed total IGR collection for the year. However, grants are not regular sources of revenue, hence should not be heavily relied on in planning and budgeting.

The revenue projection for Katsina State over six-year period spanning 2023 to 2028 is contained in the second part of Table 4.1. The projection is based on some fundamental and realistic assumptions on the performance of the various revenue sources. The FAAC allocation is assumed to increase by 30 per cent starting from 2023. This is plausible given the increased FAAC allocations to the various tiers of Government in Nigeria. This is because of the removal of fuel subsidy, which saved revenue amounting to hundreds of billions of Naira. On the other hand, IGR and grants are assumed to increase by 5 per cent annually from 2023. For IGR, tax reforms are often difficult and controversial implement, having social and economic implications. Moreover, the rising poverty level in Nigeria, especially the high population of multidimensional poor people in Katsina State, will not allow substantial tax increases. Meanwhile, global economic uncertainties and shocks arising from wars and other unforeseen events are likely to cause a fall in grants receipts.

4.4 Federation Account

The FAAC constitute crude oil and gas (minerals) sales, companies' income tax (CIT), customs and excise (C&E) and value added tax (VAT). Revenues from the Federation Account constitute the bulk of the revenue profile of majority of State Governments in Nigeria; Katsina State inclusive. For instance, the FAAC constitute 92.46 per cent of Katsina State revenue in 2017, however, its contribution to the State's revenue consistently declined over the years, reaching 65.40 per cent in 2022 as indicated in Table 4.1. Even though the State government does not have control over the FAAC revenue; the State still heavily relies on FAAC for its budgetary activities.

The high reliance of Nigerian economy on sale of oil and gas resources for government revenue and foreign exchange is prone to external shocks. The price of crude oil fluctuates in tune with global economic and political events. For instance, in 2015 the price falls to as low as USD 30, which plunged Nigeria into economic recession. Moreover, oil revenues in Nigeria dropped sharply in early 2020 as crude oil prices dropped to less than USD 20 per barrel, because of the effect of COVID-19 pandemic. There are also local problems that affect the production of crude oil in Nigeria. These include oil theft, vandalism of oil pipelines and obsolete infrastructure, among others. This usually led to oil production being reduced below the amount stipulated in the annual budgets. Sometimes, Nigeria cannot even meet its OPEC oil production quota. Given these challenges the FAAC as a source of Government revenue is exposed to economic, social, and political uncertainties. These realities reinforce the necessity of Katsina State Government to proactive measures to diversify its sources of revenue, thereby insulating its fiscal activities from the vagaries of oil market shocks and its attendant effects on FAAC revenue. During positive oil shocks when Nigeria reaps huge surplus revenue, the excess crude account and sovereign wealth fund are not sufficiently funded to provide any meaningful buffer against short-medium term shocks.

4.5 Expenditure Profile

The Katsina State's total expenditure is categorised into capital expenditure, personnel costs, overhead costs, other recurrent expenditure, and Debt service (principal repayment and interest payment). Table 4.2 reveals that the capital expenditure dominates other expenditure components. For instance, in 2017, the capital expenditure stood at N 56.71 billion, but it declined respectively in 2018, 2019 and 2020. An increase in capital expenditure was recorded in 2020 and 2021 when it reached N68.50 and N76.12 billion, respectively. The fiscal direction of Katsina State Government outlined earlier in this chapter provides for a ratio of 70:30 for capital and recurrent expenditure. This is realistic given that in 2022, capital expenditure surpassed this ratio.

The second largest expenditure item is personnel expenditure, which exhibited continuous increase over the 2017 to 2022 period. In 2022, the personnel expenditure was N 41.66 billion, which almost double the amount recorded in 2017 (N 24.31 billion). This tremendous increase in personnel expenditure over a short period of time is worrisome, especial with the potential increase in workers in the horizon. Overhead costs and other recurrent expenditure are also trending up and recorded their highest values of N 16.322 and N 22.65 billion respectively in 2022. Each of these expenditure items exceeds the state IGR for the year. The high values for the overhead and other recurrent expenditures implies high cost of governance in the State, which the Government need to take some measures to address, especially by leveraging on ICT facilities.

Table 4.2. Expenditure Profile of Katsina State

Expenditure (N Billion)	2017	2018	2019	2020	2021	2022
Personnel	24.31	25.73	29.19	31.63	31.72	41.66
Overhead Costs	12.36	17.93	17.36	16.30	16.19	16.32
Debt Service (Interests + Amortisations)	3.76	4.06	3.70	3.59	8.43	
Other Recurrent Expenditures	5.61	0.00	0.00	5.00	4.44	22.65
Capital Expenditure	56.71	49.01	54.38	55.43	68.50	76.12
Percentage of Capital Expenditure	55.19	50.67	51.97	49.51	52.99	48.56
Total Expenditure	102.75	96.73	104.63	111.95	129.28	156.75

Source: Debt Sustainability Analysis and Debt Management Strategy Report (2022) by Katsina State Debt Management Office; Katsina State Budget Performance Report (2022)

In recent years especially in 2021, debt service constitutes a significant portion of Katsina State's expenditure profile. Debt service involving interest payment and principal repayment increased from N 3.59 billion in 2020 to N 8.43 billion in 2021. It is noteworthy that the debt service expenditure in 2022 constitutes over 60% of the State's IGR for the year. This portrays that the debt burden of the State is becoming high, hence the need to be cautious in the borrowing activities of the State.

