

## Development Planning in Nigeria: a Road to Sustainable Development

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### Abstract

Development is indispensable to the growth and sustenance of any nation and in order to successfully enhance significant development, operational approaches as a necessity, must be developed. To guarantee any meaningful growth, governments draw comprehensive strategies intermittently that affect the quality of life of the citizenry in all spheres. In Nigeria, successive governments have espoused development plans as strategies to resolve development issues and challenges in the country and further enhance the rate of socio-economic advancement of the people. Every nation's growth and development hinges on their national development plan, development strategies, vision and initiatives. To this end, Socio-political and economic stability among others are some of the requisites for the development of any nation. Nigeria is grouped as a developing country because of certain indices like poverty, poor infrastructure, high unemployment rate, rural-urban migration, urban population, rural stagnation and growing inequalities that pervades the country. This paper aims to do a thorough appraisal of Nigeria's National Development Plans, examining each plans; their prospects and challenges in order to make apt submissions on how Nigeria can attain a sustainable development through proper implementations of these plans. This paper will rely on secondary data such as the review of extant literatures from scholarly books, newspaper publications, journal publications and internet sources to achieve this feat.

**Keywords:** *Planning, Development, Sustainable Development, Development Strategies, Infrastructure*

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### **Background to the Study**

Socio-political and economic stability among others are some of the requisites for the development of any nation. Nigeria is grouped as a developing country, as such; poverty, poor infrastructure, high unemployment rate, rural-urban migration, urban population, rural stagnation and growing inequalities pervade the country.

Development is indispensable to the growth and sustenance of any nation and in order to successfully enhance significant development, operational approaches as a necessity, must be developed. To guarantee any meaningful growth, governments draw comprehensive strategies intermittently that affect the quality of life of the citizenry in all spheres. In Nigeria, successive governments have espoused development plans as strategies to resolve development issues and challenges in the country and further enhance the rate of socio-economic advancement of the people and to also attain a sustainable development. Contemporary studies have provided comprehensive explanations to the concepts of national development. Jhingan (2007:5-12) suggests that national development is more than economic indicators like the increase in Gross Domestic Product (GDP), Gross National Product (GNP), per capital income and the likes. But it is inclusive of other non-economic indices such as the democratic imperativeness of political governance and social indicators.

It is fundamental to note that Nigeria has gone through four national development plans in her post-independence history. However the fifth national development plan did not materialize. This paper aims to examine Nigeria's National Development Plans; understand the issues, identify the challenges and suggest strategies for sustainable development. The paper is divided as follows: first, defines the key concepts. Next, examines the development plans in Nigeria and subsequent plans, initiatives and vision, then espouse strategies for attaining sustainable development via the development plans and finally the conclusion.

### **Objective of the Study**

The objective of this paper is to examining appraisal of Nigeria's National Development Plans, prospects and challenges in order to make apt submissions on how Nigeria can attain a sustainable development through proper implementations of these plans.

### **Conceptual Clarification**

Development: Rostow's seminal work (1971) reclaims Social Darwinism to explain development as a process of evolutionary succession in stages, where human societies leave a rudimentary model until they arrive at a western industrialized civilization consumption model, which is considered unique and universal.

In Ribeiro's approach (2005:11), the sense of the word development, in various areas of knowledge, converges to "a state, process, well-being, progress, economic and human growth or ecological balance". The South Commission (1990:10) defines the term as "a maturing and development process of self that frees the population from fear and exploitation". Both understandings seem to diverge and advance in relation to the idea by the most traditional students of the theme to whom development is usually seen as a phenomenon that fundamentally interests developed countries (Ribeiro, 2005).

An international institutional vision such as that of United Nations Development Programme [UNDP] (1991:77), on the other hand, also suggests an interpretation of what development is: “expanding the range of choices for the population that allows development to become more democratic and participative ... access to income... participation in decisions and enjoyment of human, economic and political liberties”.

