



Report of the Vision 2020  
National Technical Working Group  
On  
**Culture, Tourism and National Re-Orientaion**



July, 2009

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## FOREWORD

Tourism has become one of the most important global industries of today. With the increasing ease of travel and smoothness of movement across international boundaries, the tourism sector boasts of being the world's biggest export earner generating enormous foreign exchange earnings and employment. It is no longer in doubt that tourism has become a catalyst for growth in many countries like Australia, Cyprus, Kenya, etc, as it brings in substantial revenues for governments whilst stimulating greater investments in infrastructure which ultimately contributes to improved living conditions for the people.

Between the years 2000-2006, tourism was the second largest foreign exchange earner after manufacturing for the Malaysian Government. 2006 saw a 6.8% growth rate in tourist arrivals in Malaysia with a 13.5% increase in receipts. In terms of employment, it is estimated that this industry accounts for a remarkable 1,344,000 jobs of which 492,320 are direct employment

Nigeria's tourism sector has great potentials to unlock the growth and development aspirations of the nation. Locations such as beaches, different kinds of games, unique wildlife, vast strips of unspoiled nature ranging from tropical forest, magnificent waterfalls and great artworks showcasing lifestyle and creativity of the Nigerian people abound. However, most of these tourists' attractions are either fully or yet to be developed. Tourism has to be seen and positioned as a fast-track tool towards the actualization of Vision 20-2020

The Nigeria Vision 20:2020 project aims to position Nigeria as one of the 20 largest economies of the world by the year 2020. This is a daunting but achievable task, and one that must be done if Nigeria is to harness her natural endowment, empower her teeming population and elevate herself in world ranking.

In order to propel themselves for rapid economic development, similarly developing countries like Brazil, Malaysia, United Arab Emirates and others, have adopted the visioning strategy, which today had resulted in resounding successes. Therefore, if visioning is the art of seeing the unseen, this project is meant to capture the imaginative ingenuity of Nigerians to the production of a document, which is the road map to galvanising the whole nation.

An important aspect of the Nigerian economy which is critical to realising this vision is Culture, Tourism and National Re-orientation. These three endeavours are interrelated and yet unique in their own right. Culture is the bedrock of what Tourism is built on, while National Re-orientation is what cements them together. A nation without a culture is like one without identity. Tourism helps to promote culture and the environment and is a veritable tool for economic empowerment and social development. A re-orientated people will reflect this in their culture which in turn will affect

national life and therefore engender a sustainable tourism. This has been recognised over the years, as the surest way of diversifying Nigeria's heavy dependence on oil.

Many countries, both developed and developing, have adopted these concepts, to empower their people economically and socially, project their agenda to the world and shape the opinions of the world in their favour. Such countries include the United States of America, the United Kingdom, France, Spain, Brazil and China. Others are Egypt, South Africa, Ghana, Malaysia and India.

The task of the Culture, Tourism and National Re-orientation Thematic Group, is to prepare a vision document for the thematic area, which will form part of the Nigeria Vision 20:2020 master plan. Members, who are drawn from all walks of national life, have committed themselves to producing a document which is bold in initiatives, simple in understanding and practical in implementation. In all, it is our vision, that when the recommendations of this report are fully implemented, tourism activities will account for more than 25% of Nigeria's Gross Domestic Product by the year 2020, up from about 2.0% which it currently occupies.

The document covers four main chapters:

- Chapter One deals with the general overview of Culture, Tourism and National Re-orientation. The chapter also reviews the scope of work in the thematic group, overall targets and the process involved in developing the plan.
- Chapter Two discusses current assessments, global trends and comparative/benchmark analysis as well as reviewing local contexts in the thematic area.
- Chapter Three deals with the salient issue of defining the vision of the thematic area, as well as mapping out objectives, goals and strategies. The chapter concludes with initiatives, programmes and summary of actions.
- Chapter Four provides the implementation roadmap, identifies key development enablers and suggests implementation monitoring framework.

We thank the Federal Government for embarking on this bold project of economic re-engineering and the opportunities afforded members to serve their country. I will also like to use this opportunity to thank all members for their extra-ordinary sense of responsibility and their immense co-operation with me and one another, which had made it possible for us to finish our work in the most timely manner and produce a high quality document.

Ayokunnu Olowoporoku  
Chairman

## **ACKNOWLEDGEMENT**

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Dated the 17<sup>th</sup> day of July, 2009

## 1.0 INTRODUCTION

### 1.1 *Overview of Culture, Tourism and National Re-orientation*

Nigeria accepts the global socio-economic challenges of the twenty first century and acknowledges her position as the most populous African country. We note the often used description of Nigeria, as the 'giant of Africa', and most of all, its aspiration to be in the league of the 20 leading economies in the world by the year 2020. Nigeria is aware of her sole dependence on oil as foreign exchange earner and also acknowledges once again the reason to diversify. It is important to note that Nigeria has since followed other world economies and has developed sheer determination to diversify. It is also important that Nigeria notes what other world economies have done with their other natural endowments such as *culture and environment*. The successes of countries such as Brazil, the Caribbean Islands, Australia, and Asia, have remained inspirational. We find *tourism* a major foreign exchange generating tool, and therefore acknowledge the need for the Nigerian economy to diversify towards this direction. It is noted that the needs of the country must include the development of *the culture and tourism industries fostered on the foundation of national re-orientation* in order to provide the ample opportunity through which Nigeria can enhance its economic potentials.

In order to properly situate our visioning processes, it is important to develop a definition of the key concepts implicated in the work of this technical working group such as: culture, tourism and national re-orientation. To the National Technical Working Committee on Culture, Tourism and National Re-orientation, "Culture is what we collectively make of the raw ingredients of life. Everyone participates in culture, even those who have no particular interest in art of any variety. And merely by participating — by exchanging words, observing customs, involving oneself in communal celebration and grief and the milestones of community life — everyone participates in creating and disseminating culture"(Goldbard 2004). By this explication culture, therefore, is the pivot upon which all sectoral bearings revolve. This not only presents an echo of Nigeria's cultural policy; it privileges the a priori position of culture as the enabler, the progenitor, the conditioner of all human endeavours. Seen this way, culture is not simply and cannot simply be seen as social development which presupposes welfarism, but as a productive force as well as an agent provocateur of social change. This is because cultural production, as expressed in tourism for example has the force of accounting for a significant percentage of Nigeria's foreign exchange earnings, as it is doing for countries like South Africa, Ghana, Gambia, Kenya, Malaysia and a host of others.

The 1982 World Conference on Cultural Policies defined culture as the "whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value system, traditions and beliefs". V. Rao and M. Walton of the World

Bank, lends credence to this view by defining culture as “the social structures, norms, values and practices that underpin social identities and behaviors, creative activities, and cultivation of imagination. Aesthetic expression, including “built heritage”, forms part of this conception”. Buttressing these views, Thompson (2001) sees culture as “the total complex pattern of customary human behavior, social norms and material trait embodied in thoughts, speech, action, and artifacts and dependent upon the human capacity for learning and transmitting knowledge, and systems of abstract thought. This will include beliefs, morals, laws, customs, opinions, religions, superstitions, and art”.

Consequently the following definitions are the shared understanding of what the concepts mean to the technical working group and the basis upon which it will develop the vision for Culture, Tourism and National Re-orientation to put Nigeria in the league of the 20 largest economies in the world by 2020

### **1.1.1 Culture**

To the National Technical Working Committee on Culture, Tourism and National Re-orientation, “Culture is what we collectively make of the raw ingredients of life” and the physical and environmental endowments of nature. In this way Culture is as Goldbard (2004) said “*Culture is the sum-total of human ingenuity: language, signs and symbols, systems of belief, customs, clothes, cuisine, tools, toys and trinkets, the built environment and everything we use to fill it up,*”(Goldbard 2004) *the science of recovering the past and bringing it to the service of the present, the non-human inhabitants of our geographical space in terms of all sorts of wildlife, the art of recreation/leisure as elucidated by the arts in its various manifestations and entertainment processes as well as the development and implementation of ideas and visions. Culture therefore “is a roomy idea, one that can be stretched to accommodate everything human beings create”.*

### **1.1.2 Tourism**

*According to the online dictionary Wikipedia, the United Nation World Tourism Organization [UNWTO] defines **tourists** as people who “travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited”.*

Tourism is the active process of harvesting profit from culture by converting the raw ingredients of life into a money- making enterprise through the conscious and deliberate development of culture into products for sale and consumption. It involves the active development and cultivation of in-bound consumers as well within-bound consumers. In this light the Committee agrees with the Tourism Master Plan, that tourism is essentially a productive force because of its potential and capacity:

“Tourism can have a profound impact on the society, economy and environment of nations. Socially, one of the most immediate benefits of the tourism industry is its ability to create employment and, in the case of tourism, an added benefit is that it caters for both skilled and unskilled employment. As a labour-intensive industry, tourism has the potential to create more jobs per unit of investment than any other industry and tourism can be a useful source of employment for women and ethnic minority groups. Environmentally, tourism, when properly developed and managed, can serve as a mechanism for protecting natural environments; preserving historical, archaeological and religious monuments; and, stimulating the practice of local cultures, folklore, traditions, arts and crafts, and cuisine. And, economically, tourism brings many benefits to the Central Government, local authorities as well as the private sector through the generation of foreign revenue, financial returns on investment, taxation on tourists and tourist products, and, linkages to other local industries such as agriculture and fisheries”. Tourism as a major foreign exchange earner is therefore a major asset to the quest of Nigeria being one of the 20 largest economies in the world by 2020.

### **1.1.3 National Re-Orientation**

*National re-orientation is the process in which Nigerians observe core national values, change and transform negative attitudes and behaviours by uploading best practices and committing themselves to renewed values of honesty, integrity, respect for rule of law (order and decorum) and download enshrined values of respect for society, good neighbourliness, hospitality and patriotism.*

The Vision 2010 document aptly captures the project of re-orientation thus: “Broadly speaking, there is no doubt that Nigeria and Nigerians need to imbibe a mind-set change to prepare us to successfully cope with ever changing global realities. This will require two major fundamental changes. The first is a need to re-examine those shared values which have been so essential to whatever successes we may have recorded in the past. These should be the lasting foundation upon which enduring future successes can be built. The values-our rich heritage and strong sense of community-are both essential for holding us together as a people and for providing the common principles which will guide us in a rapidly changing world. The second major change is to open our minds to select the best options the world has to offer and then devise together a truly Nigerian success formula which will enable us forge rapid success” (Vision 2010). A major thrust of the efforts to become one of the 20 largest economies by 2020, therefore, lies in aggressive cultural and social re-orientation.

In the tourism sector Nigeria seeks to be one of the top 20 countries in the world by 2020, and be a preferred tourist destination among the top 20 globally. It is also envisioned that tourism should be among the top 5 income earners in Nigeria.

Tourism has become a popular global leisure activity. In 2007, there were over 903 million international tourist arrivals, with a growth of 6.6% as compared to 2006. International tourist receipts were USD 856 billion in 2007. Despite the uncertainties in the global economy, international tourist arrivals during the first four months of 2008 followed a similar growth trend than the same period in 2007. However, as a result of the economic crisis of 2008, international travel demand suffered a strong slowdown beginning in June 2008, with growth in international tourism arrivals worldwide falling to 2% during the boreal summer months, while growth from January to April 2008 had reached an average 5.7% compared to its 2007 level. Growth from 2006 to 2007 was only 3.7%, as total international tourism arrivals from January to August were 641 million tourists, up from 618 million in the same period in 2007.