4.6 Debt Profile and Debt Servicing

The Katsina State Debt Stock comprised external and domestic debts. The total debt outstanding for Katsina State stood at N 51.89 billion in 2017. The debt profile recorded up and downs in 2018 and 2019, it however, steadily increases from 2020 and reached N 100.17 billion in 2022. These increases are largely accounted by domestic debt, which stood at N 75.17 billion thereby constituting over 75 per cent of the total debt stock of the State. The external debt on other hand remained relatively

low and recorded slight increases over the period 2017 to 2022. According to the Debt Sustainability Analysis and Debt Management Strategy Report (2022) released by Katsina State Debt Management Office the domestic debt portfolio consists of Budget Support Facility, Salary Bail out loans, Excess Crude Account Backed Loan, Micro Small & Medium Enterprise Development Fund, Contractor's Arrears and Pensions & Gratuity arrears.

Table 4.3 Debt Profile of Katsina State

Debt Profile						
Debt (N Billion)	2017	2018	2019	2020	2021	2022
External Debt	20.77	19.08	25.79	21.40	24.78	25.00
Domestic Debt	31.12	30.85	66.60	48.03	66.68	75.17
Outstanding Debt (Old + New)	**51.89**	**49.93**	**92.39**	**69.43**	**91.46**	**100.17**
Principal Repayment						
Principal Repayment (N Billion)	2017	2018	2019	2020	2021	2022
External Debt	1.09	1.07	1.19	1.44	1.58	1.37
Domestic Debt	6.25	11.68	5.95	9.75	11.25	6.00
Total Principal Repayment	**7.34**	**12.75**	**7.14**	**11.19**	**12.83**	**7.37**
Interest Payment						
Interest Payment (N Billion)	2017	2018	2019	2020	2021	2022
External Debt	0.16	0.16	0.15	0.16	0.18	
Domestic Debt	1.25	1.68	1.76	0.80	1.64	
Total Interest Payment	1.41	1.84	1.91	0.96	1.82	0.00
Total Debt Service	**8.75**	**14.59**	**9.05**	**12.15**	**14.65**	**7.37**

Source: Debt Sustainability Analysis and Debt Management Strategy Report (2022) by Katsina State Debt Management Office; Katsina State Budget Performance Report (2022)

Debt is naturally accompanied by debt service in forms of principal repayments and interest payment. As indicated in Table 4.3 total debt service stood at N 8.75 billion in 2017 and then increased to N 14.59 billion in 2018. It declined in 2019 and then picked up in 2020 and 2021 when it reached N12.15 and N14.65 billion, respectively. As expected, the principal repayment constitutes the bulk of debt service in Katsina State ranging from N7.14 billion in 2019 to N12.83 billion in 2021. On the other hand, the lowest and highest interest payments were recorded in 2020 and 2019 at N0.96 and N1.91 billion, respectively. Some of the reasons for increases in debt services in some years were the repayment of Commercial Agricultural Loans of N4.23 billion in 2017 and N8.46 billion in 2018; settlement of Contractors Arrears in from 2018 to 2021 (Debt Sustainability Analysis and Debt Management Strategy Report, 2022).

Despite exhibiting increasing trend, Katsina State debt is sustainable given some debt sustainability indicators. These include debt to GDP ratio, which as of 2021 stood at 2.75% in Katsina State against a threshold of 25%. In the same period, debt, and debt service as percent of revenue were 78.19% and 12.52% respectively; these are far below the thresholds of 200% and 40% respectively. Therefore, there is room for the government to continue to finance part of its fiscal deficits through internal and external loans obtained on concessional terms. However, the fiscal direction outlined in earlier in this chapter provides that loans will only be taken to finance the implementation of capital projects.

4.7 Mobilization of Grants and Capital Receipts

Grants and capital receipts are important source of revenue especially for some specific sectors of the economy. In Katsina State grants does gradually constitute a substantial source of Government revenue. The actual grant received by Katsina State Government comprises internal grants and external grants. For instance, Table 4.1 above revealed that grants received by Katsina State in five years were N 1.34 billion in 2017, which substantially increased to N 3.48 billion in 2018, N 3.93 billion and to a whopping sum of N 10.21 billion in 2019. Further enormous increases in grants were recorded in 2021 and 2022 to the tune of N 18.06 and N 32.99 billion, respectively. In these years, revenue from grants tends to surpass the IGR. However, despite these performances, this development plan should not heavily rely on grants in financing projects. Given the bleak outlook of the global economy; the anticipated revenue from grants is not likely to materialize. For instance, in the 2022 budget of Katsina State, aids and grants were earmarked to generate the sum of N 87.44 billion; however, the sum of N 32.99 billion was realized, indicating a budget performance of 37.7 per cent.