Development Planning Planning is the act of formulating a course of action, or a set of intended actions to achieve a goal. Planning is indispensable in administration since it pervades all others. Development planning thus becomes an essential tool used by organizations and governments to set out a vision and an inclusive approach for the appropriate organization and viable growth of the community or country. It is the preparation of the strategy and other supporting information, policies and studies which form the foundation for decision making in planning. Development plan helps to set out guiding procedures, policies and goals for development of a community as regards socio-economic growth, physical and cultural activity, and also environmental protection and improvement. In the case of the development plan for a country, the country plan must take into account the several regional and national strategies and procedures as guiding principle. The plan proactively should reflect discussion and debates with the public and other relevant stakeholders.

**Sustainable Development:** The term sustainable development appeared in the late 1970s and was definitely consolidated in 1987 by the aforementioned Brundtland Commission. This commission prepared the most broadly accepted definition of sustainable development: Sustainable development is a transformation process in which the exploitation of resources, direction of investments, orientation of technological development and institutional change are reconciled and reinforces present and future potential, in order to attend to needs and future aspirations ... it is that which attends to present needs without compromising the possibility of future generations attending their own needs (Becker, 1993:49). Since then, this definition became the starting point for the inspirational theoretical mark of subsequent work (Matos, 1997). Due to the increase of world political interest in environmental questions and incitement of social environmental conflicts, there has been increased motivation for debate on the theme in the last few decades. As Sachs (2004) argues, it is in this context that the proposal of Sustainable Development appears as a desirable and possible alternative to promote social inclusion, economic well-being and preservation of natural resources.

Although a broad acceptance of the term sustainable had existed in the international community, it is also true that there is no consensus on a clear and unique definition for the concept. From an environmental perspective, the notion of sustainability “originates from theorizations and ecological practices that try to analyze the temporal evolution of natural resources, taking its persistence, maintenance or capacity of returning to a presumed state of balance after some type of disturbance as a basis” (Raynaut, Lana, & Zanoni, 2000:74).

According to Raynaut (1997:370), use of this notion could lead to interpreting a history that does not fit in with other behaviour that is not “the immense reproduction of an impossible balance” of nature and society.

Veiga (2005) brings together answers to the question that by stating that it is sustainable in three distinct groups: 1 – Those that believe that economic theories could be perfected to respond to the environmental problem; 2 – Those that believe it is possible to reconcile economic growth and environmental conservation and 3 – Those that study the complementarities between economic development and development.

## **Literature Review**

### **Nigeria's National Development Plans**

Nigeria's First Development Plan (1962 – 1968): The colonial government introduced what it tagged “Ten year plan of Development and Welfare for Nigeria”. Under the historic development plan, a total planned expenditure of an equivalent of £110 million for a period of ten years was ear marked for the period starting from April 1, 1946 to March 31, 1956 (Ogunjimi, 1997: 97). Nigeria's first development plan was between April 1962 to 1968. According to the Federal Government Programme 1962–1968 (in sectional paper No. 1 of 1962):

The major objective of Nigeria's first National Development Plan is to maintain and if possible, to surpass the average rate of growth of 4% per year of its gross domestic product at constant prices. To realize this aim, it will be necessary to invest approximately 150% of Nigeria's Gross National Product each year and to ensure that as much as possible of this Gross fixed investment, whether undertaken by the Government or by private business, is channeled into the directly productive sectors of the economy. Both the projected growth rate and the proportion of gross domestic output to be invested continue the level prevailing in the late fifties and in 1960