Tourism is vital for many countries, such as the U.A.E, Egypt, Greece and Thailand, and many island nations, such as The Bahamas, Fiji, Maldives and the Seychelles, due to the large intake of money for businesses with their goods and services and the opportunity for employment in the service industries associated with tourism. These service industries include transportation services, such as airlines, cruise ships and taxis, hospitality services, such as accommodation, including hotels and resorts, and entertainment venues, such as amusement parks, casinos, shopping malls, various music venues and the theatre. [Wikipedia 2009]

The United Nations classified three forms of tourism in 1994, in its "Recommendations on Tourism Statistics" Domestic tourism, which involves residents of the given country traveling only within this country; Inbound tourism, involving non-residents traveling in the given country; and Outbound tourism, involving residents traveling in another country. The UN also derived different categories of tourism by combining the three basic forms of tourism: Internal tourism, which comprises domestic tourism and inbound tourism; National tourism, which comprises domestic tourism and outbound tourism; and International tourism, which consists of inbound tourism and outbound tourism. *Intrabound tourism* is a term coined by the Korea Tourism Organization and widely accepted in Korea. Intrabound tourism differs from domestic tourism in that the former encompasses policymaking and implementation of national tourism policies. Recently, the tourism industry has shifted from the promotion of inbound tourism to the promotion of intrabound tourism, because many countries are experiencing tough competition for inbound tourists. Some national policymakers have shifted their priority to the promotion of intrabound tourism to contribute to the local economy. Examples of such campaigns include: "See America" in the United States; "Truly Asia" in Malaysia; "Get Going Canada" in Canada; "Peru. Live the Legend" in Peru; "Wow Philippines" in the Philippines; "Uniquely Singapore" in Singapore; "100% Pure New Zealand" in New Zealand; "Amazing Thailand" in Thailand; "Incredible India" in India; and "The Hidden Charm" in Vietnam. [Wikipedia 2009]

The 2001 edition of Columbus Guide to World Tourist Attractions describe attractions as usually falling into some of these categories.

1. Historical – Attractions based primary on historical significance.
2. Man-made – Represents a triumph of building and engineering such as Eiffel tower etc – The seven wonders of the world.
3. Amusement and recreation - Attract visitors primary in search of fun= Walt Disney world – theme parks.
4. Cultural – Art galleries, museums, artifacts, cultural events.
5. Natural – Attractions of uncommon natural beauty e.g. yellow Stone Park, wildlife.
6. Religions – Churches, Mosques, temples and places of worship.
7. Entertainment & Festivals – e.g. Mardi Gras ,Carnivals, musical events.
8. Sports and Recreation.
9. Conference & Conventions

Visiting friends & Relatives

### **1.2 Scope of Culture, Tourism and National Re-orientation Area /Strategic Plan**

The proposal to use tourism and culture as revenue generating tools is based on the three pillars of the NEEDS (National Economic Empowerment and Development Strategy) policy of the Federal Government of Nigeria which is designed to move the country forward as a major developing country in the twenty first century. The proposed use of tourism and culture is to empower the Nigerian people, improve social delivery, foster private sector participation, enhance efficiency, repair, recreate and sell Nigeria's image at home and abroad. We acknowledge the issue of negative behaviour such as; culture of waste, culture of poor management, culture of negative business attitudes, and the poor political culture which has become endemic in the present day Nigerian reality. We are also aware of efforts being made by government, and individuals to launder Nigeria's image abroad and at home. It is at this point that we note the need for the re-orientation of the attitudes, values, and the creation of the necessary friendly and commercial environment needed for this proposal to work.

From the UNESCO declaration to the various practices of culture the world over, there is now a widespread acknowledgment that culture is a critical component of human development even if there is no agreed model for describing how this should occur. In the last decade significant advances have been made in understanding the role of culture in development. What has become apparent in cultural policy considerations is the productive capacity of culture through the identification and propagation of cultural industries. Through the cultural industries, culture can be pragmatically integrated into economic and sustainable development. And also in particular, Nigerian children and youth should be reoriented towards the values of hard work, honesty and respect for constituted authority. The political elite must be reoriented to respect the laws of the land, shun corruption and retrace its steps from the culture of impunity which has transgressed the polity. The media, traditional religious leaders, civil societies, educational institutions and all strata of society will be useful agents for the reorientation project

### 1.2.1 Culture

The cultural industries have been with us for a number of years, but it is only recently that analysis of their structure and the measurement of their performance has begun to dawn on us. A more nuanced understanding is to aggregate how cultural industries contribute to a range of economic and social objectives including GDP growth, employment creation, regional development, urban revitalisation and social cohesion. This is an acknowledgement that cultural industries offer the means of linking culture and the economy in ways that acknowledge both the economic importance of creative activities and the specific cultural value inherent in and produced by these activities especially for developing countries like Nigeria. Based on this reasoning, the following cultural industries are identified as specific areas that will be considered in the context of policies, regulatory bodies and intervention strategies by the Culture, Tourism and National Re-orientation Technical Working Group:

- Theatre
- Dance
- Music
- Film and video
- Arts and Craft
- Museums and Monuments
- Foods and cuisine
- Fashion
- Festivals and ceremonies
- Information and Communications Technology
- Language
- Literature and Publishing
- Youth and Children

### 1.2.2 Tourism

As for tourism, the scope will include a study and adaptation of strategies for the growth of the following:

- **Inbound Tourism**
  - International Tourist Arrivals[number of tourists arriving within a destinations boundaries]
  - International tourism Receipt[total income received by destination from tourist arrivals]
- **Outbound Tourism**
  - International Tourism Expenditure[expenditures made abroad by citizens of a country]
  - Outbound Tourism by Region of Origin

It is also important to discuss the facilities that attract tourists to a particular destination. These include the following:

**Natural features** - land forms, flora and fauna, beach, sea, volcano, lakes, rivers, garden, mountains etc.

**Man-made** – Casino, cathedral, historic building, mosque, museums, art galleries, monuments, amusement, amusement parks, archaeological sites etc.

**Culture** - music, folklore, dance, cuisines

**Sport** - leisure centres, golf courses, slopes, tennis courts, swimming pools

**Accommodation** - different types of accommodation available to tourists which can be grouped into different categories such as:

**Commercial Sector** - Hotels, motels, guest houses, holiday camps.

**Private sectors** - private permanent residents to host friends and relatives called 2<sup>nd</sup> home.

**Camping and Caravanning** - tents, caravan are sited privately or for commercial purpose.

### ***1.3 Overall Targets for Culture, Tourism and National Re-orientation***

The overall essence of culture, tourism and national re-orientation is therefore to develop a nation built on a strong diversified economy, one that will harness our natural gifts as a people, our environment, our 'flora and faunae' defended by democratic principles, united, secure and stable nation. A nation that will encourage domestic tourism and invite the world to come to Nigeria, and see our packaged culture, our environment, our people in order to add one more reason to the reasons why Nigeria should be a major player in the growing global economy of tourism and world polity.

This vision is rooted in a Nigeria that works, and one that appreciates the new challenges before it in the next century, and is prepared to face it and once again assume the position of regional leadership. Thus, Nigeria must seek to overcome the sense of scepticism and un-seriousness often attributed to the discourse on arts, culture and tourism. The vision is anchored on the need to first acknowledge the efforts made by other countries that have succeeded in sharing similar visions, through the embodiment of human values and re-evaluating the very foundation of dignity of labour, and educating each Nigerian in the business of interaction with peoples of other countries.

The targets for the specific areas in culture are articulated as follows:

- Theatre: the arts of theatre will be developed significantly through active audience cultivation to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through production of indigenous plays.

- Dance: the arts of dance will be developed significantly through active audience cultivation to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through capturing and packaging of Nigerian dances.
- Music: Nigerian music of varied forms will be enhanced to contribute to rebranding Nigeria, stimulate re-orientation, provide jobs and generate income through the production of indigenous and modern music.
- Film and video: the Nigerian film and video industry will be boosted through high quality equipment and re-training to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through production of indigenous films.
- Arts and Craft: the arts and craft of Nigeria will be developed significantly into international quality standards to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through arts appreciation and the production of Nigerian arts and craft.
- Museums and Monuments: Museums, monuments and historical sites will be developed to international standards to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through within-bound and in-bound appreciation and tourism.
- Foods and cuisine: the culinary arts of Nigeria will be developed significantly into international quality standards to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through adoption of Nigeria's culinary diversity and the promotion of Nigerian cuisine.
- Fashion: the diverse dress patterns of Nigeria will be developed significantly and packaged into international quality standards to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through local appreciation and the promotion of Nigerian fashion.
- Festivals and ceremonies: Nigerian festivals and ceremonies will be developed to international standards to contribute to rebranding Nigeria, enhance re-orientation, provide jobs and generate income through capturing and packaging of Nigeria's diverse festivals and ceremonies for within-bound and in-bound appreciation and tourism.
- Information and Communications Technology: there will be a well articulated ICT policy and processes of utilization for cultural, tourist promotion and stimulation of national re-orientation and image building.
- Language: indigenous languages will be captured, documented and promoted through studying, literature and the development of orthographies.
- Literature and Publishing: Nigerian literature and publishing will be developed for production of literature that encourages nationalism and captures Nigeria's diversity and richness in positive and attractive terms through local appreciation and promotion of reading culture.

- Youth and Children: specific interventions will be developed to provide youths and children the requisite literature, music, film and civic education that will make them better Nigerian citizens.
- The National Reorientation Agency will definitely be developed to bring Nigerians together over issues of security/insecurity, religious tolerance, provide basic necessities of life, and a host of other things. This is hoped to change Nigerian attitude from tribalism and nepotism that usually derails a nation. The agency will also be expected to reach out to all Nigerians using all major Nigerian languages so as to pass first hand information to all citizens.

#### **1.4 Process involved in developing the Plan**

The Vision 20:2020 project is embodied in the total will and aspiration of the Nigerian government and people to make Nigeria one of the top twenty economies of the world by the year 2020.

It seeks to enhance the fundamental approaches of NEEDS which includes job creation, empowering the people of Nigeria, and selling Nigeria as a tourism destination to the world through cultural production built on the foundation of a national re-birth.

In order to arrive at this anchoring, several processes were embarked upon.

- i. Plenary meetings: several meetings of the National Technical Committee on Culture, Tourism and National Re-orientation were held to develop shared understandings of the extent and needs of work to be done. Through debates and discussion, the roadmap for making Nigeria one of the 20 largest economies was addressed and how each of the sub-components will work to come to that realisation.
- ii. In addition to the plenary meetings, there were group works along the lines of the sub-components. This was necessary in order to give equal weighting to the treatment of three sub-components of the thematic area, bearing in mind their intersections and strong linkages.
- iii. Critical information for the thematic area was also sourced from the internet especially in mapping the developments in the thematic area across the globe and accessing critical writings that are necessary for a proper articulation of the strategies for the thematic area.
- iv. The group also conducted interviews in order to carry the opinions of critical stakeholders of the thematic area.
- v. The group also made use of various publications by world bodies, previous Nigeria visioning processes, articles and books on the area by Nigerians and scholars/commentators across the globe.

Through these varied processes and sources, the group was able to among other things:

- a. Assess where Nigeria currently stands with the culture and tourism world market.
- b. Identify key issues affecting the thematic area
- c. Define the area/sector's vision, goals and objectives
- d. Define key strategies and programmes that will enhance Nigeria's development and economic growth in the context of the thematic area
- e. Develop the implementation of the roadmap that will help to achieve our goals in turning Nigeria into a major economic power.

## **2.0 CURRENT ASSESSMENT OF CULTURE, TOURISM AND NATIONAL RE-ORIENTATION**

Nigeria today faces two major challenges: poverty and the need to diversify its economy from oil to other means of revenue generation. Because of socio-economic benefits, job creation and increase in the economy of nations, most countries have turned to culture and tourism as part of their new development agendas. Culture has the ability and capacity to make a major and significant impact on the Nigerian society, economy and environment. One obvious benefit of the culture industry is its ability to create employment and, in the case of tourism, an added benefit is that it caters for both skilled and unskilled employment. However, for culture and tourism to achieve the goals of economic enhancement and contribute to development, a conducive moral atmosphere is needed. This is where a national re-orientation of a country is needed, a re-orientation which imbues every citizen of Nigeria with the right moral attitude to receive and interact visitors to our country.

### ***2.1 Global Trends on culture, tourism and national reorientation.***

#### **2.1.1 Culture**

In its rich diversity, culture has intrinsic value for development as well as social cohesion and peace. The twentieth century was a time of rapid globalization for advanced art. Artists from a number of countries made important global impact than in earlier periods, and they did so in a larger global scale. Many important innovations also diffused more rapidly, and more widely, than in earlier times. The dominance for much of the century of conceptual forms of art, from Cubism, Dadaism, to Pop and Conceptual Art, was largely responsible for the greater speed with which innovations spread. There is no longer a single dominant place in the art world. This means there is so much diversity because the global world is a world of universality and diversity.

Cultural diversity is a driving force of development, not only in respect of economic growth, but also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life. This is captured in the seven culture conventions, which provide a solid basis for the promotion of cultural diversity. Cultural diversity is thus an asset that is indispensable for poverty reduction and the achievement of sustainable development.

At the same time, acceptance and recognition of cultural diversity – in particular through innovative use of media and ICTs – are conducive to dialogue among civilizations and cultures, fostering respect and mutual understanding.

