

# Sectorial Reforms and Transformation of the Sub-Sahara Africa, Empirical Evidence from Nigeria; Strategies and Options

<sup>\*1</sup>AGBIONU, CLEMENTINA UCHENNA, Ph.D. <sup>2</sup>PROF. AGBIONU EDWIN OKEKE  
<sup>3</sup>MRS OKEKE MAUREEN N. M.Sc.

<sup>1</sup>Department of Business Administration, Nnamdi Azikwe University, Awka, Nigeria

<sup>2</sup>Department of Adult Education, Nnamdi Azikiwe University, Awka, Nigeria

<sup>3</sup>Department of Accountancy, University of PortHarcourt, Rivers State, Nigeria

## Abstract

Transformation has been widely acclaimed as a strategy that is best applied to revamp an ailing situation. It is a comprehensive and all-embracing strategy which emphasizes doing the right things to get the right results. This paper appreciates the transformation of the sectors of the Nigerian economy and evaluates its relationship with the results that are usually expected in any effective and efficient transformation. It presents the three basic approaches of effective transformation and recommends the most adequate one in the African environment. It concluded by stating that transformation is the answer to ailing economies where Sub-Sahara Africa belongs but recommends that it must be done in such a way that its impact is practically felt among citizens of the Sub-Sahara Africa especially those in the rural areas.

## 1.1 Introduction

The concept, construct and the operationalization of sectorial reforms have posed great challenges in the Sub-Sahara Africa for some time now. This stems from the fact that Sub-Sahara Africa in particular and the African continent in general has suffered great lack in basic amenities of life and meaningful living as a result of persistent under-development and developing nature of most economies in the continent. The problems affected almost all aspects of the live of the people in the continent. The consequences continued to be extreme poverty, unemployment, increased death rate, child abduction, illiteracy, kidnapping, rapes, unwanted pregnancies, bribery and corruption. Many countries in the continent in general and in the sub-region in particular have tried many types of reforms to reduce the menace of poor national and economic development all to no avail. The question that requires immediate answer is why is it that all reforms which were tried by previous governments failed to achieve their set targets. Could it be that the right reforms have not been done or that the reforms are not originally genuine as to achieve their aims and objectives? Experts in management and related fields have wandered why all the reforms carried out by previous governments have not been able to achieve their objectives. Many of them have attributed it to some reasons and another.

Professor Egwu U Egwu (2011) - a Professor of Human Resource Management, Organizational Behavior and Psychology discussing the effect of mentorship on the macroeconomic development in Africa stated that the African countries will continue to wallow in poverty until they realize that Jesus Christ is the Mentor of mankind and we are his protégés. They did not realize the fact that Christianity is the fastest growing economic-depression free, the greatest return on investment business and the most globalized, liberalized and competitive enterprise on earth he added. He concluded by stating that because African leaders did not realize this fact, they would continue to spin from one economic catastrophe to another ad-infini-tum. In view of the above controversies, the present study assessed the adequacy or otherwise of the reforms by the present government to determine whether they can be used to achieve a sustainable government in Nigeria.

## 1.2 Sectorial Reforms and the Transformation of the Sub-Sahara Africa

The study hypothesized here that sectorial reforms would have significant influence in the transformation of the sub-Sahara African nations with particular reference to Nigeria. Nigeria embarked upon reforms as a result of series of some social and other national and economic meltdown. The meltdown according to Egwu (2011) was as a result of corruption, greed, avarice and hedonistic atavism. He reported that between 2003-2007, the world GDP grew by 5% with less than 4% inflation rate. The so-called free trade flourished under the hubric of globalization, outsourcing, liberalization and competition. Emerging market economies such as the CRISBA countries which are China, Russia, India, South Korea, Brazil and South Africa flourished and cheap products flooded world markets. By 2008, 35 years of world Boom has vanished leaving in its trail a DOOMED WORLD as Egwu (2011) put it.

This was the experience and historical background of the persistent economic backwardness, poor growth and developmental process of most countries of the world today. The sub-Sahara Africa was not left out in the music. In Nigeria before the restoration of democracy, Nigeria suffered setbacks that tarnished its reputation. Originally, Nigeria was naturally blessed with natural and human resources which if properly managed, she may have no need to complain of any form of poverty, inequality in resources that give meaning to life and living, bribery and corruption among public office holders and others in one position of trust or the other, insecurity of life and property and other vices in the society today among other forms of violence in the nation. But due to poor management of resources and other similar reasons, Nigeria has long especially after independence found herself in positions of relative poverty in some quarters and even absolute poverty in some other areas of the country. To buttress the above point, NPC (2005) reported that 7 of every Nigerians live on less than \$1 a day. The same report continued that about two-thirds of the Nigerian people are poor, despite living in a country with vast potential wealth. Although revenues from crude oil have been increasing over the past decades, as the report presented, our people have been falling deeper and deeper into poverty.