The plan required cooperation between public and private sectors, and as expected between federal and regional governments. Furthermore, the plan aimed at high level of development which was expected to surpass the colonial policies before it. Hence, the establishment of a pragmatic study of the financial stances of both the public and private sectors becomes imperative. The development plan place huge emphasis on Agriculture, Manpower development, Transport, and Industrialization. Another goal of the First National Development Plan was the achievement and maintenance of the highest possible level of advancement in the standard of living of the citizenry. According to Obiekeze and Obi (2004:234), the plan which was expected to last for six years had a proposed total investment expenditure of about ₦2, 132 million. The public sector investment expenditure was put at ₦1, 352.3 million and the remaining investment expenditure of ₦780 million were to be made by the private sector. But the ensuing Crisis terminating in the thirty-month Nigerian Civil war (1967-70) interspersed the execution of the plan. While analyzing the effort of the ten-year Development plan, Ayo (1988:1) notes that they centered on building a transport and communication system, while little provision was made for industrial development. He also noted that the first development plan was also selective in its focus on Agriculture, as concentration was on a limited range of cash crops, which include cocoa, palm products, cotton, groundnut and timber.

The Second National Development Plan (1970 – 1974): Nigeria launched her second National Development Plan in November, 1970. Through General Yakubu Gowon on behalf of the Federal Government and the government of the then twelve states of the federation. It was launched soon after the end of the civil war. Consequently, it was a post-war development plan and its emphasis therefore was on the reconstruction of a

war-tattered economy and also the promotion of social and economic development in the country. Again, the plan focused on the challenges of development planning in the developing countries. Olaniyi (1988:107) opines that the philosophy of the plan was consequently influenced by the necessities and pressures of the war, which include the building of a united, strong and self-reliant nation; a great and dynamic economy; a just egalitarian society; a land of bright and full opportunities for all citizens and a free and democratic society.

Egonmwan and Ibodje (2001:54) reported that this plan “involved a capital expenditure of ₦3.2 billion and an anticipated overall growth rate of 7% per annum”. Consequential of the profligacy that characterized the oil-boom period; initial plan budget of ₦3.2 billion was reviewed upwards to ₦5.3 billion. Whiskey (1987) in response to the revised budget stated that it “...was little compared to third...” From the foregoing, it can be argued that Nigerian governing elite started the path towards economic regression from this era judging by their fiscal and financial indiscipline.

Furthermore, the second plan also focused on indigenization. Okowa (1991) suggest that “indigenization was seen by this plan as an instrument towards the long term objective of economic independent”. Likewise, the plan placed emphasis on Agriculture, Industry and the advancement of high level and intermediate level manpower. The plan was beset with challenges as in the first National Development plan. According to Onah (2010), “the high priority given to agriculture and Industry was not matched with action during the implementation of the plan.”

The Second National Development Plan recorded a number of major projects, which were successfully executed by both the federal and state governments. Such projects include the introduction of federal scholarship and loan schemes for Nigerian students, the take-off of the National Youth Service Corps Scheme; the construction of several federal roads and many others.

The Third National Development Plan (1975 – 1980):The Third National Development Plan was launched under the administration of General Gowon (Nigeria's head of state at that time). The plan covered a five-year period from April 1975 to March 1980. The “initial total expenditure for this plan was put at ₦30 billion over five years. Further adjustments put the total at ₦60 billion in 1980” (Osifo, 1987:33). According to Obi, (2006), this represented ten times that of the second plan and about 15 times that of the first plan. So, the plan was seen as the largest and most ambitious plan ever launched (of course compared to the ones that preceded it).The approach of the plan was to apply and develop resources from oil to advance the productive capability of the economy and thus, improve the standard of living of the people. According to Egonmwan and Ibodje (2001), the plan was premised on the need for the public sector to provide facilities for the poorer sections of the population including electrification, water supplies, health services, urban housing and education.

The implementation of the plan was adversely affected by the change of government in July 1975, barely three months after the plan was launched. The change of government resulted to a reconsideration of some of the objectives as contained in the plan. Olaniyi (1998:108) posit that more emphasis was placed on those projects which were thought to have direct effects on the living standard of the common man. Sectors that were given

priority included Agriculture, Water Supply, Housing and Health. An appraisal of the third national development plan indicates that attention was focused on programmes and projects that would impact positively on the rural dwellers. Nevertheless, the amount of allocation to Agriculture and social development structures did not show genuine intention of the government to achieve the objectives.