The promotion of cultural diversity – the "common humanity heritage" according to the UNESCO Universal Declaration on Cultural Diversity, 2001 – and its corollary dialogue, has become one of the most pressing contemporary issues and, for this reason, is central to the Organization's mandate. While we continue to agonize about a homogenized global culture dominated by the U.S.

and its powerful entertainment industry, local cultures around the world have been promoting development in their domains. This is by taking useful aspects of global culture and domesticating them while retaining their national essentialities, a practice which has served as a long-term driver of change for many emerging economies. To this effect Nigeria will need to exploit the pervasiveness of cultural multi-polarity; new electronic media, particularly the Internet and mobile phones; the spread of new ideas; electrification; mobility; ethical consumption; women's rights; social freedom; and transparency.

As noted by José Álvaro Moisés, in globalization begins a broad unification of markets, and at the same time standardizes consumer patterns, accelerating mass consumption on a world scale through recent technological changes. These changes affect the communications media and through the tendency to fuse cultural industries such as the audiovisual and computer industries, it threatens cultural diversity between nations and, by creating new and more agile means of communication among them, runs the risk of cultural uniformity. This uniformity would challenge cultural identities and some authors believe that it would call into question the very sovereignty of nations (Bayardo and Lacarrieu, 1998; Featherstone, 1990; Tomlinson, 1999).

Toby Miller discloses that the US government establishes front organizations to select, train, and promote apparently independent figures. The State Department financed the Iraq Public Diplomacy Group, which coached Iraqis to appear on US television in support of positions prepared for them, on the grounds that they would be more effective than Yanquis. The Iraqi National Congress was the creation and creature of the CIA, via the Agency's public-relations consultant, the Rendon Group, whose motto reads 'information as an element of power.' Its advertised services run the gamut from generating 'a favorable environment before privatization begins' to providing alibis for state violence. It coordinated propaganda for the 1989 invasion of Panama and the 1991 Gulf War, and has received more than US\$100 million from the CIA (Alterman 2003: 82-83; Rampton and Stauber 2003: 55, 43; Downing and Husband 2005: 73; Chatterjee, 2004).

As can be seen, the US has been able to dominate the world through a deliberate and conscious promotion of the culture industry. This provides a valid lesson for Nigeria, especially in the contemporary context of globalization where, if concrete interventions are not taken, Nigeria will be swarmed and swallowed possibly by foreign cultural dominance. Today, Nigeria finds itself at crossroad, threatened by a new form of cultural expression that has not yet become a cultural industry as we historically define it. This form of cultural expression is the ubiquitous pervasiveness of new media. Today in Nigeria the internet and communication technologies are playing an ever-important role in the development of our society as it is happening all over the world.

These new technologies, allow for participation in the communication process through the ability of commenting directly back to the creator. Harindranath (2003) suggests that there is a differential access to cultural capital manifest in different interpretative repertoires that do not correspond with

distinctions based on national cultures and probably even delivery systems. What we are witnessing through IC technology is hybridism in culture and its mediated manifestations. Some examples of the above positions are extensively outlined by José Álvaro Moisés:

### **(Barbados) The United Kingdom**

In 2001 in the United Kingdom, cultural industries contributed a significant share to the UK economy, accounting for approximately 5% of GDP. The cultural industries in that year contributed an estimated £112.5 billion to the UK economy. This is as compared to £57.5 billion in 1998. The publishing, design and software and computer sectors registered the highest growth over the three (3) years spanning from 1998 to 2001. The cultural industries in the UK also created jobs at a rapid rate, employing about 1.3 million people in 2001 as compared to 966,000 people in 1998. In addition, foreign sales and exports have increased significantly. In 2001, foreign sales were in the region of £10.3 million as compared to £7.5 in 1998.

### **Jamaica**

It has been estimated in relation to Jamaica that the music industry contributes over US\$ 1 billion annually and in 1995 the total value of Jamaican exports amounted to US\$ 1,400 million. The Jamaican Music Industry represents and has the potential to be a large Jamaican export, outstripping the total value of other exports within the country.

### **Canada**

“Statistics Canada” has estimated that the cultural industries have contributed significantly to the economy of that country. It estimates that in 1994-95, the entire cultural sector, including cultural industries, broadcasting and performing and visual arts, festivals, heritage institutions and associated professions, accounted for over \$20 billion or 3% of Canada’s gross domestic product (GDP). The cultural sector is also an important source of economic growth. Between 1989 and 1994, it grew by 9.9%, outstripping the growth in other key sectors, such as transportation, agriculture and construction. Looking only at the core activities- the creation, production, distribution and export of cultural industries, broadcasting, arts and heritage- the cultural sector contributed \$15.3 billion to the Canadian economy in 1994-95. Cultural institutions, theatre productions and other activities also account for a large portion of the tourist dollars spent in Canada every year (\$41.8 billion in 1996). In 1994-95, the cultural sector provided direct full and part time jobs for 610,000 people- or almost 5% of Canada’s labour force. Between 1981-1991, the country’s cultural labour force grew 32% while the population as a whole grew only 12%. Between 1991 and 2005, the arts, culture, sports and recreation sectors are expected to increase about 45%, becoming the second fastest growing employment sector in the country. From 1990 to 1994, the cultural labour force increased 5.6% while the total employment dropped 0.5%.

There are economic reasons for arts promotion, citing figures to show how the arts in UK provided half-a-million jobs and accounted for 27% of the earnings from tourism in 1987 and how the arts created about 110,000 jobs in the New York-New Jersey area, and generated an annual turnover of US\$9.8 billion (*Art vs Art*, 1995:29). The Chairman of the NAC, Liu Thai Ker, also articulated the view that there was nothing wrong in the arts being “aligned with economic impetuses”. He argued that while the arts was traditionally associated with the need to be subsidised, the government now recognised that the economic gains were potentially far greater than the expenditure, which made government spending on the arts justifiable. His view was that investment in the arts was the act of a “responsible government” (Personal interview, 12 May 1997).

Arts and culture are therefore powerful tools for economic development. For example, a study commissioned by the Port Authority of New York and New Jersey stated that the arts and culture have a \$5.6 billion annual impact on the economy of the New York City metropolitan area. In addition to the contribution that the arts industry, both commercial and not-for-profit, has on Chicago's economy, our reputation as an arts center is a large factor in attracting new business. We should more fully explore and promote the economic role of arts and culture in Chicago (Dorf, Chicago Cultural Plan).

In order to achieve the above the Chicago Cultural Plan is to establish Cultural Enterprise Zones in which commercial and nonprofit cultural organizations have clustered office spaces, rehearsal and performance spaces, retail boutiques and galleries, along with studio and living spaces for individual artists. There would be initial tax incentives and subsidies to attract cultural organizations and private investors. Such zones have been successfully established in Seattle and Buffalo. This example, informs the strategy advocated later on in the roadmap, for the establishment of a National Cultural Centre.

### **2.1.2 National Re-orientation**

National Reorientation is perceived as the deliberate and planned positive change in attitude of Nigerians towards Nigeria. If Nigerians by their actions in omission or commission undermine the integrity of Nigeria, then foreigners cannot come to build or encourage development of the country. Reconstruction of attitudinal tendencies of Nigerians towards a positive image of country has always been the forte of the developed countries such as USA, and emerging developed countries such as Malaysia. The South African experience is also relevant to Nigeria's quest for value reorientation.

The apartheid era made South Africa a pariah state in the comity of Nations. But with the enthronement of democracy, the South African government deliberately planned a national reorientation of democracy which called it the “Rainbow country” allowing each tribe [regardless of colour and race] to find a place in the new country. This fired up the psyche of the erstwhile violent

people to embrace peace, industrialization and tourism. Hence in spite of lingering social problems in South Africa, it is a country where tourism blossoms. It is therefore important to note that a deliberate and sustained policy of countries in the world to reorient the minds of the people towards positive evaluation can change the people and the fortune of such countries.

### **2.1.3 Tourism**

Over the past six decades, tourism has experienced continued growth and diversification to become one of the largest and fastest growing economic sectors in the world. Over time, more and more destinations have opened up and invested in tourism development, turning modern tourism into key driver for socio-economic progress. Tourism has become one of the major international trade categories. Today, among the export income generated, international tourism ranks fourth after fuels, chemicals and automotive products. For many developing countries it is one of the main income sources and the number one export category, creating much needed employment and opportunities for development.

The UNWTO Highlights 2008 Edition paints an elaborate picture of the relationship between tourism and economic advancement: Tourism is one of the World's largest economic activities. Every day US \$ 2 billion worldwide is generated by international tourism alone. With almost 900million international tourist arrivals recorded in 2007, the market is projected to expand to 1.6billion by 2020.

All regions registered increases above their long term average with the middle East leading the growth ranking, with an estimated 16% rise to nearly 48million international tourist arrivals. In second place came Asia and the Pacific (184million) with +10% over 2006. Africa international tourist arrivals increased by 7% to 44million arrivals. The Americas with +5% did better than in previous years achieving over 142million arrivals. Europe, the world largest destination with a share of 54% of all international tourist arrivals increased by 5% amounting to 484million tourists.

In terms of sub regions, the strongest increases came from South-East Asia (+13%) and North-East (+12%), followed by Central America, North Africa and Central and Eastern Europe (all three at +9%). Only one sub region, the Caribbean, did not increase its receipts in 2007 (-0.47%), largely as a result of a stagnation in arrivals.

For destination countries, receipt from international tourism count as exports and cover transactions generated by same-day as well as overnight visitors. These do not include receipts from international passenger transport contracted from companies outside the travelers countries of residence, which are reported in separate category, "International Passenger Transport". Although the availability of comparable international data is somewhat limited, the export value of international passenger transport has in recent years been estimated at around 16% of the combined receipt from international tourism and passenger transport, corresponding in 2007 to

some US\$ billion against US\$ 143 billion in 2006. This takes total receipt from international tourism, including international passenger transport, to over US\$ 1trillion in 2007. In other words, almost US\$ 3billion a day is earned by international tourism.

In terms of arrivals, France continues to hold onto its number one position ahead of Spain and the USA while in the ranking for receipts, the same three countries appear in the top three places, but with the USA ranking first and France third, while Spain maintains second place. This highlights the fact that the USA attracts a greater share of higher-spending long-haul tourists than its European competitors, which rely on short-haul tourism.

China, fourth in arrivals, remains fifth in terms of receipts, while the opposite is the case with Italy. The UK and Germany rank sixth and seventh, in that order, in terms of both arrivals and receipt, and the eighth to tenth places in terms of arrivals are now taken by the Ukraine, Turkey and Mexico, while Australia, Austria and Turkey close the top ten in terms of receipts. Nevertheless, due attention should be paid to the fact that receipts are expressed in US dollars and, as a result of the considerable depreciation of the US currency during 2007, many destinations receipt were magnified in dollar terms. The top ten tourism earners last year accounted for 50% of the total estimated US\$ 856 billion on international tourism receipts [income]. Their respective share of international tourist [foreign visitors] arrivals was slightly lower at 46%.

## **2.2 Africa - Maintaining the momentum**

Africa was one of the performers in 2007, with growth of 7% to 44million arrivals. The region confirmed its good momentum averaging 7% growth a year since 2000. International tourism receipts increased by 8% (in real terms) and reached US\$ 28billion. In North Africa, Morocco continued to advance its arrivals with 13% rise in 2007. Algeria also did well (+6%), especially in the adventure tourism segment. In Sub-Saharan Africa, a number of countries, among the ones with data available, turned in double-digit results, notably Angola (+60%), Cape Verde and Madagascar (+10% each), Malawi (+12%), Mauritius (+15%), Reunion (+36%), the Seychelles (+15%), Tanzania (+10%) and Uganda (+19%). South Africa (+8%), the leading destination in Africa with 20 of all arrivals to the region, benefited from the devaluation of the rand and increased marketing in core markets with a focus on segments like sports and adventure tourism and awareness of the destination country to grow in the build-up to its hosting of the FIFA World Cup in 2010.

***In 2020 Africa is expected to receive 5% of world total i.e. 77million out of 1.6billion in 2010. Africa will get 47million out of 1billion; our immediate threat is African countries.***

UNWTO's Tourism 2020 Vision forecasts that international arrivals are expected to reach nearly 1.6billion by the year 2020. Of these worldwide arrivals in 2020, 1.2billion will be intraregional and 378million will be long-haul travelers.

The total tourist arrivals by region shows that by 2020 the top three receiving regions will be Europe (717 million tourists), East Asia and the Pacific (397 million) and Americas (282 million), followed by Africa, the Middle East and South Asia.