Notwithstanding the above scenario, in implementing this Plan, the State Government can explore resources from external sources, particularly in forms of aids and grants. This brings to the fore the need for a State Donor Coordination effort for effective implementation of this plan. In addition to providing funding, development partners will also provide technical and logistic support as well as capacity building in various sectors of interest. In some instances, also, partnering with Donors encourage necessary reforms that need to take place to enable timely achievement of the Plan and other developmental objectives of Katsina State.

4.8 Public Private Partnership (PPP)

The Public-Private-Partnership (PPP) is a formal and legal contractual arrangement between a public sector agency and a private sector entity indicating intention to collaborate and share responsibilities in terms of resources and expertise in delivering a service or facility for the use of the public. The PPP is usually explored to finance provision of infrastructure and services in capital intensive sectors of the economy. Such include the energy, transport, housing and water supply and sanitation sectors, among others. Moreover, services such as health services provision (through health insurance scheme) are also provided through PPP. The contributory healthcare scheme introduced in Katsina State is a typical example.

However, available statistics do not suggest the wide involvement of Katsina State in PPP arrangements except for the contributory healthcare scheme and the lease of Shongai farms. Therefore, given the resources requirement for the implementation of this plan, the State needs to explore PPP with clear conditionality to encourage the private sector participation in the implementation of this development Plan. In this regard relevant government Agencies need to sensitize and mobilise members of the organized private sector to participate in delivering goods and services in priority sectors to maximise achievement of the Plan objectives. The State Government also needs to develop the necessary guidelines and put in place the requisite laws and policies to encourage and govern private sector participation.

Table 4.4. Fiscal Matrix and its Management

Source of Risk	Fiscal Impact	Likelihood of Occurrence	Potential Impact	Risk Mitigation Strategy
The realised State IGR has been far below projections	Widening budget deficits, incurring more debts, and thereby increasing debt service; further narrowing the fiscal space	High	Medium	TSA, tax reforms, diversification of revenue sources, fiscal discipline
Dominance of PAYE in the IGR mix	Stagnation in IGR since increase in wage bill is difficult implement	High	Medium	diversification of revenue sources, modernising revenue collection
High recurrent expenditure, especially overheads	Increase in budget deficit, less physical capital formation leading less economic activities and hence narrow tax base	High	High	Cut in cost of governance by embracing e-governance, rationalising MDAs
High and rising debt profile	High debt servicing-IGR ratio; creating narrow and difficult fiscal space; high debt servicing thereby draining resources from developmental projects	High	Medium	Explore alternative funding options such as the Public-Private-Partnership
Uncertain macroeconomic environment especially inflation and exchange rate volatility	Upward review of contact sum leading to delay in delivering projects, increasing cost of governance, and hence bulged recurrent expenditure	High	High	Exploring the local content principle in award of contracts, effective liquidity management strategy that will yield interest income and mitigate the effect of inflation
High dependence on FAAC allocation	Volatility in government revenue thereby making economic planning difficult	High	High	Diversify revenue sources, especially by improving IGR; promptly provide the necessary counterpart funding to attract grants
Insecurity and attendant high expenditure	High expenditure, poor business environment and hence low tax revenue	High	High	Explore multi-faceted approach in tackling insecurity; collaborate with other stakeholders

4.9 Fiscal Risks and Management Matrix

In the face of global and national financial crisis, a comprehensive identification, analysis, and management of fiscal risks is instrumental in ensuring sound and sustainable fiscal public finances, macroeconomic stability and achieving the change desired in this plan. In this regard four major risks have been identified that could block this specific change pathway. Each of these has been identified as a major issue, in that they have a high level of likelihood and impact.

i. Macroeconomic uncertainties and risk of Economic recession: An economic recession would result in a decreased government revenue because of slow-down in economic activities in global and domestic environment. Some of the recent incidences that triggered recessions include the COVID-19 pandemic, Russia-Ukraine war etc. Nigeria would activate measures towards a downward review of the budget and contractions in public spending. This would impact almost all sectors.

ii. Insecurity: Constant attacks by cattle rustlers, kidnappers, robbers, and bandits will lead to displacement of the people. Insurgency and violence will lead to destruction of lives and property, loss of access to crops and livestock assets, increased prices of inputs and products, destruction and disruption of markets and transport infrastructure and decreased demand for goods and loss of employment.

iii. Corruption and lack of government accountability: Good governance entails openness, social accountability, transparency, and participation for greater inclusiveness of the most vulnerable in society, including children.

iv. Weak prioritization of development initiatives: Programmatic interventions poorly aligned to development results will not yield expected results. It is important that governments develop and implement strategies that focus on results whiles integrating child poverty in such strategies. This should be reflected in national, state and/or local development plans. In addition to these broad risks, some specific risks, their fiscal impacts, likelihood of occurrence and management strategy are highlighted in Table18.