Poverty has been specially given attention in this paper because it is almost the end point or the consequence of underdevelopment. It is also usually experienced by the defenseless in the society. Many of those at the helm of affairs who mismanage the resources are not usually affected by poverty. This may probably have been the reason why Todaro (1980) stated that no nation can claim to be developed if it cannot comfortably feed her citizens adequately. That may also be the reason why the issue of poverty occupies a prominent position in the agenda of transformation of many nations of the world especially the sub-Sahara Africa. In Nigeria, for instance, many strategies have been adopted to alleviate poverty but all to no avail.

Nigeria recognized that her citizens are experiencing high level poverty and that is why the transformation agenda of the present administration emphasizes the strategies to be adopted to alleviate poverty in Nigeria. The incidence of poverty in Nigeria was articulated by the National Planning Commission – a body established by the Federal Government of Nigeria to handle the transformation of Nigeria. NPC (2005) stated that “as Nigeria’s Poverty Reduction Strategy, The National Economic Empowerment and Development Strategy (NEEDS), builds on the earlier effort to produce the Interim Poverty Reduction Strategy and the wide consultative processes associated with it. NEEDS recognizes that the fundamental challenge of this stage of Nigeria’s development is to meet the basic needs of its people and reduce poverty on a sustained basis.

Poverty according to NPC (2005) has many causes, one reinforce the other. One source of poverty is lack of basic services such as clean water, education, health care and other essential areas too numerous to mention here. One source of poverty the report continued is lack of basic services such as clean water, education and health care. Another important cause of poverty the commission identified is lack of assets such as land, tools, credit and supportive networks of friends and family. Yet another basic cause of poverty the committee concluded is lack of income including food, shelter, clothing, and empowerment (political power, confidence and dignity). Some of these factors lead to poverty directly while some others affect the level of poverty indirectly – by producing inequalities - by stifling the political power of the population, for example or denying them their dignity or human right. All of these factors are affected by the environment at which people live. Discrimination on the grounds of gender, race, disability, age or ill health increase vulnerability to poverty.

This paper presented the specific reforms of the sectors of the Nigerian economy in the recent times. It also critically assessed these sectorial reforms to ascertain their adequacy, relevance and timely in the present dispensation where Nigeria finds herself and presented the implications of these sectorial reforms for adequate transformation of the nation towards the realization of the goal of the transformation of the sub-Sahara Africa.

### **1.3 Modern Transformation in Perspective**

The concept of transformation naturally is a highly sort phenomenon especially when all known strategies to solve chronic problems fail in the economic, social, business and management endeavors. Transformation implies a drastic change which touches basic areas and which is intended to correct the flaws in any system for the development of that system especially where there is absence of long term perspective and lack of continuity, consistency and commitment to agreed policies. Transformation also involves a holistic overhaul of the vital segments of the national life which places emphasis on attitudinal change along the path of patriotic zeal and commitment, to systematically upgrade their national development indices (Anyim 2012).

An effective transformation of the Sub Sahara Africa must address specifically and in concrete terms the issue of the perception of our people on the continent. Our people should stop thinking of African exceptionalism. They should rather concern themselves with Africa and its people as being integrated into a complex, increasing

dynamic world system. For us to understand this increasing dynamism, we as Africans in this sub-region must deploy more sophisticated tools of analysis.

An effective transformation of the sectors that make up the economy of the sub-region must address three basic approaches that are useful in the study and implementation of transformation for national development. These approaches are the Realism, Marxism and Feminism. Realism which arises from the international relations and its variant Marxism have been experimented with and, though they have somehow transformed the lives of Africans, they have really led to significant and sustainable improvements in the conditions of our lives. Feminism on its own has not been tried in the African environment but from the proportions in the literature, it holds considerable promise for the emancipation, transformation and development of the African continent especially the sub-region in the late 18th century. They provided an explanatory framework with which Africans could understand global inequalities. Though, this is the case, the progressives are still working to come up with revolutionary alternative, many have been drawn to ideas of communitarism, which African is known for, seeking to live more sustainably with the environment, or others to the new cosmopolitanism, which is being presented as an approach to living which is tolerant of diversity, yet, according to Harvey (2009) does not tackle politico-economic inequalities. In other words, this transformation strategy is primarily aimed as bridging the gap in inequality of opportunities in the African sub region which is a common characteristics in it.