East Asia and the Pacific, South Asia, the Middle East and Africa are forecasted to record growth at rates of over 5% per year, compared to the world average of 4.1%. The more mature regions, Europe and Americas are anticipated to show lower than average growth rates. Europe will maintain the highest share of world arrivals, although there will be a decline from 60% in 1995 to 46% in 2020.

### **2.3 Comparative Benchmarking Analysis**

The absence of relevant information on the tourism sector in Nigeria makes benchmarking an uphill task. However, benchmarking tourism can be done based on data from other countries. The leading tourism destinations in Africa receive most of their tourists as beach tourists with wildlife or heritage as complements based on published by United Nation World Tourism Organization (UNWTO) in its 1st January 2009 World Tourism Barometer.

Nigeria can occupy the position of a major cultural destination in Africa while complementing with beach tourism which seems to be a money spinner in Africa. Nigeria should also encourage clusters as we can see in Egypt [Red Sea Riveiria, Sharm El Sheik], Tunisia [Hammamet] and South Africa [Cape Town, Durban]. The Cross River State of Nigeria should also improve its marketing and promotion to serve as a real cluster for the Sun and Sea leisure tourism. The State can also become a tourism enclave. Primate settlements become enclaves because tourist infrastructure is concentrated within the environment.

However, it will be relevant to compare Nigeria with some other emerging nations of the world who share similar demographic features and vast population such as Mexico, India, Brazil etc.

The best example for Nigeria is Mexico which is similar in areas of heritage, sea & sand and oil tradition with a high percentage of poverty. In the last decade, tourism overtook oil as the leading income earner. Just after the swine flu debacle, the Mexican government launched a "vive Mexico" [experience Mexico] 1.2 billion pesos ad campaign, to improve domestic tourism. It will see major companies and destinations offering discounts to enable Mexican enjoy the destinations. The Mexican President said that the assistance would include tax breaks and discounts on fees paid or owed by airlines and cruise lines.

Nine countries were selected as Benchmarking countries. The selection criteria were:

- a. proven success in efforts adopted by the specific country to achieve its goal
- b. Similar historical experience and regional closeness to Nigeria from which Nigeria could learn
- c. Data-supported efforts to support success
- d. Critical success factors

e. Opportunities and challenges to Nigeria

Based on the criteria, each country was assessed based on their peculiar strength, in order to further highlight the comparative analysis.

**a. United States of America**

Subjects: *Film/TV/Music*. The outstanding aspect of the US effort was that it was able to use film/TV and Music to sell and propagate the American culture over the world. It educated the world on American culture, the beauty of the culture and the superiority of the culture all over the world. It created the *Hollywood* industry. Another major factor was that the American effort created job opportunities for Americans and enhanced America's economy. The metrics for comparison was that Nigeria could develop its *Nollywood* and budding music world by giving the kind of support and recognition to the arts. The United States is ranked 3<sup>rd</sup> after France and Spain in the 35 leading nations in the tourism sector.

**b. Malaysia**

Subject: *Culture/Environment*. The Malaysian effort in harnessing its cultural diversity and using her environment to evolve into a major player in the tourism market attracted the attention of Nigeria to her efforts. The metrics of comparison was that this was a country also considered a third world country but has recognized her strength and has used it to arrive at an enviable height in world tourism market. She is ranked no 11 among the 35 leading countries in the tourism sector.

**c. South Africa**

Subject: *Environment/Culture*. South Africa's aggressive packaging of their heritage sites, and its turn around from a pariah state to a major tourism destination despite the set back of the period of apartheid endeared it to the hearts of the world tourism market. The metrics of comparison was that South Africa continues to compete with Nigeria for the position of the 'leader of the African continent'. There is a need for Nigeria to pay a closer look at the techniques employed by South Africa. South Africa is ranked 25th among the 35 leading countries in the tourism sector and number one in Africa.

**d. Kenya**

Subject: *Eco-tourism*. Kenya has remained the most consistent African country that has developed its tourism potential through its eco-tourism. Nigeria has a lot to learn from Kenya in this regard.

**e. India**

Subject: *Film and Health*. India, from the beginning, recognized its strength which is in its *Bollywood* film industry. India has also recently recognized its potentials in the health industry. With these two aspects, India has taught the world about her rich cultural heritage, and empowered its youths and professionals. These measures have also enriched her economy.

**f. China**

Subject: *Culture*. China remains the fastest growing tourism destination using cost effective marketing. It also protects their culture. This has remained the greatest strength of China, and why it demands a close look. Its rise from a 'closed state' to leading world economic player is of interest too. China is ranked number 4 among the 35 leading nations in the world tourism sector.

**g. Brazil**

Subject: *Culture (Carnival)* Brazil's ability to draw the attention of the world to her major carnivals, and also generate revenue for the country is the major interest here. With Nigeria's Abuja Carnival and other state carnivals, it is interesting to learn from Brazil how a cultural event like the carnival has been woven into a viable economic and tourism product.

**h. Dubai**

Subject: *Business*. Dubai's history endeared it to the tourism work group. She showed how a country can renew her focus and yield productive results. The proper use of oil resources to diversify and create a unique tourism destination was another point in favour of Dubai. The United Arab Emirate is ranked 32<sup>nd</sup> among the world leading nations in the tourism sector.

**i. Australia**

Subject: *Sports*. This country successfully used the hosting of the 2000 Sydney Olympics to jumpstart the growth of their tourism sector. Since then, tourist arrivals have increased annually especially as Australia has continued to bid for and host

sporting events and competitions. Also through sports, Australia has been able to galvanise its people and imbibe in them a renewed and improved patriotic spirit.

### 2.3.1 Leading countries in tourism

World Tourism rankings as compiled by UNWTO ( as part of world barometer publication:

The following data shows the top international tourism destinations in 2007. Out of a global total of 9033million tourists in 2007, the following countries are the first 20 most visited countries in the world. The data also shows the top ranking countries on international tourist arrivals.

| Rankings | Countries      | International tourists arrival |
|----------|----------------|--------------------------------|
| 1        | France         | 81.9 million                   |
| 2        | Spain          | 59.2 million                   |
| 3        | United States  | 56.0 million                   |
| 4        | China          | 54.7 million                   |
| 5        | Italy          | 43.7 million                   |
| 6        | United Kingdom | 30.7 million                   |
| 7        | Germany        | 24.4 million                   |
| 8        | Ukraine        | 23.1 million                   |
| 9        | Turkey         | 22.2 million                   |
| 10       | Mexico         | 21.4 million                   |
| 11       | Malaysia       | 21.0 Million                   |
| 12       | Austria        | 20.8 million                   |
| 13       | Russia         | 20.2 million                   |
| 14       | Canada         | 17.9 million                   |
| 15       | Hong Kong      | 17.2 million                   |
| 16       | Greece         | 16 million                     |
| 17       | Poland         | 15.0 million                   |

| Rankings | Countries | International tourists arrival |
|----------|-----------|--------------------------------|
| 18       | Thailand  | 14.5 million                   |
| 19       | Macau     | 12.9 million                   |
| 20       | Portugal  | 12.3 million                   |

### 2.3.2 Key Learning Points

Most of the emerging economies [G20] are also the emerging markets in both outbound and inbound tourism. For Nigeria to overtake them, it has to at least double its rate of growth. Since the leading nations in Africa make most of their money from Beach tourism, tourism enclaves and clusters are key to growth for Nigeria.

The South African Government is spending huge sum of money on airport modernization and regional marketing interventions. They have also hosted almost all major sporting events in the world, a very successful strategy.

Zambia is providing support to the tourism sector by giving out incentives to the hotels industry, tax rebate to investors to invest in rural enterprises, not taking visa fees from the tour operators among other measures. 75% of all investments was directed to the accommodation sector.

*Because of the key learning points listed under comparative Benchmarking Analysis, above, it is easier to identify the countries benchmarked. It was also easier to assess the present position of Nigeria, and Nigeria's intended goals and aspirations. The lessons from the benchmarked countries are for:*

## 2.4 Local Context of the Thematic Area

### 2.4.1 Culture and Tourism

Generally, cultural industries are knowledge and labor-intensive; they create employment and wealth, nurture creativity, and foster innovation in production and commercialization processes (Emmanuel O. Ojameruaye, 2005). Culture and Tourism can have a profound impact on the society, economy and environment of Nigeria. Socially, one of the most immediate benefits of the culture industry is its ability to create employment and, in the case of tourism, an added benefit is that it caters for both skilled and unskilled employment. As a labour-intensive industry, culture and tourism has the potential to create more jobs per unit of investment than any other industry and tourism can be a useful source of employment for women and ethnic minority groups. Environmentally, tourism, when properly developed and managed, can serve as a mechanism for protecting natural environments; preserving historical, archaeological and religious monuments; and, stimulating the practice of local cultures, folklore, traditions, arts and crafts, and cuisine. And,

economically, tourism brings many benefits to the Central Government, local authorities as well as the private sector through the generation of foreign revenue, financial returns on investment, taxation on tourists and tourist products, and, linkages to other local industries such as agriculture and fisheries". Tourism as a major foreign exchange earner is therefore a major asset to the quest of Nigeria being one of the 20 largest economies in 2020.

However with a population of approximately 140million and land area of 945,087 sq. km, Nigeria's resource base for tourism is phenomenal. The country's tourism attractiveness lies in its diversity. Some features which make Nigeria an incredible attractive tourism proposition include: varied and impressive scenery, unspoiled wilderness areas, diverse (in particular traditional and township African cultures), generally sunny and hot climate.

Major produce should be in the hand of Nigeria. Nigerians must be included in the indigenous and home groomed brand such as: Nigeria owned airlines e.g. Bellview, Jetlink, Arik and Nigeria owned hotel chain e.g. Arewa Hotels, and Odua Investment. They must be encouraged

#### **2.4.2 National Re-orientation**

National reorientation has always been a recurring decimal in the history of Nigeria. The old National Anthem highlighted it in the third line of the first stanza:

"Though tribe and tongue may differ in brotherhood we stand"

The major thrust of national orientation came with the military government. Late general Murtala Mohammed was known for his principle of punctuality, zero tolerance for corruption, efficiency and promptness of discharging duties. General Olusegun Obasanjo as military Head of state gave the Military school in Jaji, Kaduna state's speech in 1978 which centered on indiscipline and its negative effect in all aspects of the life of our nation. President Shehu Shagari embarked on "ethical revolution" which sought to change attitude of Nigerians to the core values of our culture. The government of General Muhamadu Buhari introduced "War Against Indiscipline" (WAI) and General Ibrahim Babangida introduced MAMSER. The successes of these government reorientation efforts attempted to remove the following:

- \* Culture of wastage
- \* encourage efficiency in the work place
- \* Reduce corruption
- \* make Nigeria attractive to foreign investors
- \* make government policies more effective
- \* make Nigeria a country where things work

Some of these government projects were short-lived. There was no spread out effect all over the country so only state capitals felt their effect. There were also no follow-up programmes to measure successes and failure.

## **2.5 Local Trends and Recent Development**

One of the cardinal objectives of Vision 20:2020 is to assess the current state of the Nigerian economy using cultural tourism industries as the basis for future prediction and projection. In this regard, it is an overall view that culture, tourism and national reorientation not fared well in spite of the great potentials that abound, and opportunities that would have provided for the larger developmental progress of this nation due largely to the way leadership and recognition for the industry have been managed. For example, agencies that oversee cultural industries or its aspects like: the Nigerian Video and Censors Board, the Nigerian Copy Rights Commission and Nigerian Film Corporation are wrongly located in the FMolC and FMoJ.

### **2.5.1 Culture**

The rights and various attempts of the people of Nigeria to develop their culture have been supported by both the civilian and military governments and have been given consideration in the Nigerian Constitution. However, neither the systematized cultural policy, nor the set of main aims of cultural policies within the states have been presented. Some of the clearly set directions of cultural policies are:

- i. analysis and understanding of the Nigerian cultural life, cultural values and cultural needs and expectations of people;
- ii. affirmation of the authentic cultural values and cultural heritage;
- iii. building up of a national cultural identity and parallel affirmation of cultural identities of different ethnic groups;
- iv. development of cultural infrastructure and introduction of new technologies in cultural activities;
- v. Establishment of links between culture and education, as well as between education and different cultural industries, particularly mass media.

The local cultural milieu of Nigeria is extremely diversified, and depends not only on the ethnic cultural values and habits, but also on religious habits and obligations. There are also major differences between rural and urban cultural life, and rural and urban habits and norms.