CHAPTER FIVE: PLAN IMPLEMENTATION

5.1 Introduction

Plan Implementation is a critical stage of development planning; it is the stage at which the written plan document is put into practice. However, plan implementation cannot take place in a vacuum; it requires mobilization and allocation of human and material resources, strong institutional framework, and leadership. These among others are addressed in this chapter.

5.2 SDP-SIPs-Budget Link

The Katsina State Development Plan (KT-SDP) is a long-term plan but will be implemented in 5-ywar rolling plans. These plans are further broken into Medium Term Expenditure framework (MYEF) that outlines Sector Implementation Plans (SIPs) and down to the annual budgets. The State Development Plan (SDP) outlines political priorities and societal concerns, among others. The MTEF driven from the SDP indicates sectoral frameworks, medium term fiscal framework and implementation plans. Down the ladder, the annual budgets outline revenue and expenditure profile of the State, allocation of resources to various sectors and resource mobilisation. This SDP-MTEF (SIPs)-budget link is indicated in Figure 5.1.

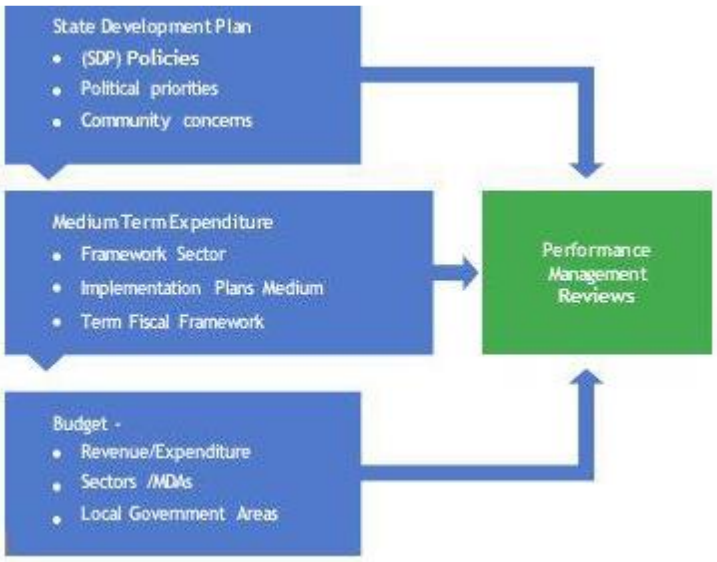


Figure 5.1: SDP-SIPs-Budget Links

The SDP sits at the top of the planning process; it outlines the main policy objectives and strategies of Government. In addition, the SDP presents policy statements, frameworks, strategies, and guidelines towards implementing the plan. Meanwhile, the MTEF serves as the medium through which the State Development Plan is operationalised. The MTEF comprises of three elements, namely the SIPs, the Medium-Term Fiscal Framework (MTFF) and the Medium-Term Budget Framework (MTBF). The SIPs are sector-specific mechanisms to deliver the outcomes or policy objectives outlined under the results framework of the SDP. It is expected that MDAs in various sectors will take into consideration their specific outcomes in developing the SIPs. These outcomes are then further broken into programmes and projects coined in annual budgets aimed at achieving SDP objectives. Another major output of the MTEF is Fiscal Strategy Paper (FSP), which determines the resources available (including debt position) for the implementation of policies and programmes. In particular, the FSP put forth resource the envelopes or indicative budget ceilings for the

individual MDAs in the medium-term. This process ensures that programmes and projects contained in annual budgets are aligned with the MTEF and SIPs, which are aligned with the SDP.

5.3 Institutional Framework for Plan Implementation

The execution of the plan falls under the jurisdiction of the Governor and the State Executive Council which coordinates state development actions. The Governor and the Council comprise the decision-making body. The Nigerian Constitution obliges members of the Executive Council to assist the Governor in their specific fields through their technical services. For reasons of efficiency and transparency, it is important to supplement this system with two new bodies, the SDP steering committee and SDP technical working group, to enable all strategic actors of the state to participate in the implementation and M&E of the SDP. The expenses of the two committees and their activities are integral parts of the overall cost of the SDP. The SDP steering committee is the guiding body for the implementation of the plan. It is the platform for discussion of the annual work plans and communication strategies and facilitating the mobilization of financial resources for the successful implementation of the plan.