Fourth National Development Plan (1981 – 1985): The Fourth National Development Plan was launched by President Shehu Shagari in 1981. Like the development plan before it, the plan reaffirmed commitment to the long term national objectives of the preceding plan. Ijaiya and Usman (2000:2) affirmed that this plan “was also launched simply to consolidate the Third National Development Plan...with much more commitment to petroleum resources”. It was the first development plan that the Civilian government prepared since the intervention of the military in Nigeria's politics in 1966. Obi (2006) observed that the objectives of the plan were: Increase in the real income of the average citizen, even distribution of income among individuals and socio-economic groups, Reduction in the level of unemployment and under employment, increase in the supply of skilled manpower amongst all others.

The project capital investment of the plan was put at ₦82 billion. Out of this figure, the Public Sector Investment was ₦70.5 billion while the private sector was expected to invest ₦11.7 billion. The planned investment was expected to generate an annual GDP growth of 7.2%. For the planned period, the manufacturing sector had a projected average growth rate of 15%. Adedeji (1989) says the plan was “the largest and most ambitious programme of investment ever launched in Nigeria”. (Of course at that time). As the centre strategy, the plan adopted the use of resources generated from oil to ensure a holistic expansion in production capacity of the economy and to establish a foundation for the sustenance of growth. In the fourth plan, it was expected that petroleum products would generate enough funds to actualize the plan that had been formulated.

Ultimately, the revenue realized from exports was far below anticipated projections. Unfortunately only 54 percent of the export proceeds projected for the period was realized in 1984. For example, it was projected that ₦79.449 million would be earned from petroleum exports between 1980 and 1984, but only ₦52.78 million, some 66.4% percent of the projected figure was earned (Okigbo, 1989).

With the declining resources to fund the fourth plan, Nigeria's economy experienced debt service and balance of payment challenges in addition with high level of inflation. Majority of the schemes that were started at the beginning of the plan period could not be completed and coupled with several spill over projects from previous plan had to be abandoned (Jaja, 2000). Egonmwan and Ibodje (2001: 58) emphasized that “out of all the plans that had been launched since independence, the Fourth plan which was the most ambitious in terms of size of the anticipated investment programme turned out to be the least of achievement”. The changes in government in 1983 and another in 1985 further affected the implementation of the programmes in the plan. In addition, the fourth national development plan can be described as an era of increased import bills during a severe decrease in crude oil export revenue; huge debt servicing which resulted from various foreign loans obtained in the previous years.

The Fifth National Development Plan: Again, as a result of the poor implementation of the Fourth National Development Plan, mechanism was set in place for the planning of the Fifth National Development Plan. To aid the exercise, a conference was held at the University of Ibadan, Nigeria in November 1984 to examine the suitable approaches for the Fifth National Development Plan. Deliberations from the conference suggested some measures that will be valuable in the policy formulation and strategies incorporation in the plan. According to Onyenwigwe (2009), the objectives of the Fifth National Development Plan include: Diversification of the nation's economy away from the mono cultural one to which it has been pushed by the fortunes of the oil sector, revitalization of the agricultural sector with a view to achieving thorough integrated rural development programmes, domestic production of raw materials for local industries in order to reduce the importation of locally manufactured goods and promotion of employment opportunities in order to arrest the deteriorating mass unemployment. According to Onah (2006:44), "the idea of a Fifth National Development Plan, mooted in the late 1980, never materialized". The presentation and take off of the supposed plan was postponed twice in 1987 and 1988. Instead of the launch of the plan, there were several Integrated Development Initiatives. Okoli and Onah(2002:163) referred to these initiatives as rural development strategies like Agricultural Development Scheme; National Accelerated Food Production Programme (NAFPP); and Directorate for Food, Road and Rural Infrastructure (DFRRI).