Generally speaking, the cultural life in Nigeria is to a large extent marked by tradition, and traditional forms of cultural events are most popular: festivals, exhibitions, performing, playing music and dancing in the open. This can be illustrated by citing the actions planned to be implemented in cooperation with UNESCO: National Festival of Children's Toys, Rhymes and Games; or, National Exhibition of the craftsmanship of the Nigerian People; or, Developing Educational Activities for Children and the Youth in Nigerian Museums, *etc.*

On the other side, the cultural life is very much influenced, and defined, by the cultural industries, particularly mass media. Cultural industries bring into the Nigerian cultural life new civilization and technological standards that are easily accepted by the majority of population.

The recent evolution of cultural life in Nigeria is thus strongly marked by the traditional and religious habits, and by mass media and easily spreading cultural industries.

Currently, our music is everywhere in Africa just as the movies produced in both local languages and English. It is worthy to note that Nigeria's top 50 music icons are CEOs of multi million Naira companies, 95% of them are under 35 years old. It is also pertinent to note that Jamaica, a nation of less than 3 million people has nothing but Reggae music, a music genre more popular than any African type of music genre which has a population of over 1 billion people.

Nigerian youths, over the years, have been influenced by media and influx of foreign culture via Television, Radio, Music, Movies, Internet etc. However the current National Broadcasting Commission is working hard in changing this, in a way to support our culture through TV by banning foreign soaps/TV programmes and music from being broadcast during primetime TV viewing belt.

Contemporary youth culture is going through digital age, networking over Internet via- face book, my space, twitter and so on while illiteracy cum poverty is ridiculing our analog youth culture which is highly responsible for the emergence of the social problems, associated with the menace of Area boys of Lagos, South south militants, yandabas of the north and other thuggish and cultism issues here and there. To envision a top 20 economy for Nigeria by 2020 and not solving the problems associated with the above is a big risk to the desired goals.

In a nut shell, Youth Culture is not about NYSC only but a constant and systematic culture via quality education i.e. adding civics to the syllabus and selling our cultural values through television, music, dramatic arts, internets and catch them young programmes.

The Nigerian child faces some of the worst abuses in this world because the Nigerian child is over exposed to foreign culture even from a tender age:

### **Toys**

All toys made available to Nigerian child are from imported culture via television, cartoons and so on. That's why Micky Mouse, Ninja, Batman, Superman Spiderman, Barney and Simon, Alien Force, Ultimate Omnitrix, etc will always rule and convert our children as early as possible. This must stop. Nigeria must produce ours and sell not only to us but also to the world.

## TV

The Children's belt on TV is gone. Disney world channel and some other kids TV were founded by the Americans to teach their kids and they are now teaching the children of the world. The U.S. Government funded many of these children programmes and the effect is seen globally. Nigeria has no kid belt on television (Nigerian productions) in the age while U.S has 24 hours satellite stations for children:

We have the stories but productions must be funded and standardized like Sesame Street, local Nigerian cartoons using folktales must be packaged to rival Tom and Jerry, Pocahontas and to take over from the attempts of Tales by Moonlight that used to grace NTA Network.

Our children are dressed in English attires right from birth, from the first pamper to the first overall clothing, dresses, trousers, blouses, shirts etc. The youth look down on Nigerian attires as local and not 'cool'.

Feature film production started in Nigeria in the 60s, boomed in the 70s and 80s due to remarkable slump in the nation's economy. Between the 60s and 80s, film production processes were conducted in laboratories abroad due to absence of such facilities in Nigeria, in addition film equipment continue to be produced and sourced from abroad.

Bad economy in the late 80s rendered film business unviable and so in 1992, practitioners reported to a much simpler, cheaper, faster but low-quality home video production as opposed to the celluloid format which is universally acknowledged as film.

Nigerian movies in their present state are not comparable in any way to films made in America or India. This is because of low quality technical input and low budget which implies spending less on shooting time, script and set design.

UNESCO has rated Nigeria as the second biggest producer of movies with 800 films a year (2006), next to India with 1091 films and trailed by America with 485 films. However, this rating is not based on quality but quantity because while American and Indian films continue to make international impact in awards and acceptance Nigerian home videos only have selected appraisal. In Nigeria, film culture is in shambles as there are no effective professional bodies to regulate the activities of members. The few guilds we have are not national and professional in nature and there is no single umbrella for film makers in Nigeria.

The Nigerian Film Corporation, the National Film Institute and the National Film and Video Censors Board are governmental bodies saddled with the affairs of the film industry are ill-equipped and technically deficient to provide the much needed intervention. In essence the industry is disorganized so much so that there are no adequate data on production costs or sales. Productions are deficient in quality from story to sound and postproduction.

As if all these are not enough piracy has remained at unprecedented levels so much so that investments in the film business is too risky to venture into by those who have the capacity to deliver. Currently pirates have been packaging 20 best –selling Nigerian movies into one single DVD for sale as low as two hundred Naira as against the current price of three hundred Naira per movie.

### **2.5.2 National Re-orientation**

As for local trends and recent development as it concerns national reorientation, WAI was the major media instrument used to publicize national orientation issues. However, the 1999 enthronement of democracy, certain institutional imperatives were put in place to fight the negative orientation of the Nigerian people in terms of indolence, excessive love of money, cheating, corruption etc, with a view to re-orientating the minds of Nigerians. Some of the institutional frameworks include:

1. Setting up of the Economic and Financial Crime Commission (EFCC)
2. Setting up of Independent Corrupt Practices And Other Related Offences Commission (ICPC)
3. Ensuring that highly placed Nigerian Senators, Ministers and Governors were duly punished for corrupt practices.
4. Embarking on positive projection of the image of Nigeria in the international media through the “Heart of Africa” project.
5. Promoting Abuja to be the conference centre of Africa.
6. The construction and publicity in international media of Tinapa in Cross River State as free trade zone.
7. Jingles and campaign through the local media by the federal and state ministries of information on the core values of Nigeria culture
8. Jingles and campaign in local media emphasizing that law breakers cannot go unpunished
9. Honouring and publishing honest Nigerians such as the Taxi Driver who returned \$30,000 forgotten in his car by a foreigner.

### **2.5.3 Tourism**

The present National Tourism Development Corporation (NTDC) Act is pretty basic. Omitted from its text are various provisions which are salient to the development of a viable tourism industry and which ensure continuing sustenance of the present efforts. This is being addressed with the new Bill that has been drafted by the project team. The Presidential Council on Tourism which is

chaired by the President, and the Tourism Steering Committee which is chaired by the Honourable Minister of culture and tourism are very important in ensuring the implementation of the Master Plan and to the future of the industry in Nigeria.

The Federal Ministry for Culture and Tourism needs strengthening to fulfill its role in securing the necessary Federal investment, target setting and monitoring. There is need for economists, planners and personnel with statistics and industry experience. The Nigerian Tourism Development Corporation (NTDC) is overstaffed. The staff lack appropriate training and experience. The organisation is badly equipped, lacking computers, with very poor office accommodation. Together with an inadequate budget the overall result is an ineffective organisation. The commercial sector lacks a much needed strong single voice to articulate its needs to government. The overall state of the commercial sector of the tourist industry and the lack of government support and the multi taxation of the industry underline the need for a strong single industry voice. Despite the existence of a number of funding schemes targeting SME enterprises and available to applicants in the tourism sector, the conditions are currently too restrictive to effectively foster investment in the sector.

The conditions and process to obtain Bank of Industry funding need to be made simpler and more accessible. The collection and compilation of tourism statistics needs urgent improvement. The reliability of the current statistics is extremely low and no information was available on tourists spending and overall tourist revenue for the country. However, it would appear that **the number of international visitors to Nigeria has remained static over the past 15 years.**

The total number of international air visitors to Nigeria in 2004 (the benchmark year) is estimated at 190,000. The level of spending by international tourists in 2004 is estimated to be N 36 billion (US\$ 280million). To be effective and efficient in stimulating investment in development of the tourism clusters, the current conditions of the funding schemes for SME companies will need to be amended as they are too complicated and difficult for SMEs. At the time of this report, no hotel or hospitality project had been successful in securing incentives for a proposed investment. The same applies to the mandated fund available through the Bank of Industry for lending to SME enterprise. This is a result of complicated application processes and the inability of people in the sector to prepare adequate business plans. The current marketing approach is very weak. The marketing of Nigeria as a tourist destination is under funded and lacks a strategic marketing approach. The marketing collaterals are not up to international standards; while they are informative, they are not customer friendly.

A survey of tour operators in the UK, Europe and the United States of America indicated a lack of information or knowledge about Nigeria as a tourist destination. The adoption of a niche marketing

approach will be critical to the success of any future marketing strategy and therefore the success (or otherwise) in developing tourism in the country. The potential market segments for development are likely to be leisure (new experience seekers; Nigeria's Diaspora; special interest; expatriate community; family holidays), conference and meetings, visiting friends and relatives (VFR), religious sports and other events. Air transport capacity (both external and internal) is satisfactory to meet the needs of tourism growth in the immediate future. The safety aspect of the internal air transport has recently become a matter of concern. The presidency has taken steps to address it.

The international airports terminal buildings are satisfactory, however the runways in Lagos need upgrading and repairs. The domestic terminals are poor and need modernisation. The road network is generally adequate with some exceptions of the roads to tourist sites which are being addressed. City taxis need to be upgraded and fitted with meters. The rail network will not serve or have any impact on tourism in the near future. The visa regime as it is currently operated is a very real barrier to tourism growth. It is punitive and does not serve the tourism interests of Nigeria. Applicants for visas must produce a letter of invitation from Nigeria and apply at the embassy or high commission in the country where they reside.

Many of Nigeria's competitors have much more friendly visa regimes with some requiring no visa for nationals of the tourism generating countries. This issue needs to be addressed as a matter of priority. The Slave Routes are a strategic element in Nigeria's cultural tourism product offer and need development and packaging as they are not well presented at the present time. Many of Nigeria's historic sites are in a dilapidated state, have no interpretation or signposting. The current deplorable state of the Nigerian natural environment is a strategic competitive disadvantage. The range and number of festivals and events can be a highly marketable product but they require some strategic improvement to make them more marketable. Event management needs to be professional, spectator facilities, safety, access and parking need improvement.

Internationally operated hotels are currently providing a high quality product to the business market. The spare capacity that currently exists at these properties should be offered to tour operators at favourable rates. Private locally operated hotels are currently performing poorly but an opportunity exists for the development of more good quality professionally managed "boutique" hotels that are capable to develop niche markets. Government bodies must remove themselves from operating hotels as they are not providing an acceptable quality and such hotels would be best managed by the private sector. Accommodation and catering facilities need to be developed at the National Parks and the management of accommodation and catering at the National Parks should be privatized.

The conference facilities in Lagos and Abuja and in some other locations are good. There is a need to encourage private sector local conference management companies in Abuja to provide a professional conference service and organize social events for delegates and spouses. The public sector is not equipped to provide the professionalism required. The human resources capabilities of the tourism and hospitality sectors are lagging far behind in terms of quality, standards and skills delivery. There is a lack of balance between management and supervisory training and craft skills training. The numbers receiving craft skills training need to be greatly increased. The National Institute for Hospitality and Tourism (NIHOTOUR) is grossly overstaffed and ineffective in its present role as a provider of educational services. The Institute has no credible on-site practice facilities nor has it any experience of delivering skilled personnel to the workforce. Its various educational provisions do not specify skills or programme outcomes. There is no way of ensuring consistent delivery of quality outcomes nor is there any way for auditing the quality of outcomes of the various training and education institutions. The conditions in the training institutes are very poor, dirty, ill equipped, badly maintained and are under-funded. The management and staff morale is poor and at a low level. A number of institutions train their course attendees in theoretical aspects but have no on-site practice training facilities. There is a significant shortage of suitably qualified instructors, teachers and lecturers across the teaching faculty. They also lack industry experience and an international aspect. The consequence is that the teaching methods and course content are out of date.

The foregoing is an overview of the current situation in tourism and of the issues that currently exist and are discussed in full in the chapters of Volume I of the main report of the Tourism Master Plan. An overview of these key findings is as follows:

#### ***2.5.3.1 Tourism Policy, Governance & Organisation***

- The existing legislation is weak. The proposed tourism bills and classification proposals should be put on hold until the master plan is in place.
- The presidential Council on Tourism and the Tourism Steering Committee on Tourism are unique and key to driving tourism growth.
- The Federal Ministry for Culture and Tourism needs strengthening and professional personnel.
- The NTDC is overstaffed, under resourced, lacks targets and action plans and consequently is in-effective.
- The commercial sector lacks a strong unified voice.
- The Public/Private partnership is non-existent.
- There is a lack of an enabling environment for the private sector involvement and investment in the tourism sector.