The SDP steering committee is chaired by the Governor and brings together all the local and international actors and executives concerned with the SDP, namely commissioners, local government chairmen, state officials, civil society, the private sector, the federation of state development associations, and development partners in the state, etc. The criteria of availability, capacity and spirit of sacrifice should guide the selection of members. The technical working group has the following responsibilities:

- Develop technical planning and M&E tools, including financial tools.
- Plan the strategic interventions for the implementation of the SDP.
- Organise periodic reviews of the SDP.
- Implement the integrated M&E plan; and
- Review annual work plans, ensuring alignment with the SDP, and submit to the SDP steering committee.

The SDP technical working group is chaired by the Permanent Secretary of the Ministry of Budget and Economic Planning. Membership comprises the Permanent Secretaries and heads of relevant MDAs. The Department of Planning of the Ministry of Budget and Economic Planning, which serves as the secretariat for the aforesaid group, should be strengthened. It is expected to meet in ordinary session once a quarter and in extraordinary session whenever it is necessary. The role of each player of the mechanism is summarized in Table 5.1.

Table 5.1: Summary of the organs of the implementation mechanism of the SDP

Organs	Roles
State Executive Council	Decision-making
Steering Committee	Advisory and technical
Technical Working Group	Technical

5.3.1 Tools

The implementation of the SDP is facilitated by appropriate instruments, listed in Table 5.2 below with the stakeholders responsible for developing the projects.

Table 5.2: Summary of Implementation Instruments and Stakeholders

Instruments	Key Stakeholders
Annual Work Plan (per Ministry and overall)	Implementing MDAs
Medium Term Expenditure Framework (MTEF)	Committee on Financial and Economic Affairs Development and Planning Department Technical Working Group.
Annual Budget (Including Investment and Procurement plan)	Implementing MDAs
Public Procurement Plan	Implementing MDAs in line with State Public Procurement Act
Annual Plan for Resources Mobilization	Implementing MDAs

This SDP has a robust action plan and associated programmes; the annual work plans will emerge from these programmes. The work plans should clearly indicate which activities are planned and give a cost evaluation and timeframe for mobilizing funds (funding scheme, activities to be carried out on budget through decentralized cooperation), and by which structure they should be implemented. The annual work plans will be drawn up by the relevant MDAs with reference to the SDP and will be submitted to the technical working group for compilation and onward submission to the steering committee for approval, validation, and adoption by the state executive council.

After the adoption of the annual work plan, the State's annual investment budget will be drawn up by the steering committee, supplementing the operating budget, to form the state budget. The various actions to be implemented will consider, in the framework of the projects adopted annually, the aspects of sustainability and equity as envisaged in the plan.

5.3.1.1 Policy Statements

The State Development Plan reflects the socio-economic policies and political priorities of the State. Therefore, to ensure the achievement of the Plan objectives policy statements especially on public financial management. These statements are based on the Fiscal Responsibility Law which advocates sound Public Expenditure and Financial Management in the State. In line with these the following Fiscal Policy Statements (FPS) are put forward: The FPS presents fiscal policy and structural reform measures, which underlay the MTEF. The overarching policy derive of is to stimulate the growth Katsina State economy; create wealth, generate employment and income, and reduce poverty through investments in critical socio-economic sectors and physical infrastructure, while ensuring sustainable debt management as well as embarking on structural reforms in governance processes and institutions. Other specific fiscal policy statements are:

i. The ratio of capital to recurrent expenditure shall be 70:30. In the same vein, in the long term, 60 per cent of all recurrent expenditure is to be financed through IGR and work towards 100 per cent coverage.

ii. Budget prioritises completion of ongoing projects to avoid project abandonment and wastages. However, subsequently, only capital projects that have direct bearing with this plan will be embarked.

iii. Implementation of Treasury Single Account (TSA); all revenues of the State, including of parastatals, are to be recorded and managed under the purview of the Accountant General through the Treasury Single Account (TSA) mechanism. Moreover, all expenditures, including grants and loan-financed projects are to be executed through an Integrated Financial Management Information System.

iv. Expenditure arrears at the end of the fiscal year shall not exceed 5 per cent of total budgeted expenditure for the year.

v. Aligning budget and budgetary processes to planning both medium and long term; the State budget will be anchored on the MTEF, SIPs and the State Development Plan generally.

vi. Embracing robust zero-based, performance-based and programme-based budgeting; setting realistic budgets targets, the budget will also be based on sectoral policy objectives and programme priorities.

vii. The annual State budget deficit to GDP ratio will be at most of 5 per cent based on the latest GDP estimate and ensuring sustainable debt profile; debt stock to GDP ratio of 20% based on latest GDP estimate.

5.3.1.2 Legislative Act

The Katsina State House of Assembly as the legislative arm of the Government is made up of 34 elected members representing state constituencies in each Local Government Area of the State. The House is headed by a Speaker who is elected by the members; the Speaker is aided by the Deputy Speaker and other Principal Officers of the House. The Legislature has tremendous role to play in the implementation of the SDP. These include the statutory review and passage of the appropriation bill (annual budget), which is an important tool of implementing the programmes and projects outline in the SDP. In addition, the oversight functions of the legislature, which ensures accountability in resource utilization and constitute some form of monitoring and evaluation.