The third approach to transformation is seen in this paper as providing a more transformatory and effective alternative for African societies. For instance, African historians and feminists have for some time now began to examine more fully the situation and position of women in Africa by using a transformatory method referred to as intersectionality. They have argued that Africans cannot understand gender discrimination without under consideration.

While realism as a transformational approach centers on how states can gain and maintain hegemonic power in their relationship with other states. Its argument rests on the premise that country's stability and security is dependent on its ability to exercise power which is often exemplified by military regime and inter-state relations. The realists in African environment proposed that people are poor, don't have access to free education, health care or clean water because they live in the countries that lack these amenities. They also believed that people do not have the financial abilities to develop themselves in the areas of acquiring knowledge, capacity and other relevant managerial experiences, and because of this, they needed to be guided by outsiders to achieve their objectives in life.

The Marxists on their own challenged the view of the realists. One of their main concern since existence is that they provided a framework that helped Africans understand how their economic and social systems have performed since considering its interaction with other forms of discrimination e.g. race, ethnicity, and with the form of the state. These three strategies are all useful in their own merit. No single one is capable of solving the problems in the Sub Sahara Africa. A combination of the three is expected to do he magic. This paper employed the Integrative framework for developing economies in critically evaluating the reforms for national and economic development which are paramount in effective transformation of the sub-Sahara Africa. According to Matami and Awodun (2005), the integrative strategy is necessary and useful in the comprehension of the new venture strategies in the pursuit of business opportunities as presented by Park and Bae (2001). This strategy is useful in developing economies and according to them the integrative strategy as opposed to those in the advanced countries are better are more effective in developing economies of the world. This framework as proposed by the authors recognized some growth patterns as well as explained the internalization of new high – tech ventures/ enterprises in developing countries using the Korean economy as a case (Hitt et al 2001).

In addition to the above options which the paper identified, it also presented another framework which can be adopted by the Federal Government of Nigeria in her integrated process of reformatting the sectors of the economy for sustainable development. This framework known and referred to as the New Venture Strategy for developing country context is conspicuously used in this study to buttress the points presented herein. Nigeria is a developing nation by almost every standard and so would find this framework very useful especially when adopted by the federal government of the nation.

The New Venture Strategy comprises of Reactive imitators (local followers in the local market), Import substitution (local pioneers in the local existing market, Proactive localization, Creative imitation, Global niche (global pioneers in the global existing market), Early market entry (global followers in the global emerging market), Global innovator (global pioneers in the global emerging market) according to Shane and Venkataraman, 2000).

The above strategies are entrepreneurial intrapreneurial in nature. Entrepreneurial and intrapreneurial in the sense that to be able to implement these reforms, the federal government should make sure that the policies are actually and practically implemented in order for it to achieve its aims and objectives, otherwise the reforms could be hijacked by selfish and uninformed Civil Servants who are after their selfish intentions to the detriment of the general masses in Nigeria who are at the receiving ends.

The first of the strategies – the reactive imitators are representatives of traditional small and medium-sized enterprises (SMEs) that focus on the already existing market in the maturity or decline stages of market development. They are usually very skeptical about investment especially in Research and Development activities. Their main interest is usually in the areas of imitating other competitors' products and services. The seventh new venture strategy – the global innovators are usually in an environment where new industries are created through the invention and commercialization of new technology and through the application of existing technology to the new products (Nash and Stevenson, 2004).