- The current marketing of Nigeria is inadequate.

### **2.5.3.2 The Value of Tourism to Nigeria**

The sector lacks reliable statistics and market information. Essential databases to implement the Tourism Satellite Account (TSA) are not available. The project identified 190,000 international air arrivals with visitor spending put at US\$ 280 million for 2004.

- No information exists on land frontier arrivals
- The existing incentives and investment procedures are not attracting investment in the tourism sector

#### **Current Marketing Approach**

- Current marketing activities are under-funded, inadequate and ineffective.
- The tourist products are not organized or packaged for the market place Nigeria's tourist attractions are unknown to the international travel trade
- The image of Nigeria abroad is very negative and is not being addressed

#### **Access & Internal Transportation**

- International air access is adequate for existing and short term needs
- Internal air transport needs safety improvements as a matter of urgency
- The road network is adequate and amongst the best in Africa. It needs to be properly maintained and signposted

#### **Visa Regime**

- The visa regime is a very real barrier to tourism growth

#### **The Nigerian Tourism Product**

- The slave route, culture and heritage are strategic elements in the Nigerian tourism product but require development and packaging
- Nigeria's historical and cultural sites are in decay and the physical environment is a strategic competitive disadvantage
- With improvements in presentation and packaging, the many festivals and events can be highly marketable
- Levies and imposts by the federal, state and local governments make trading difficult and raise the operating costs for hotels by up to 30%.
- The poor standards in public sector enterprises underlines the need for privatization

- Private sector operator hotels are performing poorly with the exception of a limited number of “boutique” style hotels
- Nigeria is well endowed with conference facilities
- Destination Management Companies (DMCs) and conference organizers are weak or non-existent at present

### **Tourism Hospitality, Education & Training**

- Human Resource Development is totally inadequate in training quality, skills range and numbers
- NIHOTOUR is grossly overstaffed and ineffective
- The training institutions are ill-equipped, badly maintained and lack on-site practical training facilities
- There is a significant shortage of suitably qualified teachers and instructors

## **2.6 Current Plans and Programmes of Nigeria**

### **2.6.1 Culture**

Different cultural sectors are covered by statutory bodies at the federal level, such as the following: National Commission for Museums and Monuments, National Library of Nigeria, Center for Black and African Arts and Civilization, National Gallery of Art, Federal Radio Corporation of Nigeria, Nigerian Television Authority, Film Corporation of Nigeria, etc.

The Federal Ministry of Culture, Tourism and National Orientation is in charge of co-operation and co-ordination among various bodies at the national, while the State Ministries for Culture are responsible for the states and local government levels.

The promotion and development of culture is the exclusive responsibility of each Nigerian state, although the Federal Government finances and offers administrative support for culture to each state. State or provincial authorities have all established State Art Councils set up by law. These art councils have the responsibility to develop, administer and promote state cultural policies.

Cultural organizations at both federal and local levels, artistic associations, specialized institutions, agencies, *etc.*, operate through registration with the authorities. Organized cultural centers usually function within the local communities or at the universities. They are self-organized and sometimes supported for specialized, particular activities only. Some may also operate as small private enterprises, which is the case of small performing groups, small publishers, *etc.*

The current position therefore with regards to the three aspects of culture, tourism and national re-orientation as drivers of the Nigerian economy would be to look at them from their micro levels. They include the following:

### **2.6.1.1 Nigerian Languages as medium of communication**

The official language of communication in Nigeria today is English. We have three other major indigenous Nigerian, like Hausa, Igbo, Yoruba, and well over 370 other recognized indigenous languages for communication purposes. However, these three major languages are the most frequently used for broadcasting, service delivery and for other literary activities. The contribution of these languages in terms of national development should have been to foster national unity because people learn each other's language more easily during business transactions.

In a way to foster this unity in Nigeria and perhaps have great respect for Nigeria's indigenous languages, the National Youth Service Corps has adopted a way of fostering this patriotism on its NYSC members by teaching them the indigenous languages in their service stations during the service year.

Inter-ethnic marriages have been fostered through the use of indigenous languages. There is however, much to be done in order to continue to encourage and develop these local languages. The national policy on education continues to emphasize the use of indigenous languages at the rudimentary stages of learning, yet, it is not practised.

The current position of our languages is that despite all these efforts, coupled with the dominance of the English Language as a medium of communication over all other languages, some are becoming endangered and going into extinction.

### **2.6.1.2 The Entertainment industry**

This sub-sector includes film/television production, the performance industries of drama, music and dance and publishing. The current situation is not encouraging due to the weak regulatory policy that have plagued this sector for too long now, even where stakeholders in this section have cried out time without number for rescue. In like manner, even where there seem to be regulatory policies to protect the sector, poor enforcement of existing laws would not allow for the operators to survive.

There is also the issue of piracy, pricing and distribution which have militated against development of the industry since its inception.

Another endemic problem, often very visible in this industry, has been the poor quality of the films produced due mainly to the inadequate and substandard equipments that are employed for the production of the films and other products of the performing industries.

There is also the issue of reluctance to change from the analogue status of production to digital and optimally to high definition productions. There is no harmony in the Nigerian entertainment industry. The lack of proper training facilities, and inadequate data and statistics to determine the sector's contributions have hindered knowing where we are and where next to focus.

### **2.6.1.3 Visual Art**

Nigeria is recognized as a leading art producing nation both in Africa and beyond. From the indigenous to the contemporary, Nigerian art has played formidable cultural role in projecting and

propagating the cultural milieu of the Nigerian society. Hence, from records available to us, the Nigerian state has not maximized the economic potentials of these art and artifacts that have been produced for centuries past. Rather, art is seen as art for art's sake and not for the economic values and benefits accruing from it and which the nation has projected should be a great revenue earner. The lack of a proper national gallery edifice, which has been the medium worldwide for propagating the art endeavours of nations, inhibits the development and promotion of the art sector.

There is no intellectual property protection and enforcement for artists as recognised worldwide, which has left artist and producers at the mercy of pirates and fakers. There are inadequate opportunities and facilities for art training in schools and colleges. Where such curriculum exists, the lack of qualified teachers and facilities inhibits the proper management of the programmes, which is why art is being gradually phased out from the national art and educational curriculum.

#### **2.6.1.4 Religion**

Religion is meant to be a moral and guiding force that instills discipline and good values in people. As at now, it is not however doing so, due principally to the numerous religious crises that have engulfed the Nigerian nation in the very recent past as peaceful coexistence appears to have eluded the country.

#### **2.6.1.5 Nigerian Cuisines**

We have numerous cuisines in Nigeria. However, packaging and promotion have been the bane of this sector which has placed Nigeria below the internationally accepted standards. The economic impact is equally not well exploited.

### **2.6.2 Tourism**

The Tourism Sector in the Federal Republic of Nigeria has been identified by the former President of the Federal Republic, Chief Olusegun Obasanjo GCFR, as one of the six priority areas for development. A Tourism Master Plan has been launched but is yet to be implemented. The major stakeholders have rejected some parts of the plan as some clusters were built around non-existent hubs i.e. The Olokola hub and the Farin Ruwa falls resort. The South Eastern States are worried that no cluster was created in the zone. The scrapping of NTDC and NIHOTOUR and creating new agencies are contradictory. Some states like Cross Rivers have already developed world class facilities such as Obudu Mountain Resort, Tinapa, Buanchor Drill Ranch, etc.

Some festivals like Argungu festival, Durbar and Osun Oshogbo have been promoted by the Federal Government. Others have consistency problems e.g. Eyo festival.

The TOURISM MASTERPLAN poses challenges, opportunities and recommendations which remain germane for the successful exploitation of tourism and culture for Nigeria's economic development. The principal conclusions from the analysis of the economic impact of Tourism on the economy of Nigeria conducted by the project are:

- Spending by international tourists has a direct impact on the national economy estimated at US\$280m/N36b.
- Downstream economic impacts from the “export” revenues of international tourist spending are estimated to generate additional gross revenue of US\$224m/N29b. While the incidence of domestic leisure travel may be low, the sheer size of Nigeria’s population means that there is a significant contribution to the demand for tourism services from domestic travel activity. The revenue value of this impact is unknown.
- The revenue generated from travel within the country by employees and staff of Federal Government departments and agencies generates a demand for an estimated US\$68m/N8.8b of transport and hospitality sectors.
- State governments also make a considerable contribution to the transport and hospitality sector in the undertaking of official travel activities. The revenue value of this impact is unknown.
- The contribution to government revenue from VAT levies on the Hospitality sector, recorded at N1.149 million in 2004, is considered to grossly understate the actual level of revenue received.
- Company Income tax generated by the Hospitality sector was recorded at N313 million in the 2005 year, the first year such a breakdown was available.
- Implementation of the Tourism Development Master Plan in Tourism Cluster development will disperse the economic benefits from tourism activity. The economic benefits from tourism activity will be spread much wider and to a greater proportion of the population than is currently the case.
- Demand for labour will receive a very significant stimulus from implementation of the proposed Tourism Development Master Plan.
- The future for tourism in Nigeria is dependent on the opportunities and challenges being exploited and addressed. The diversity of cultural attractions, the friendly disposition of the people, a revamped National Tourism Organisation, Human Resources Development and new Convention Bureau provide key opportunities.

Implementation of the Tourism Development Master Plan will be a major challenge for the government and industry. Improving the quality of the product and facilities and putting in place a comprehensive training programme will require a very strong partnership between the public and private sectors. If the opportunities and potentials, which Nigeria has, are exploited and the challenges met, substantial investment in planned and strategic marketing of Nigeria as a desirable tourist destination will be required and will pay positive and substantial dividends.

## 2.7 *Issues and Challenges*

### 2.7.1 **Culture**

As for culture, the challenges become more specific due to the fact that issues that concern culture, even when they are as diversified as the Nigerian one are treated with levity:

- Theatre: the large Nigerian population and the hunger for entertainment in various languages and in English constitute a major opportunity that can be tapped to maximize profit from theatre; however, the dearth of a cultivated audience remains a challenge for the utilization of the opportunity.
- Dance: the large Nigerian population and the hunger for dance entertainment of cultural diverse group both within and abroad constitute a major opportunity that can be tapped to maximize profit from dance. However, the dearth of a cultivated audience and effective packaging remains a challenge for the utilization of the opportunity.
- Music: there is an expansive audience for Nigerian music both internally and externally and indeed music is great money making machine in this regard. This opportunity is hampered by chronic piracy added to the problems of distribution and pricing which seem not to be effectively battled by Nigerian policy protection strategies.
- Film and video: there is an expansive audience for Nigerian films both internally and externally and indeed film has a great potential generating income in this regard. This opportunity is hampered by chronic piracy, lack of equipment, lack of professionalism, poor enabling environment for film production and marketing.
- Arts and Craft: there is a remarkable good market for arts and crafts of Nigeria, however, the problem here is packaging and finishing. While raw materials are available crafts are often not made to international standards, which deny them competitive advantage in the local and international market. In addition, not many Nigerians have arts appreciation.
- Museums and Monuments: Museums and monuments are great potentials for attracting people internally and externally.. However, most of the sites are usually unattended to or underdeveloped. They also do not have comprehensive narratives and professionalized guides who can take tourists through an entertained journey. This is coupled with theft of artifacts and smuggling them abroad.
- Foods and cuisine: Nigeria has a plethora of dishes which can be brought together eclectically to create Nigerian dishes. There is need to have them developed, promoted and standardized with the declaration of their health properties and certification to meet international requirements.
- Fashion: From birth, the Nigerian child is introduced to foreign dressing, yet Nigeria's vastness can produce not only the raw materials for clothe making, but also consumption. Currently, Nigerian textile factories are down and locally produced fabric are low in quality to compete favourably with imported fabrics. The situation is compounded by intensive

dumping of cotton and fabrics from Asia. It is possible to tap Nigeria's vast consumption needs for fashion to generate income if they can be standardized to international requirements and promoted.

- Festivals and ceremonies: Nigerian festivals and ceremonies provide visual and spiritual flavours that have potential to attract fun loving tourists from within and without. However, they need to be identified, documented, standardized, promoted and packaged.
- Information and Communications Technology: Nigerians are hooking to the internet in huge numbers. Youths, especially, have found it to be a source for downloading all sorts of foreign cultural products which are largely detrimental to their character formation and development as effective citizens. Nigeria does not have a comprehensive ICT policy and process for regulating ICT and maximizing it for cultural promotion and economic advancement.