Implementing the SDP may require the enactment of new laws and/or amendment to the existing laws and policies of the Government. In this regard, the Legislature play instrumental role in considering and passing the bills sent by the Executive arm. For instance, in Katsina State, some Laws relating to Public Financial Management (PFM) were updated and passed, these among others are the Fiscal Responsibility Commission Amendment Law 2021; the Katsina State Revenue Administration Law 2021; the Katsina State Board of Internal Revenue regulation 2021; a Law to amend the Katsina State Audit Law 2020; the Katsina State Bureau of Public Procurement Law and the Katsina State Treasury Single Account Law, among others.

5.3.1.3 Medium Term Expenditure Framework (MTEF)

The medium-term fiscal policy objectives of the Government are presented in the MTEF, which also outlines the fiscal targets and projections of revenue and expenditure based on the fundamentals of the economy and financing strategies. The MTEF usually covers three-year period and is updated annually, in context with the annual budget. The Katsina State MTEF for the period 2024 – 2026 is presented in Table 5.3.

Table 5.3 Katsina State Medium Term Expenditure Framework (MTEF), 2024 – 2026

Macroeconomic Variables	2024	2025	2026
National Inflation (%)	31.60	20.70	15.10
National Real GDP Growth (%)	2.90	3.20	3.00
Budget Oil Production Volume (mbpd)	1.78	1.80	1.81
Projected Budget Benchmark Price (USD per barrel)	73.96	73.76	69.90

Average Exchange Rate (N/USD)	1650.50	1750.43	1870.45
Katsina State Revenue Projections (N billion)			
Gross Statutory Allocation	91.07	91.52	91.30
Other FAAC transfers	13.77	15.99	14.88
VAT Allocation	27.24	28.17	27.71
IGR	38.65	41.11	39.88
Grants	54.51	33.06	43.79
Other Capital Receipts + Opening Balance	31.49	30.69	31.09
Total Revenue	256.73	240.54	248.635
Katsina State Costs Projections (N billion)			
Personnel Costs	48.52	48.91	48.72
Overhead Costs	15.09	15.32	15.21
Other Recurrent Expenditure	34.62	34.84	34.73
Capital Expenditure	194.85	185.81	190.33
Total Expenditure	293.08	284.88	288.98
Projection of Debt Profile for Katsina State (N billion)			
New Domestic Borrowing	22.99	38.13	30.56
New External Borrowing	13.37	6.19	9.78
Total Borrowing	36.36	44.32	40.34

Source: Budget Office of the Federation, 2024 - 2026 MTEF and FSP; Debt Sustainability Analysis and Debt Management Strategy Report (2022) by Katsina State Debt Management Office, IMF

The MTEF presents modest macroeconomic environment with real economic growth approaching 5% mark and inflation easing below 20% in 2026, albeit high inflation in 2024 (31.60%). The inflation was triggered by the mounting volatility in FOREX. However, oil production is projected to record modest growth but is marred by expected decline in the price of crude oil in the global market. These developments have implication especially on the revenue projection of the State. Despite these favourable National macroeconomic indices, the projected revenue of Katsina State is projected to decline in 2025 and pick up in 2026, but still less than the 2024 projection. This is accounted largely by substantial fall in the grant's component of the revenue, which is projected to reduce by over N 20 billion in 2025. This highlights the fiscal risk associated with excessive reliance on grants.

5.3.2 Structure

The institutional structure for the implementation of the SDP encompasses various segments of the public sector, the private sector, civil society organisations and non-governmental organisations and local and foreign development partners and donor agencies.

5.3.2.1 State Executive Council

The Katsina State Executive Council, chaired by the Governor, is the highest decision-making body and responsible for coordinating all efforts towards the implementation of the State Development Plan. It is the highest-level authority for plan implementation; provides strategic leadership direction and guideline for MDAs and other stakeholders in the implementation of the plan. The Council serves as anchor and ensures that critical stakeholders work in synergy to achieve a set of common priorities. The Council will ensure that policy priorities are embedded in the Sector Implementation Plans (SIPs) and the annual budgets. In addition, through monitoring and evaluation activities the

State Executive Council assess the extent of the implementation of the SDP; such that corrective measures are taken when and where necessary to achieve the Plan objectives.