#### **1.4 Sectorial Reforms of the Nigerian Economy**

The Federal Government of Nigeria (FGN) under the able leadership of President Goodluck E. Jonathan recently embarked on the sectorial reforms of the Nigerian economy. The whole idea behind these reforms is borne out of the fact that there is a lot of challenges facing the economy. The population kept on growing at an alarming rate, technological issues kept on challenging the economy, social problems and challenges, developmental challenges, insecurity of life and property, unemployment, health problems, urbanization and migration and host of other challenges too numerous to mention. The essence of the reforms is to carry all the sectors along in the national and economic development which the country is recently facing. These reforms sector by sector as presented by the Government in the Performance Management Review (2014) are listed as follows:

#### **Agriculture**

##### **1. Ended Corruption in Fertilizer and Seed Sector**

- The Government ended 4 decades of corruption in the seed and fertilizer sectors within 90 days.
- Ended direct procurement and distribution of seed and fertilizers to farmers. GES system saved Federal Government 25 billion (\$156 million) in 2012.
- Private Sector seed and fertilizer companies now sell directly to farmers. 15 billion (\$100 million) of fertilizers sold and 1.5 billion (\$10 million) of seeds sold directly via e-wallet system.

##### **2. Growth Enhancement Support (GES) Scheme with E-WALLET**

- Cellophane-based system developed to send subsidies via electronic vouchers (e-wallets) directly to farmers via their cellphones.
- First ever database of farmers developed; 4.2 million farmers registered and now being updated/monitored annually (KYC).
- Nigeria is 1<sup>st</sup> country in Africa to develop the E-wallet for input delivery to farmers.

##### **3. Rice Revolution Takes Off**

- Dry season production through irrigation in ten Northern States (Kebbi, Zamfara, Sokoto, Katsina, Kano, Jigawa, Gombe, Niger, Kogi and Bauchi) resulted in output of 1.07 Million Metric Tonnes by Absolut 268,000 farmers.
- Total combined production of Dry season and Main Season paddy is 1.76 Million Metric Tonnes.
- 13 New Rice Mills with a total capacity of 240,000 MT have been set up by the private sector.
- Nigeria is one target for Self Sufficiency in Rice.

##### **4. Cassava Revolution Takes Off**

- Developing Cassava value chains for new value-add products (high quality cassava flour; cassava chips, ethanol, starch, sweeteners) through private companies;
  - Starch processing: Cargill, Crest Agro Products (Both within the KOGI State Crop Processing Zone)
  - Cassava Starch to Sobitol: Unilever, Ingredion
  - Cassava for Beer Products: SAB Miller

- Expanded production of high quality cassava flour (HQCF) to substitute imported wheat in the baking industry (commercialized 20% use of HQCF in bread)
- Secured 3.2 million MT contract orders from China for export of dried cassava chips for Ethanol production.

#### **5. Food Production Rises and Expected Food Crisis Due to 2012 Floods Averted**

- 8 million MT of Food added to domestic food supply in 2012, 70% above target.
- Food crisis from 2012 flood averted.

#### **6. Attracted Private Sector Investors to Agriculture**

- Over \$8 billion of private investment commitments indicated and deployed in agribusiness ventures.
- Attracted large indigenous and global multinational firms like Flour Mills of Nigeria, Dangote Group, Syngenta, Indorama, AGCO, and Belstar Capital.

#### **Manufacturing**

- Given our large domestic market, policy is to encourage import substitution, where we have a comparative advantage, and exports, where we can be competitive internationally.
- Development of National Industrial Revolution Plan (NIRP) with focus on the entire value chain of subsectors like agro-processing (e.g. rice milling, sugar procession, cassava for wheat flour and other products, etc.), consumer goods manufacturing, cement, textiles, and petrochemicals).
- Completed the development of a Sugar Master Plan (NSMS) to provide roadmap for 100% local production of sugar.
- Attained the position of an exporter of cement instead of a net importer. With no import permit issued in the whole of 2012 for cement importation, a savings of over N200 billion was made.
- Transformation of the Onne Oil and Gas Free zone with \$6 billion invested leading to the attraction of 150 companies into the zone with 30,000 jobs created to date
- Promoting foreign investments in manufacturing e.g. Indorama's \$1.2 billion fertilizer plant at Onne, Procter & Gamble's \$250 million consumer goods plant in Ogun State, SAB Miller's \$100 million brewery at Onitsha.

#### **Housing**

Government Policy is To Provide Nigerians Access to Affordable Housing

- The FG (through National Housing Fund) built more than 61,800 housing units in the six geopolitical zones to provide affordable and quality houses.
- Increasing Access to Mortgage Finance through a Mortgage Refinance Company (MRC). To be launched between July – August 2013. Mortgages available starting 2014.
- MRC will be a PPP arrangement with shareholders that will include Government, International DFIs, Nigerian Banks and Insurance Companies.
- MRC to enable up to 200,000 affordable mortgages within 5 years.
- World Bank to support Government with investment of up to \$300 million at zero interest, 40 year loan, 10 years grace, and 0.7% commitment charge, which will help lower costs, especially interest rate.