Language: Language is perhaps the most important and distinguishing aspect of any culture. According to the Centre for Endangered Languages in its universal declaration of linguistic rights in Barcelona (1996: 10), *"Language is the key to the heart of a people. If we lose the key, we lose the people. A lost language is a lost tribe, a lost tribe is a lost culture, a lost culture is a lost civilization. A lost civilization is invaluable knowledge lost... the whole vast archives of knowledge and experience in them will be consigned to oblivion.* The situation in Nigeria today is that most languages are dying off, in the towns and cities, the first and only language that children are exposed to and which they sustain is English. In addition, there is no systematic programme to develop the various Nigerian languages which are daily losing out to receive expressions from satellite and internet.

- Literature and Publishing: the reading culture in Nigeria is degenerating faster than it is growing, but even worse, the contemporary Nigerian literature, does not in most cases convey Nigerian values or promote Nigerian positive attributes. Publishing is a nightmare as piracy makes nonsense of publishing efforts. Due to the increase in school enrollment and the number of educated Nigerians, books and their production constitutes a significant potential for income generation.
- Youth and Children: Nigerian children have become citizens in limbo because in their speeches, dressing and mannerisms they do not reflect the Nigerian culture. Considering that 50% of Nigerians are youth and children, there is a huge market for youth and children's programmes and products.

### **2.7.2 National Re-orientation**

1. Poor sense of patriotism
2. Self interest overrides national interest
3. Corruption has hindered progress

4. Poor leadership skills have led to lack of team spirit.
5. Poor maintenance culture
6. There is no proper channel of inculcating the right moral values in Nigerians as before.
7. Rebranding Nigerian Project
8. Massive publicity to change the society by EFCC, Federal and states Ministries of information, NAFDAC, SON, to eliminate corruption, and production of fake products

### **2.7.3 Tourism**

1. Tourism has been inadequately resourced and funded
2. Myopic private sector
3. Limited integration of local communities and previously neglected groups into tourism such as hoteliers, restaurateurs, entertainers, airlines, car hire service etc.
4. Inadequate tourism education, training and awareness
5. Inadequate protection of the environment
6. Poor service
7. Lack of infrastructure, particularly in rural areas
8. A ground transportation sector not geared to service tourists
9. Lack of inclusive, effective national, State and local structure for the development, management and promotion of the tourism sector.

In addition to these constraints, an immediate problem facing the industry is the growing levels of crime and violence on potential visitor especially in the south-south region of the country.

These are explained below:

#### **i. Inadequately resourced and funded tourism industry**

One of the problems facing the tourism industry is that the Government has had limited view of the potential of the industry and as a result marginal resources have been devoted to developing and promoting the sector. Tourism is still narrowly viewed as tourist and hotels. In many quarters, the tourism industry is still seen as a thing of the past and a plaything for the privileged class. The true wealth-creating potential of the sector has not been fully grasped by policy-makers. Unless tourism is seen as strategically important to the economy of Nigeria and the necessary plans and policies, actions and resources to support this initiative are put in place, tourism will continue to be a missed opportunity.

## ii. **Limited development scope due to past political policies**

The policies of the past military regimes in the country have placed severe constraints on the development scope of the tourism industry. While the attractiveness of Nigeria as a tourist destination has always existed, this potential could not be effectively realised due to many tourists not wanting to travel to a country in which the citizen are not in support of the policies. The current development in the industry could be largely ascribed to the political changes of the past few years.

## iii. **Limited involvement of local communities**

Another major problem facing the Nigeria tourism industry is the poor involvement of local communities and previously neglected groups in the industry. While this has been largely due to previous Government policies, the need to reverse this situation is of urgent importance. In the tourism industry, there are opportunities for involving previously neglected groups, such as:

### **Operators of tourism infrastructure**

1. Small guest houses or bed and breakfast establishments
2. Taverns, bars and restaurants
3. Transport – taxi services, tours, airport and other transfers
4. Attractions – village experiences, military rule and struggle for democracy
5. Museums – music, dance, theatre, story-telling, etc
6. Others:– florists, art galleries, hair salons, beauty parlours, craft shops

### **Service to the Industry**

1. Tour operator service
2. Travel agencies
3. Marketing services
4. Booking services
5. Training services

### **Suppliers to the industry**

1. Laundry services – ironing only, full laundry, sewing and repairs
2. Pottering services
3. Production and selling of crafts
4. Interior decor – rugs, wall hangings, furniture, textiles, art
5. Construction – collection of materials, thatching, building trades
6. Maintenance services – vehicles, plant and equipment

7. Environmental services – gardening, bush clearing, composting
8. Specialty agriculture – herbs, organically grown produce
9. Specialty tourism products – traditional hunting, traditional medicines and herbs

Despite these obvious and available opportunities, however, many factors limit the meaningful involvement of local communities in the tourism industry:

1. Lack of information and awareness
2. Lack of know-how and training
3. Lack of finance;
4. Lack of interest on the part of existing establishment to build partnership with the local communities and suppliers; and
5. Lack of incentives to reward private enterprise that build or develop local capacity and create jobs.

The concerns and anxieties of the previously neglected groups need to be understood and adequately addressed in building a successful tourism industry in Nigeria. Some of these concerns are:

- **“Tourism is an upper and middle class thing, not for us”**  
Tourism is perceived as catering, predominantly, the upper and middle classes. There is a belief that tourism is what upper middle class do when they go to Obudu Cattle Ranch or the Tinapa Business Resort.
- **The majority of Nigerians have never been meaningfully exposed to the tourism industry** and have not benefited from the country’s vast resources.
- **Complete lack of knowledge and understanding of** what tourism is. There the perception that tourism refers only to people travelling around and staying in hotels. The wider opportunities offered by tourism are not appreciated.
- **Lack of training** opportunities for previously neglected groups in society effectively limits meaningful participation in the tourism industry.
- **Inability to access finance** to take advantage of entrepreneurial opportunities provided by the tourism sector.
- **Lack of involvement** - Majority of Nigerians have not been involved in the planning, decision – making, investment development or promotion of tourism. Communities have not been involved or consulted in respect of major investment decisions or developments proposed for areas in which they live.
- **Language barriers** – The English language seems to be the language of tourism communication, effectively excluding a majority population of Nigeria with several languages in vogue.

- **Negative attitudes** - Negative attitudes exist within the industry towards community tourism products which are sometimes viewed with scepticism and regarded as inferior. There is often a view that what is white and western is best. The value of the previously neglected people, their culture and their products often tend to be depreciated.
- **Lack of market access** – Local communities lack access to the lucrative tourism markets as visitors are kept within the hotels and the resorts and ventures out only to ‘sanitised’ places of interest. For the local craft vendor, a visitor sighting is a rare occasion.
- **Barriers to entry** – These are caused by very large companies and corporate structures which control the market. Businesses in Nigeria are either very large or very small – a middle segment is only slowly emerging. The cost of capital, furthermore, prevents many small operators from entering the market.

A great deal of work has to be done by both the government and tourism private sector to redress previous imbalances, to win back the support of the previously neglected groups and to demonstrate that tourism, in the **Rebranding Nigeria project** can benefit all Nigerians.

To succeed, any tourism development policy in Nigeria must, as a priority, seek the meaningful involvement of the previously neglected communities, in the supply of their labour services and entrepreneurial activities. Responsible tourism is not a luxury for Nigeria, but an absolute necessity if the country is to build a successful and sustainable tourism industry.

#### vi. **Inadequate training, education and awareness**

Perhaps the greatest deficiency in the tourism industry in Nigeria, is the absence of adequate education, training and awareness. The previously neglected groups in society are highly disadvantaged and the job of levelling the playing field is a massive one. One key vehicle for doing so is education and training – a basic necessity that the majority of the population has not had access to. At the tertiary level, training in tourism and hospitality services is offered at a limited number of public and private institutions. Skills training at the lowest levels (e.g. Barmen, Cleaners, Porters) is mainly done on an in house basis.

With the tourism industry expected to grow in the next ten years, the present training capacity falls far short of the needs. This is not to mention the general need for community-wide tourism awareness programmes, as well as, the urgent need range of basics skills among persons who are the first line of contact with the customer. The data suggests that Nigeria is not capable, with the present output, to satisfy its training needs.

#### vii. **Inadequate environmental management**

Environmentally, Nigeria is an incredibly unique and rich country. Nigeria has a history of almost a non-occurrence of natural disaster. Some of the main environmental issues have been identified below:

- **Soil erosion.** This is causing lakes, dams, rivers and, most importantly the coastal estuaries to slit up, thereby depriving these natural resources of the leisure and aesthetic potential to attract tourists.
- **Water shortages and pollution.** Nigeria is a water-scarce country and shortages are experienced particularly in the major cities. The pollution of groundwater, rivers and estuaries poses one of the major threats to the country's environment.
- **Air pollution.** This is concentrated in Lagos and Port-Harcourt region.

In addition to poor coastal zone management, unplanned development aggravate the environmental problems. Nigeria has no formal requirement for environmental and social impact assessments to be carried out. A major treat to the further development of the tourism industry and indeed, the sustainability of the population of Nigeria, is the rapid degradation of the environment. Among the populace, there is an alarming disregard for the environment; litter has become a national problem; there is little awareness of the benefits of conserving the environment. Nigeria does not yet have an integrated approach to environmental development and conservationists consider the country to have extremely poor record in land use planning. The poor protection of the environment in Nigeria will continue to curtail the development of the tourism sector.

#### viii. **Poor service**

There is a general culture of poor service in the tourism industry and related sectors. There is little excitement in delivering service or to go the extra mile to satisfy the customer. The problem is that this seems to be an accepted norm by the bulk of the domestic tourists. Even worse, because many establishments are performing well as a result of the unexpected new demand, many owners and managers believe that the product they offer is acceptable. The Nigeria hotel industry has been characterised by a limited competitiveness. The limited number of hotel groups and the majority of typically non discerning Nigerian customers have resulted in mediocre levels of service.

#### ix. **Lack of infrastructure, particularly in rural areas**

There is lack of infrastructure in the cities possibly so in the rural areas. This severely limits the participation of rural communities in the tourism industry. In addition, the absence of adequate transportation services effectively prevent rural communities from participating in the industry, both as potential suppliers of products and services, and as tourists themselves.

#### x. **Tourism security**

In addition to the above-mentioned problems, a rather more immediate problem needs to be addressed – that of tourism security. The major constraint to overseas tourism growth is the actual and perceived levels of ongoing violence and crime. Well-publicised incidents involving tourists as well as high levels of crime affecting the local population, particularly the crisis in the Niger delta region of the country, who invariably play host to significant numbers of foreign visitors, significantly constrain overseas tourism growth.

#### **Threats**

- Foreign Government travel advisories
- Nigeria is listed among countries with security and armed robbery problems.
- Lack of international standard products, facilities and services e.g accommodation, cuisines, utilities particularly at the tourist attractions. The packages are found to be poor and local for international visitors.
- The problem of the industry is power, water, taxation and funding. There is no dedicated fund for tourism development.
- Security cannot be guaranteed.
- Infrastructure – found to be inadequate such as roads, electricity, water etc.

#### **Opportunities**

- Large population
- Diverse languages and culture
- 6 ecological zones
- 12 months sunshine
- Wonderful beaches e.g Akwa Ibom
- Natural parks
- Rich in fauna and flora
- Wild life
- Mountains and hills e.g Yobe State
- Festivals

Nigeria is also an outbound market and can deliver advantages for countries that benefit to countries that deliver. An example is Gambia where for any European countries that benefit to deliver tourists, the tour operator will inspect the hotel and ensure the tourists will not be intimidated, and they will enjoy the environment.

Nigerian facilities should be put together as preferred outbound source market. Cultural promotion and festivals should be strengthened as no other country in Africa seems to dominate them using sports, music and entertainments as the driving forces.

The following challenges are surmountable obstacles to the realisation of opportunities for enhancing Nigeria's socio-economic development through tourism, culture and national reorientation. The immediate issues are:

- Lack of infrastructural facilities and enabling environment
- Poor road network
- Epileptic or non-existent power supply.
- Lack of potable water
- Attitudinal challenges, such as corruption. Poor attitude to work, exploitation of foreigners at the ports by the para-military personnel, the taxi driver and port officials.
- Challenge of ignorance due to inadequate training of officials, tourist guide, taxi drivers, the Police and Immigration officers.