5.3.2.2 Ministries, Departments and Agencies (MDAs)

The effective implementation of the State Development Plan is hinged on the execution of programmes and projects tailored on the objectives of the plan. This task is saddled with the various Ministries, Departments and Agencies (MDAs) spread across the relevant sectors of the state civil service. Katsina State Civil Service and administrative sector is made up of over 120 MDAs, comprising of 22 Ministries and 98 other extra ministerial Departments, Directorates, Parastatals, Commissions and Agencies. However, some of these NDAs are yet to commence operation. Ministries are headed by Honourable Commissioners, who are appointed by the Executive Governor upon clearance by the State House of Assembly. The permanent Secretaries are the administrative heads of the Ministries and some Agencies. This SDP envisioned that the MDAs prepare annual budgets in line with the MTEF, SIPs and the FSP. The budget when approved is also implemented by the respective MDAs with close supervision under the M&E mechanism of the Plan. This implies that the MDAs are important medium for the implementation of the SDP.

5.3.2.3 Other Critical Stakeholders

Adopting an inclusive approach to the implementation of the Plan ensures the engagement of all critical stakeholders in all aspects of the SDP including in its development process. Such stakeholders include development partners, Civil Society Organisations (CSOs), Community and Faith-Based Organisations (CBOs and FBOs), Religious and Traditional institutions and the Organised Private Sector (OPS) among others. These stakeholders play various roles including in citizen's mobilisation and sensitisation about the Plan to secure buy-in, monitoring the implementing of the Plan, thereby reporting progress, and providing feedback. Through these activities, accountability and sustainability are ensured in the implementation of the Plan. Although women, youths and people with special abilities are among the organisations listed above, but they are given specific attention in this Plan due to their vulnerabilities and the demographic realities of Nigeria and Katsina State in particular. Women, form half of the state population, while the youths constitute more than half of the population. Moreover, most of the programmes and projects of the Plan are targeted towards this group of people. Therefore, women, youths and people with special abilities are considered as critical stakeholders in this Plan. Equally, the religious and traditional institutions are considered overly critical stakeholders due to their closeness to the grass root and the fact that they have the listening ears of their communities.

5.3.2.4 Civil Society Organizations (CSOs)

The Civil Society Organizations (CSOs) is a key sector along with Government and the private sector. The CSOs represent the totality of non-governmental organizations and institutions, which project and pursue the interests and common good of the populace. By their nature, the CSOs are not bounded by the bureaucracy of the public sector, neither by the profit motive of the private sector. The CSOs cut across various sectors of governance, the economy, society, environment, politic, health and education, among others. Altogether, the CSOs play significant roles in promoting good governance, social inclusion, protection of human rights and inclusive development.

In many instances, CSOs partner with government in promoting some developmental objectives. This presents huge opportunities for a more responsive and inclusive governance and effective public service delivery. Recently, this has been encouraged by the entrenchment of democratic governance in Nigeria. In Katsina State in particular, the people's budget principle, makes it possible for wider CSOs participation in the budgetary process through stakeholder engagement and consultation. Overall, the CSOs if adequately involved in the SDP development and implementation will play the roles of advocacy, sensitization, and mobilization of communities. In addition, they will participate in the monitoring and evaluation processes thus providing cogent feedback thereby ensuring that corrective measures are taken where necessary.

5.3.2.5 The Organised Private Sector (OPS)

The Public Private Partnership (PPP) is one of the funding arrangements envisioned in this SDP. In addition to participation in the PPP, the private sector is expected to play far more roles in achieving the objectives of the Plan.

Private sector-led economic growth is the only sustainable means of ensuring wealth creation, employment, and income generation and hence poverty eradication. Therefore, the Katsina State Government should encourage private sector growth by providing and maintaining investment friendly and stable socio-economic environment that is attractive, secure, and favourable to the growth and development of private enterprises of all forms. The Government should also ensure that private investment is encouraged in priority sectors of the Katsina State economy, where the State has comparative advantages. These include agriculture and agro-allied industries, mining, and services. The State through the SDP will provide supporting infrastructure to improve production in core and supporting sectors of the economy.

However, businesses in Katsina State are largely MSMEs and informal; the number of incorporated companies is small. The MSMEs are characterized by low capital, lack of managerial, marketing, and financial management skills, leading to business stagnation and failures. Specifically, the MSME sector in Katsina Sate faces the following challenges:

i. Non-availability and accessibility of power supplies, which hinders the success of small businesses in the state.
ii. Absence of policies, vision, or mission statements for micro, small, and medium enterprises (MSMEs), which are meant to guide the implementation of MSME-related programs and initiatives.
iii. Low access to local finance; there are fifteen (15) state-owned microfinance banks in the state. However, they suffer from inadequate capital and an ineffective corporate management framework.
iv. There are very few privately-owned microfinance banks operating in a limited number of local governments in the state.