Government created for the first time a new Ministry of Communication Technology to champion Reform

- Increasing the Ease of Doing Business for Telecom Services Providers:
  - Streamlined Application for building infrastructure. Applications now processed within 30 days; right of way reduced from 5 million to 145,000.
  - Reduced multiple taxation on operators.
  - Strong government support to and licensing of mobile companies.

#### **As a Result:**

- Mobile phone subscriptions have increased:



- In 2004, only 8.5% of the population had access to mobile phones, but this will increase to 92.75% in 2013.
- Access to internet is rising. 38% of Nigerians now have access, compared to 34% at the end of 2012.
  - As a result, more of government services (e.g. passport) are being delivered online (to the convenience of Nigerians).
  - Government is now delivering around 50 services online, compared with 30 at the end of 2012.
- Promising local employment opportunities.
  - 1800 individuals registered in micro work/e-lance initiative equating to \$121,000 new revenue.
  - Online shopping habit in Nigeria is gradually gaining momentum. Online vendors, e.g. Konga.com, and Jumia.com which reports about 100,000 unique visitors each day. Value of online shopping grew 25% to 62.4% billion in 2011 from 49.9 billion in 2010.
- Quality of service remains a problem and we are encouraging more investment by the companies to tackle this problem.

## Health

In line with the National Strategy Health Development Plan, the Ministry of Health has outlined a Vision to Save One Million Lives and improve the Quality of care in Health Facilities by 2015.

### 1) Improved Access to Primary Health

- (a) Under the “Save One Million Lives” initiative, over 433.650 lives were saved in 2011 and 2012 by scaling up 6 cost-effective interventions including Maternal & Child Health, Nutrition, Prevention of Mother to Child Transmission (PMTCT) of HIV, Provision of Essential Commodities, Malaria Control, Routine Immunization/Eradication of Polio.
- (b) Maternal and Child Health (SURE-P):
  - A total of 9243 frontline health workers have been recruited, trained and deployed.
  - 1500 primary healthcare facilities have been refurbished and supplied with the essential commodities.
  - Maternal mortality has dropped by more than 50% in Midwives Services Scheme (MSS) facilities from 2009 to 2012.
  - Conditional Cash Transfer (CCT) Scheme.
    - Launched in May 2013, 172 female beneficiaries have received cash transfers totaling 206,900 from the first pilot Primary Health Centre.
    - Eight States (Anambra, Bauchi, Bayelsa, Ebonyi, Kaduna, Niger, Ogun, and Zamfara) to roll out CCT Programme as from June 2013.

## 1.5 Options for Effective Transformation of the Sub-Sahara African Sectors

The federal government reformation of the above sectors is a highly welcomed and timely development. It is welcomed in the sense that with the high and persistent increase in poverty in Nigeria, all eyes are on the Federal Government for immediate and fruitful actions. Timely also in the sense that there can never be the best time to reform the sectors than now that the country is facing very serious challenges especially in the areas of security, of people and property, health challenges, unemployment, instabilities in one form or the other among very many others.

The Federal Government on their own appreciates and identifies the fact that despite all the reforms so far achieved in the sectors, that more still need to be done. This is because reforming the sector is perfectly important but it is not all that is needed to totally and completely transform the nation so that it can at least boast of appreciable and significant reduction in unemployment, poverty, social ills like kidnapping, hired assassinations, Bokoharam Insurgency, health challenges like the present case of Ebola Virus, etc.

These may have prompted the Honorable Minister of Finance Prof. Okonjo Iwuala to state in PMR (2014) that “Nigerian economy faces many challenges which the Transformation Agenda is designed to address.” These challenges according to her include: insufficient jobs and poverty, Dependency on Oil Exports, High Food Importation/Food Insecurity, Housing Deficit, Infrastructure in Poor State, High Inflation, Falling Resources, High Recurrent Expenditure, Rising Domestic Debt.

The option for the Federal government is to design a framework which will practically capture all these challenges at the implementation stage. To assist in achieving this objective, this paper designs a framework which the Federal Government can adopt in achieving the above objectives and it is hereby presented.