An evaluation of SAP indicated that initially, the programme started well, on a guided path thus achieving its set goals. For instance, the programme appeared like the corrupt import license system which crippled the manufacturing sector to a reduced performance of 25 percent had been eliminated because consequently, it stimulated an initial rise in industrial production and lead to minimal starts in the exportation of agricultural produce. Whiskey (1993:15) noted that from a parity of one dollar to one naira in early 1986, the naira crashed at ₦9.50k to a dollar on March 5,1992 and succumbed (almost by another 100 percent) to the dollar at ₦18.60k at the commencement of trading that same day. By early 1993, a dollar traded for ₦43.00 in the black market and since then, nothing had remained the same again in the economy. Today, a dollar trades for ₦200.

**The Perspective Plan, Rolling Plans (1990 – 1999):** After the SAP initiative, several other approaches were employed mostly short-term instruments for socio-economic management. The perspective plan which was to begin in 1990 along with rolling plans did not take off until 1996 when the Abacha administration set up the vision 2010 committee. According to Daggash (2008:35), the era of Rolling plans (1990 – 1999) which he described as an era of "the Rolling stones that gathered no moss... to have a long term National Vision on which development could be anchored, a bold attempt was made in 1996 to articulate a National Vision document, the Nigeria Vision 2010". The vision and objective of the development plan was to transform the Nigerian Nation by 2010 into what Ugwu (2009 : 203) explained as "a united, industrious, caring and God-fearing democratic society, committed to making the basic needs of life affordable for everyone, and creating Africa's leading economy".

The vision was to span a fifteen year perspective plan. The content of the report of Vision 2010 submitted to the Abacha government in September 1997 recommended that it provided the focus of all plans. This include medium (rolling), long (perspective) and annual plans (budgets), (Adubi, 2002). Thus, the vision became the first perspective plan

for the country although it did not succeed to move beyond Abacha's death in 1998. Therefore the three year Rolling Plan became operational from 1990 with the introduction of the First National Rolling Plan (1990 – 1992). The primary objective of the rolling plan according to Ikeanyibe (2009) was to create opportunity of revision in the “midst of increasing socio–political and economic uncertainties”. However the planning of medium term plans turned out to be a yearly event and developed into almost indistinguishable from annual budgets. At the end of about ten Rolling plans, from 1990 to 1999, Nigerians are not significantly better off than they were during the years of fixed medium term planning (Okojie, 2002).

**National Economic Empowerment and Development Strategy, NEEDS (2003 – 2007):** The National Economic Empowerment and Development Strategy (NEEDS) availed the country the prospect to experiment with medium–term economic development plan from 2003 to 2007. According to Onah (2006:46), NEEDS concentrated “on wealth creation, employment generation, poverty reduction and re–orientating values”. He further submitted that these goals can be achieved “by creating an environment in which business can thrive, government is redirected to providing basic services, and people are empowered to take advantage of the opportunities which the plan will usher”. It becomes worrisome that most of the NEEDS objectives were not realized. From 2003 to 2007, Nigeria's annual budget dived into billions, then trillions of naira. The per capita income of Nigeria falls into the one dollar per head level of the poorest countries (Ikeanyibe, 2009).NEEDS had planned to create about seven millions jobs by 2007, but in actuality, the most policies by the government to actualize the objective were unfavourable to employment generation. In trying to reform government institutions, several employees lost their jobs. An example is Central Bank of Nigeria that severed 804 employees through mandatory retirement in 2005 (CBN, 2005).Also in the area of power, electricity declined immensely.