The State Government plans to tackle these challenges through various short-, medium- and long-term measures. These include:

i. To have adequate functional skills acquisition training centres that support youth and women's economic advancement.
ii. To have microfinance banks with an adequate capital base that can cater for MSMEs
iii. To establish Katsina State Enterprise Development Agency (KASEDA) to implement the proposed MSMEs policy thrust and objectives
iv. To accelerate the process of recapitalization of the state microfinance bank
v. To carry out needed assessments on MSMEs across the state
vi. To handle mega ideas and innovations towards industrialization, market development, regional trade, and export promotion.
vii. To establish SMEs in villages, clusters, and businesses with a comparative and competitive advantage of resources in the localities. In addition, the Government will build cluster parks as a shared resource scheme and provide energy to allow assemblages to benefit from shared infrastructure
viii. To utilize green energy to create cost effectiveness in MSMEs
ix. To introduce more emerging businesses into the curriculum of BATC and Youth Craft Village.
x. To implement the National Skill Qualification Framework (NSQF) in all the skill acquisition centres will upgrade the standards of the centres and certifications

5.4 Monitoring and Evaluation

Monitoring and Evaluation is a veritable tool to ensure the achievement of the SDP objectives. The M&E takes place at various levels of the SDP and involving various stakeholders, each playing roles.

5.4.1 State Review Teams (MTEF or Mid-term Review Team)

Monitoring will require continual collection of information on the implementation of the SDP, and especially documentation of this information using appropriate tools. Monitoring is a management responsibility; the MDAs

responsible for implementing the SDP are required to monitor and report to the technical working group. The technical working group will draw up quarterly, half-yearly and annual progress reports which will be examined and validated by the steering committee and adopted by the executive council. Validation of the annual progress report will be an opportunity for each player to assess progress towards achievement of the targets. This report must be analytical and explicitly identify the reasons for achievement or otherwise. All progress reports must propose corrective measures to bottle necks. It is expected that each State Commissioner and her/his technical directors assess the activities carried out within his/her ministry, the difficulties encountered and approaches to solutions. The evaluation mechanism of the SDP foresees a mid-term review in 2026 and a proper evaluation in late 2028. This evaluation will focus on assessing the performance of the implementation of the SDP. It will assess the impact, relevance, sustainability, efficiency, and effectiveness of the interventions carried out as part of the implementation of the SDP. The conclusions, lessons learned, and recommendations will be validated by all stakeholders in the implementation of the SDP and will be considered when planning for the next SDP.

5.4.2 Monitoring and Evaluation Units of MDAs

For the Katsina SDP, there will be a quarterly report on performance of planned activities by the various bodies involved in the implementation of the SDP. Monitoring and Evaluation will be based on a system of performance measurement of programmes and state administration, defined from objectively verifiable indicators. At the commencement of the implementation of the SDP, the information system will be set up and an integrated M&E plan will be drawn up, specifying the various M&E activities, including capacity-building. The Monitoring and Evaluation unit of the Ministry of Budget and Economic planning is the anchor of the M&E activities of the SDP. The Unit shall maintain close collaboration with M&E departments/units of MDAs and shall be responsible for monitoring MDA implementation. Performance in the implementation of the SDP is to be linked with the budget on annual basis.

The development of this SDP required much effort in collecting data and information. For a rigorous follow-up of the implementation of this SDP and to facilitate the development of a second generation of the plan, the state must consider the establishment of a simplified system for the collection, analysis and management of state information and data. This could be facilitated by the elaboration of a ‘social scoreboard’ of the state. This database will allow the centralization of data and its updating. It will facilitate the availability in real time of data on the results indicators so that the contribution of the state towards the achievement of the SDP objectives may be assessed. Other SDP M&E tools that should be put in place are a monitoring table of activities and results; an indicator monitoring table; a budget monitoring table; and a plan and tools for collecting information and data.

5.4.3 Joint Monitoring and Evaluation Teams (State/Donors/CSOs)

All the development stakeholders will be associated with the SDP committees through a forum of the development stakeholders of the state, including donor agencies. As a prelude to these reviews, each Commissioner will meet with her/his technical directors, resource persons and CSOs to review the implementation of the SDP in her/his ministry. Budget monitoring deals with the planning and monitoring of budget management and considers revenue, operating and investment expenditures. It allows for the review of the efficiency of resource mobilization and expenditure.

CONCLUSION

The 5-year Katsina State development plan symbolises a collective vision for a progressive and resilient future, aiming to address key challenges while harnessing opportunities for growth and advancement across sectors. Grounded in inclusivity, innovation, and sustainability, this plan represents a bold commitment to fostering economic prosperity, improving infrastructure, enhancing social services, and empowering communities, setting the stage for a transformative era in the state's history.

While the blueprint exists as a vision on paper, its realization hinges upon dedicated executive arm, stakeholder engagement, and adaptability to changing landscapes. The success of this 5-year plan will rely on effective governance, strategic investments, and the active participation of citizens. As Katsina State embarks on this journey, the commitment to translating aspirations into tangible actions will be pivotal, ensuring that the plan becomes a catalyst for positive change, driving the state towards a future characterized by sustainable development, shared prosperity, and an elevated quality of life for all its residents.

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