**Table 1. Framework for the Practical Implementation of the Sectorial Reforms**

Sectors	Strategies Adopted	Options
<b>Agriculture</b>	<p>1. Ended Corruption in Fertilizer and Seed Sector</p> <ul style="list-style-type: none"> <li>The Government ended 4 decades of corruption in the seed and fertilizer sectors within 90 days.</li> <li>Ended direct procurement and distribution of seed and fertilizers to farmers. GES system saved Federal Government 25 billion (\$156 million) in 2012.</li> <li>Private Sector seed and fertilizer companies now sell directly to farmers. 15 billion (\$100 million) of fertilizers sold and 1.5 billion (\$10 million) of seeds sold directly via e-wallet system.</li> </ul> <p>2. Growth Enhancement Support (GES) Scheme with E-WALLET</p> <ul style="list-style-type: none"> <li>Cellophane-based system developed to send subsidies via electronic vouchers (e-wallets) directly to farmers via their cellphones.</li> <li>First ever database of farmers developed; 4.2 million farmers registered and now being updated/monitored annually (KYC).</li> <li>Nigeria is 1<sup>st</sup> country in Africa to develop the E-wallet for input delivery to farmers.</li> </ul> <p>3. Rice Revolution Takes Off</p> <ul style="list-style-type: none"> <li>Dry season production through irrigation in ten Northern States (Kebbi, Zamfara, Sokoto, Katsina, Kano, Jigawa, Gombe, Niger, Kogi and Bauchi) resulted in output of 1.07 Million Metric Tonnes by Absolut 268,000 farmers.</li> </ul>	<ul style="list-style-type: none"> <li>The seeds and other Agricultural assistance to the farmers should be sent directly to them through face to face interactions in seminars and workshops.</li> <li>Practical monitoring by on-the spot method to identify the current challenge of farmers and offer practical assistance.</li> <li>Encouragement of the private sector through interest free loans, supervision and monitoring.</li> <li>Encouragement of agriculture through interest free loans and other professional advise</li> </ul>

	<ul style="list-style-type: none"> <li>• Total combined production of Dry season and Main Season paddy is 1.76 Million Metric Tonnes.</li> <li>• 13 New Rice Mills with a total capacity of 240,000 MT have been set up by the private sector.</li> <li>• Nigeria is one target for Self Sufficiency in Rice.</li> </ul> <p><b>4. Cassava Revolution Takes Off</b></p> <ul style="list-style-type: none"> <li>• Developing Cassava value chains for new value-add products (high quality cassava flour; cassava chips, ethanol, starch, sweeteners) through private companies;             <ul style="list-style-type: none"> <li>- Starch processing” Cargill, Crest Agro Products (Both within the KOGI State Crop Processing Zone)</li> <li>- Cassava Starch to Sobitol: Unilever, Ingredion</li> <li>- Cassava for Beer Products: SAB Miller</li> </ul> </li> <li>• Expanded production of high quality cassava flour (HQCF) to substitute imported wheat in the baking industry (commercialized 20% use of HQCF in bread)</li> <li>• Secured 3.2 million MT contract orders from China for export of dried cassava chips for Ethanol production.</li> </ul> <p><b>5. Food Production Rises and Expected Food Crisis Due to 2012 Floods Averted</b></p> <ul style="list-style-type: none"> <li>• 8 million MT of Food added to domestic food supply in 2012, 70% above target.</li> <li>• Food crisis from 2012 flood averted.</li> </ul> <p><b>6. Attracted Private Sector Investors to</b></p>	
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	<p><b>Agriculture</b></p> <ul style="list-style-type: none"> <li>• Over \$8 billion of private investment commitments indicated and deployed in agribusiness ventures.</li> <li>• Attracted large indigenous and global multinational firms like Flour Mills of Nigeria, Dangote Group, Syngenta, Indorama, AGCO, and Belstar Capital.</li> </ul>	
<p><b>Manufacturing</b></p>	<ul style="list-style-type: none"> <li>• Given our large domestic market, policy is to encourage import substitution, where we have a comparative advantage, and exports, where we can be competitive internationally.</li> <li>• Development of National Industrial Revolution Plan (NIRP) with focus on the entire value chain of subsectors like agro-processing (e.g. rice milling, sugar procession, cassava for wheat flour and other products, etc.), consumer goods manufacturing, cement, textiles, and petrochemicals).</li> <li>• Completed the development of a Sugar Master Plan (NSMS) to provide roadmap for 100% local production of sugar.</li> <li>• Attained the position of an exporter of cement instead of a net impoter. With no import permit issued in the whole of 2012 for cement importation, a savings of over N200 billion was made.</li> <li>• Transformation of the Onne Oil and Gas Free zone with \$6 billion invested leading to the attraction of 150 companies into the zone with 30,000 jobs created to date</li> <li>• Promoting foreign investments in manufacturing e.g. Indorama’s \$1.2 billion fertilizer plant at Onne, Procter &amp; Gamble’s \$250 million consumer goods plant in Ogun State, SAB Miller’s \$100 million brewery at Onitsha.</li> </ul>	<p>More interest free loans to manufacturing industries, monitoring and supervision, technical assistance and other forms of aids.</p>