**Vision 2020:** President Olusegun Obasanjo's administration included Vision 2020 as a development planning initiative. Vision 2020 targets Nigeria's growing to be African's financial Centre and join the most advanced and competitive economies in the world by year 2020. The late President Yar'adua reiterated this vision. According to Ugwu (2009:205), The Vision is based on a proactive reaction to a 2001 Jim 'O' Neil thesis predicting “that if Nigeria and some other developing countries, can mobilize their resources very well, it is expected that by the year 2025, Nigeria and countries like Egypt would have joined the biggest twenty economies in the world”. The goal of the Vision 2020 is to make Nigerian one of the first 20 economies in the world by the year 2020. Eneh (2011) posit that to actualize the Vision 2020, Nigeria's GDP per capita must grow from US \$752 to \$30,000 at least and the GDP of those countries (over US \$29,000). Similarly, the rural areas in Nigeria must be transformed from poverty and misery centers to urban states of world standard. Eneh further asserts that Nigeria must move from its 158<sup>th</sup> position in 2007 in the UNDP human development ranking to the first 20 position in the world.

Other objectives of the Vision 2020 include provision of infrastructure services, a modern and vibrant education system; health sector, modern technologically enabled agricultural sector; vibrant and competitive manufacturing sector with contribution to GDP of not less than 40%. However, it has been argued that the basis of the Vision was problematic and faulty. The question is often asked that how can a National Development Master Plan be based on the hypothesis of a foreign economist?



Currently, Nigerians are overwhelmed with corruption, hunger, poor infrastructure, dilapidated road network, undeveloped rail system, decline in standard and confidence in the education sector, poor power supply, unstable fuel price and availability, insecurity of lives and property, and so on. It may not be out of place to conclude that Vision 2020 has followed the path of preceding plans.

**Other Developmental Initiatives / Programmes:** President Yar'adua presented a seven points Agenda to the nation. The agenda include confronting the challenges of Power and Energy; Food Security and Agriculture, Wealth Creation and Employment; Transport Sector; Land Reforms; Security; Education.

The Agenda was popular and bold. Expectation was high. In the same way, the United Nations Millennium Development Goals (MDGs) were adopted by one hundred and eighty nine countries including Nigeria. The fundamental objective of the goals is to find solution to the challenges facing development in the countries where the MDGs are adopted. The goals according to the United Nations (2000) is “to eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality; and empower women; reduce child mortality, improve maternal health; combat HIV / AIDS, malaria and other diseases; ensure environmental sustainability and develop a global partnership for development”.

### **Theoretical Framework**

Democratic – Participant Media Theory is a central media theory that seeks to explain the ideologies of empowerment and national development. Folarin (2002: 33) posit that, “The main thrust of democratic–participant media theory lies in its insistence that the existing bureaucracy as well as commercial and professional hegemony in media systems be broken down, so as to guarantee easier media access for all potential users and consumers”.

The impact of this theory is in the shift by most developing countries going through development in the direction of participatory actions and interaction enhanced by development communication. To aid effective national development process, democratic participant media theory holds that significant attention should be given to media ownership by group, organization and local community.

### **Development Planning and Sustainable Development in Nigeria Challenges of Nigeria's National Development Plans**

It is obvious in this paper that there has been series of development plans by successive Nigerian governments since Independence. These plans usually look strategic and seem to identify with the yearnings of the people. But then again, it always seem like there is a disconnection between the coordination and the execution. Corruption in the country is alarming and epidemic. Misappropriation and embezzlement of public funds remains constant challenges. According to Ologbenla, (2007), illicit misappropriation of privileges and opportunities in public and private sectors for personal aggrandizement. Particularly those in positions of authority are sine–qua–non to Nigeria. Onah (2006) submit that all development visions and programmes fail in Nigeria because of poor handling by corrupt and poor / hungry politicians and bureaucrats. Disregard for the rule of law is another major concern. It has been recorded how public servant get away with loots and embezzlement. In some cases, the court will make them pay ridiculous amount

of money then grant them bail. If the judicial system is effective and government officials know that they will face the rut of the court and pay for their crimes, they may act better.