<p><b>Housing</b></p>	<p>Government Policy is To Provide Nigerians Access to Affordable Housing</p> <ul style="list-style-type: none"> <li>• The FG (through National Housing Fund) built more than 61,800 housing units in the six geopolitical zones to provide affordable and quality houses.</li> <li>• Increasing Access to Mortgage Finance through a Mortgage Refinance Company (MRC). To be launched between July – August 2013. Mortgages available starting 2014.</li> <li>• MRC will be a PPP arrangement with shareholders that will include Government, International DFIs, Nigerian Banks and Insurance Companies.</li> <li>• MRC to enable up to 200,000 affordable mortgages within 5 years.</li> <li>• World Bank to support Government with investment of up to \$300 million at zero interest, 40 year loan, 10 years grace, and 0.7% commitment charge, which will help lower costs, especially interest rate.</li> </ul> <p>Government created for the first time a new Ministry of Communication Technology to champion Reform</p> <ul style="list-style-type: none"> <li>• Increasing the Ease of Doing Business for Telecom Services Providers:                 <ul style="list-style-type: none"> <li>- Streamlined Application for building infrastructure. Applications now processed within 30 days; right of way reduced from 5 million to 145,000.</li> <li>- Reduced multiple taxation on operators.</li> <li>- Strong government support to and licensing of mobile companies.</li> </ul> </li> </ul>	<p>Encouragement of Public-Private cooperation</p>

	<p><b>As a Result:</b></p> <ul style="list-style-type: none"> <li>• Mobile phone subscriptions have increased:             <ul style="list-style-type: none"> <li>- In 2004, only 8.5% of the population had access to mobile phones, but this will increase to 92.75% in 2013.</li> </ul> </li> <li>• Access to internet is rising. 38% of Nigerians now have access, compared to 34% at the end of 2012.             <ul style="list-style-type: none"> <li>- As a result, more of government services (e.g. passport) are being delivered online (to the convenience of Nigerians).</li> <li>- Government is now delivering around 50 services online, compared with 30 at the end of 2012.</li> </ul> </li> <li>• Promising local employment opportunities.             <ul style="list-style-type: none"> <li>- 1800 individuals registered in micro work/e-lance initiative equating to \$121,000 new revenue.</li> <li>- Online shopping habit in Nigeria is gradually gaining momentum. Online vendors, e.g. Konga.com, and Jumia.com which reports about 100,000 unique visitors each day. Value of online shopping grew 25% to 62.4% billion in 2011 from 49.9 billion in 2010.</li> </ul> </li> <li>• Quality of service remains a problem and we are encouraging more investment by the companies to tackle this problem.</li> </ul>	
<p><b>Health</b></p>	<p>In line with the National Strategy Health Development Plan, the Ministry of Health has outlined a Vision to Save One Million Lives and improves the Quality of care in Health Facilities by 2015.</p> <p>2) Improved Access to Primary Health</p> <p>(c) Under the “Save One Million Lives” initiative, over 433.650</p>	<p>Strengthening and encouraging the provision of highly subsidized and quality improved National Health Insurance schemes and its extension to states and local government workers.</p>

	<p>lives were saved in 2011 and 2012 by scaling up 6 cost-effective interventions including Maternal &amp; Child Health, Nutrition, Prevention of Mother to Child Transmission (PMTCT) of HIV, Provision of Essential Commodities, Malaria Control, Routine Immunization/Eradication of Polio.</p> <p>(d) Maternal and Child Health (SURE-P):</p> <ul style="list-style-type: none"> <li>▪ A total of 9243 frontline health workers have been recruited, trained and deployed.</li> <li>▪ 1500 primary healthcare facilities have been refurbished and supplied with the essential commodities.</li> <li>▪ Maternal mortality has dropped by more than 50% in Midwives Services Scheme (MSS) facilities from 2009 to 2012.</li> <li>▪ Conditional Cash Transfer (CCT) Scheme.</li> </ul> <p>- Launched in May 2013, 172 female beneficiaries have received cash transfers totaling 206,900 from the first pilot Primary Health Centre.</p> <p>- Eight States (Anambra, Bauchi, Bayelsa, Ebonyi, Kaduna, Niger, Ogun, and Zamfara) to roll out CCT Programme as from June 2013.</p>	
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### **1.6 Implications of the Strategies to Effective Transformation**

No tree can adequately make a forest. A forest is made by a collection and combination of all types of trees, shrubs and even grasses. In the same vein, no single new venture strategy can do the magic alone. It involves integrative, comprehensive and all-embracing strategies for the development, success and sustainability of new ventures.

A critical evaluator of the paper may wonder why the emphasis here is on new venture creation instead of on the reforms of the existing ventures in the different sectors of the economy. The whole idea about reformation is to make the existing sectors more relevant to the changes that are taking place in the different types of the environment. The reformation of the economy can only be meaningful when entrepreneurs and intrapreneurs take advantage of the opportunities to invest in laudable ventures. By reforming the economy, the federal government plays the role of the enabler and provides a conducive environment for the economy to thrive excellently well. The entrepreneurs and intrapreneurs are the players in the growth and development of any economy especially the developing one like Nigeria. They need to be creative, innovative and generate as many ideas as possible which would help new ventures to be created, developed and be sustained. For entrepreneurs to be creative and innovative which are fundamental basis for the creation of new ventures and new products? Any nation that would want to adopt entrepreneurship in developing her economies must make adequate provision of opportunities for the trainer of trainers to be skillful in relevant skills which they want to teach. Nobody gives what he does not have. Therefore Nigeria needs to first of all train the trainers in the act of acquiring the relevant entrepreneurial skills. These relevant entrepreneurial skills are also very relevant if the theoretical acquisition is complemented with the practical in the industry. The implication of this is that there should be an entrepreneurship curriculum which is balanced in theoretical and practical aspects. The students who graduate from the theoretical immediately move into the practical to make sure that what was learnt in theory is actually put into practice.

For this to be done, there is need to have a need-oriented curriculum in Nigeria for entrepreneurial training. There is a high level of unemployment in Nigeria due to the fact that the graduates of the educational system are not employable by the public and private sectors. They are not employable because they do not possess the necessary apprenticeship skills needed to work. They acquire certificates from the institutions without enough practical skills to work in the industries. Some of them who would want to be on their own do not have what it takes to be self-reliant. This means that there is a problem with either the curriculum or the teaching method. In this case, there is problem with both the curriculum and the teaching method. To a large extent, the curriculum of any education system dictates the type of teaching method to be used.

### **1.7 CONCLUSION**

African continent has for long time now suffered a lot of set-backs in many aspects of life especially social, political and economic aspects of life. The continent is blessed naturally but has remained backward in many ways. It has suffered social ills like poverty, unemployment, armed robbery, kidnapping, suicide and many other crimes too numerous to mention. In view of the above, governments have engaged in different forms of reforms aimed at making the economy grow, develop, be sustained and diversify but some of these reforms have not actually lived up to their expectations.

The paper identified and acknowledged the fact that the Federal Government of Nigeria has taken bold steps in the transformation question by reforming the sectors of the economy. The paper also recognized the fact that the reforms are not conclusive without making sure that the transformation gets to the sectors of the economy especially the grassroots. The reforms which the government did were presented and reviewed in line with the strategies adopted and options left for the Nigerian nation in development agenda now that the reforms are not conclusive in nature. The paper presented three different frameworks which the government can adopt and adapt to make sure that her goals are finally achieved.

The essence of the framework was to make the curriculum and the teaching method need-oriented and more practical inclined so that the products of the education system will be employable and self-reliant.

### **1.8 RECOMMENDATIONS**

Based on the conclusion, it was recommended that the reforms should be practically implemented especially ensuring that it is significantly felt by the average man in the street especially the rural dwellers.

The paper also recommended that politics should be separated from development. Although one would say that meaningful development must encompass some elements of positive politicking but in the present dispensation in Nigeria, politicking is negatively affecting developmental efforts. Genuine efforts at developing the nation

have been replaced by selfish tendencies where political office holders concentrate on activities that are geared at achieving political interests to the detriment of general objectives of development. curriculum strategy.

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