Financial constraints may constitute a huge challenge for development plans but the question is how has the available funds managed? To embark and deliver workable developmental project, it requires huge financial availability. Another challenge is insufficient or lack of project monitoring and revision of plans. Proper project monitoring will aid effective appraisal of performance, thus, determining the success or otherwise of the programme. Insufficient or absence of relevant data constitutes another challenge. Ejumudo (2013) submits that the absence of reliable background data has made the use of social indicators difficult and inadequate for plan preparation, implementation and monitoring of national development.

The poor or lack of continuity of government policies and programmes have retarded development in several sectors. Many a time, the development programmes are often abandoned once the government that introduced them is out of power. This is a worrisome trend in the country. Government workers do not feel obligated to continue the national plans and other developmental projects of their predecessors thus, they usually introduce new projects. This may account for the massive incomplete projects in the country today after billions of naira have been budgeted and spent on them.

### **Conclusion**

The paper has thoroughly appraised Nigeria's development plans-critically explicating the issues, challenges and opportunities inclusive in it. It has explained the concept of communication, its place in development, that is, communication for development, communication research and its need to be channeled towards development plans to its engendered populist governance. The paper has also in the exploration of the topic, made clear the meaning of development plan and its pragmatics, pointing out the nexus between development plan and communication research.

On the account of the different national development plans, economic development strategies and visions Nigeria has had since independence, it was obvious to note that bad governance, corruption and lack of continuity of government policy and visions has affected development in Nigeria. And it is hoped that if the right step is taken to communicate government policy to the public, corruption eliminated, stability and the culture of continuity of policies geared towards development, among other things are imbibed, then development plans, visions and agendas of government can be better implemented and realized to a certain meaningful degree.

### **Recommendation**

The effectiveness of any development plan is the guided implementation of such plan. The interpretation and delivery of the plan determines the success or otherwise of such plan which ultimately depends on other key factors like the socio-political terrain of the country, leadership, regard for the rule of law, ethics, cooperation between the government and the people. It was observed in this paper that most of the past development plans did not record the desired objectives majorly as a result of implementation, and in some cases, no implementation. Leadership challenge was also noted as another key hindrance.

New development policies and strategies are currently in motion to attain the vision 2020. With the change in administration in Nigeria, the popular Seven Points Agenda of the late President Musa Yar'adua seems to diminish fast as the present administration does not mention it as part of its development plan. Development policies seem to be comprehensive and practical and look like a great master plan for Nigeria's development challenges but again, it is not enough to have roadmap and strategies on paper, it calls for action; proper implementation. To successfully implement the visions and agendas of the present administration, we suggest the following.

First, is the absolute dedication of the leadership of the country. Leaders must lead by example in every way. Discipline, morality, ethics, commitment, honesty and zeal must be showed not only in words but in deeds. The famous leadership coach, John C. Maxwell (2002:30) asserts that “the discipline to prioritize and the ability to work toward a stated goal are essential to a leader's success.”

Secondly, it was noted that there is a lacuna between the government functionaries and the National Orientation Agency (NOA). Nigeria's National Orientation Agency is the government arm responsible for communicating government policy, staying well-informed of public opinion, promoting patriotism, natural unity and development of Nigeria society. NOA apparently has not done enough and neither does it look it is well-informed of public opinion and national communication. In order to establish methods to organize actions that will lead to the fulfillment of the goals, NOA needs to do more to communicate the visions and initiatives of the government; raise the awareness level on the short and long term benefits of the goals and how sacrifices must be made.

Third, we advocate for stability and continuity of policies geared towards development. It is common knowledge in Nigeria that there is no continuity of government policies and plans. Administrations don't continue the preceding plans. They usually embark on fresh projects. For sustained development to occur there must be continuity of plans and actions. Next, over dependence on oil has to stop. We need to tap into the opportunities in other sectors-diversify. Nigeria needs to revamp the agriculture sector and other sectors. This will help to provide alternate revenue for project funding. Also, the judiciary must be empowered and it should be a working system. Politicians enjoy impunity; this has to stop. Furthermore, the country needs orientation and re-orientation that may enhance attitudinal change. This may include training and retraining of the leadership of the country.

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