Currently we have a civilian democratic government which pledges respect for rule of law, and the constitution. There is need for a focused and joint collaboration by the government, private sector and the society in general, in order to face the challenges that follow in the three different thematic areas:

- Continuous expansion of infrastructure in Abuja to grapple with the potentials of Abuja as a major conference centre in Africa.
- Identification and promotion of cultural sites.
- Preservation of our landmarks
- Bureaucratisation of sports, hence its potentials cannot be packaged and sold even to Nigerians
- Reintroducing with vigour, the teaching of the norms of hard work, honesty, integrity, fear of God etc in our culturally hybridized country.
- Negative perception of Nigerians by Nigerian and international media.
- Challenges of protection of rights of artists
- Poor quality production, distribution hazards and under pricing of artistic work
- Disunity amongst practitioners of arts and culture, leadership struggle and lack of professional training
- Poor funding
- The dearth of Theatre and Cinema centres

- The challenge of dwindling reading culture amongst the youth in the country.

## 2.8 *Strategic Imperatives*

We noted and identified the interrelationship between Hotel development, Tourism, Culture and National Re-Orienta-tion. Excellence in the hospitality industry will promote and encourage tourism, and culture. The symbiotic relationship between culture and tourism can be harnessed to drive positive national re orientation. Nigerians and foreigners alike will appreciate Nigeria if there is positive projection of the country. As identified, “Nations whose culture is defined by honesty, hard work, dedication and commitment to the right ideals, tend to make definite progress”.

The Nigeria Tourism development Master Plan has grouped development of tourism into five clusters, namely:

- a. Tropical Rainforest
- b. Conference Capital
- c. Atlantic gateway
- d. Scenic nature
- e. Saharan gateway

Each cluster has a specific opportunity for the development of tourism culture and national re-orientation.

### 1. Entertainment

Here the potentialities of our youth in their passion for musical development can be harnessed for socio-economic, cultural development and as a vehicle for developing for creating patriotism. For example statistics quoted in Vision 2010 (page 41) stated that “the Critical pre-school and school age years of under 1-24 constitute about 72 percent of the population, while the child bearing age of 20-44 constitutes 32 percent of the population. Hence the energy and enthusiasm of the youth can be directed towards achieving positive image for Nigeria. This they have demonstrated in passion for music.

- **Film Industry**

The advent of Nollywood has released the potentiality in this sub-sector of the economy. Yet its full potential has not been fully tapped. Construction of a film village will enhance this.

- **Theatre and cinema Halls**

The opportunity in this is huge if exploited especially by the private sector. For example Silverbird Galleria in Lagos and Abuja is taking advantage of this potential. But Nigeria is too big for Silverbird alone. National Arts Theatre in Lagos, Cultural Centre in Ibadan the Amphi-theatre in the University of Jos in Nigeria have tremendous opportunities for

development if well utilised for performances, film shows and exhibitions. This will enhance visitations and revenue generation.

2. We also identify traditional dance troupe, and staging of historical/traditional drama as possessing the potential of positive projection of Nigeria's image as well as serving as tourist and culture magnets.

### 3. Visual arts and crafts

Where and how they are being made can be popularized, packaged and turned into tourist centres. For example Adire materials in Abeokuta, smoked fish in Niger state, the Lake Chad Basin ,and among the Ijaw and Ilajes., bronze and beads in Benin, Pottery in Bida, cloth weaving in Lokoja and Oyo.

### 4. Historical Sites

This abounds all over the country, and are opportunities for development. We have the Arochukwu cave, The Osun Groove, Oranmiyan staff, tomb of Uthman Dan Fodio. There should be brief historical description of these sites.

### 5. Religion

Cultural potentialities in our religion can be harnessed for tourist and national re-orientation. For example the Maolud Mabiyy celebration in the north brings and can still bring a lot of people to its celebration. The annual Shiloh retreat of winners Chapel church in Ota, and RCCG annual December prayer meetings brings a lot of people [including foreigners] to the worship centres.

Other identified areas of opportunities are "Natural Land Mass" such as Mambilla Plateau, Shera Hills, Ikogosi Warm Springs, Zuma Rock, City Walls of Kano, Katsina and Zaria.

### 9. Ecotourism

This we have in Obudu ranch and Yankari Games Reserve. This will further showcase the beautiful flora and fauna of the Nigerian landscape.

### 10. Beacon Tourism

This can be developed in Lagos, Abraka, Akassa, Port Harcourt sites. It is hoped that the Light Houses and beacons sea ports can be developed into attractions.

### 11. Root Tourism

These are slave Ports in Badagry and Calabar. It is hoped that this will attract visitors not only to the history but to the sites as what is presently taking place in Ghana.

### 12. Museums and monuments

Are potential tourist and cultural sites but have become moribund in Lagos, Kano and Jos. It is hoped that if these museums are well kept, they will increase tourist visitations.

### 13. Zoo

Collection, preservation and exhibition of various reptiles, birds and other animals in the country is one of the opportunities for tourism and cultural development. Thus, resuscitation of University of Ibadan Zoo, Jos Township Zoo, Kano Township Zoo etc., is necessary.

#### 14. Sports

Proper packaging of Nigeria sporting activities will create national appreciation of local football, basketball, swimming, etc. It is hoped that even indigenous sports like the Dambe wrestling from the northern part of Nigeria will be developed to invite interested visitors.

#### 15. Government Policies

Democratic ethos should be encouraged and sustained in a vibrant economy where tourism and culture contribute significantly.

The policies should focus on:-

- The deliberate plan to make Abuja an International Conference Centre of Africa is to project Nigeria as a planned, clean country where everything works.
- Improvement of structures in our tertiary institutions.

And the strategic imperatives for National Reorientation will be through the Media, School Curricula (particularly the reintroduction of civic education), enforcement of sanctions, and leadership example. There is the necessity for putting an institutional framework that will cater for the under privileged (the poor, the needy, the physically challenged, and the aged).

There must also be national programmes to tackle issues such as:

- a. Food security
- b. Pension schemes
- c. Social security, and
- d. Employment

There must be the planned harnessing of all indigenous institutions e.g., religious and traditional rulers, women associations, NGOs, youth and children groups as mobilization agencies. Training of political office holders on the need for national rebirth and the tenets of democracy must be instituted. Unlike MAMSER, which was an ad hoc short term campaign, the national reorientation project should be structured and sustained within the various activities and programmes of governments and devolved to all the strata of the society. Government must strengthen the following:

- a. The judiciary and insure its independence
- b. The law enforcement agencies
- c. The independence of the anti-graft agencies i.e. EFCC, ICPC etc.

- d. The integrity of the electoral process to guaranty free, transparent and credible elections.

## **TOURISM**

Tourism can be an engine of growth, capable of rejuvenating other sectors of the economy. It is imperative that Nigeria should start making effort to diversify the economy from oil dependence. Intensive research is going on in the advanced world for alternative source of energy so substitute crude oil e.g. Mexico substituted tourism for oil. Nigeria can take a leaf from this example.

### **i. Tourism represents a significant opportunity for Nigeria**

Employing 212 million people world-wide, generating \$3.4 trillion in world gross output and contributing \$655 billion of Government tax revenues, travel and tourism is the world's largest industry. In Britain, Germany, Japan, and the USA, more adults have travelled than visited library, attended a sporting event or have gone to see a play or concert.

### **ii. Tourism is the world's largest generator of jobs**

The world Travel and Tourism Council estimates that travel and tourism is now the world's largest generator of jobs.

### **iii. Tourism can provide immediate employment**

Properly organized and focused, the tourism sector can create many jobs within a short period. If all the tourist accommodation establishments (not to mention restaurants and fast food outlets) in Nigeria begin to offer live entertainment to guests, at an average of three entertainers per group, thousands of entertainers can be employed within days. Also if large resorts opened their doors one day per week to encourage craft providers to market their products to visitors (on condition that everything sold is made by entrepreneur, with working demonstration of the skills) many employment and business opportunities will be created for surrounding local communities.

### **iv. Tourism employs multiplicity of skills**

From accountants and hairdressers to tour guides and trackers, the tourism industry draws upon a multiplicity of skills. Moreover, the potential for on-the job training is enormous.

### **v. Tourism industry creates entrepreneurial opportunities**

#### **Guiding principles**

The following principles will guide the development of responsible tourism in Nigeria:

- i. Tourism will be private sector driven
- ii. Government will provide the enabling framework for the industry to flourish
- iii. Effective community involvement will form the basis of tourism growth
- iv. Tourism development will be underpinned by sustainable environmental practices.
- v. Tourism development is dependent on the establishment of cooperation and close partnership among key stakeholders.
- vi. Tourism will be used as a development tool for the empowerment of previously neglected communities and should particularly focus on the empowerment of women in such communities

- vii. Tourism will take place in the context of close cooperation with other countries within West Africa
- viii. Tourism development will support the economic, social and environmental goals and policies of Government.

### ***2.9 Opportunities for Nigeria***

Tourism can be an engine of growth, capable of rejuvenating other sectors of the economy. It is imperative that Nigeria should start making effort to diversify the economy from oil dependence as intensive research is going on in the advanced world for alternative source of energy to substitute crude oil. Nigeria should become the Aviation Hub for West Africa. Nigeria should also strive to become the hub for Medical tourism even if it is in the area of diagnostics.

- i. Tourism represents a significant opportunity for Nigeria
- ii. Tourism is the world's largest generator of jobs
- iii. Tourism can provide immediate employment
- iv. Tourism employs multiplicity of skills
- v. Tourism industry creates entrepreneurial opportunities

### **Guiding principles**

Increased contribution to GDP as a result of standardised packaging of cultural products.

Increased in-bound and within-bound tourism due to developed sites, arts and craft and packaging of cultural products.

Enhanced patriotism of citizens imbued with moral values to check corruption and promote transparency and accountability.

Creation of jobs and revenue from accruable profits, taxes and capacity to consume.

Cultural industries as vehicles of identity, values and meanings can open door to dialogue and understanding between Nigerians [now prone to conflict] thus contributing to economic growth.

Promotion of cultural products can lead to identification and embracement of made in Nigerian products thereby, decreasing Nigeria's foreign exchange loses due to excessive importation.

## *2.10 Key success factors*

### **2.10.1 Culture**

In Government's recognition of the vital role of culture not only as an agent for national identity, nation building, social development, peace and harmony (which are pertinent to a patriotic and sustainable polity), but a productive economic activity, the following recommendations are made:

- i. Promotion of indigenous cultural performance such as festivals, carnivals through repackaging, calendrication and greater domestic and international publicity.
- ii. Teaching and provision of literature, films and children's cartoons in indigenous means and modes of communication using the media.
- iii. Protection of indigenous culture from the effect of globalization, particularly youth exposure to foreign films, literature, fashion, goods etc, should be curtailed through adaptation of such material to our cultural needs.
- iv. Packaging of Nigerian diverse material and non-material culture for tourism and export purposes through the media arts.
- v. Deepened utilization of indigenous cultural performances in the promotion of government policies i.e. the 7 point agenda.
- vi. Using culture as the central tool for Nigerian's image promotion and rebranding.
- vii. Expanding and enriching Nigeria's foreign relation by re-awakening the concept of cultural diplomacy.
- viii. Deliberate establishment of Nigeria cuisines in strategic nations across the world by special government funding.
- ix. Nationalistic portrayal and celebration of Nigeria's National history, icons, edifices, heroes and heroines in films, drama, music and other performance to create role models and sustain the spirit of patriotism.
- xi. Nigerian Languages and culture should be entrenched in the curricula of pre and post tertiary institutions.
- xi. Government should support the emerging Nollywood industry by way of providing accessible funding and healthy regulatory framework for its growth.
- xii. Support (loans and grants) should be provided to all indigenous talents in the various arms of culture (material and non-material]
- xiii. Efforts should be made to revive the live theatre and cinema culture in Nigeria.
- xiv. Create a special agency under the ministry of culture to cater and harness the affairs of entertainment (Film/TV, Music, Theatre, Internet).
- xv. Establishment of the Nigerian Theatre, Music and Film Fund (NTMFF) to provide grants and financial support for producers.
- xvi. Film making should be professionalized through registration of guilds and benchmarking of participants.

- xvii. Stringent and enforceable laws and punishment against piracy must be vigorously implemented with strong government security backing.
- xviii. Establishment of a film city.

### **2.10.2 Tourism**

Tourism as an industry has become a key player in world economies. It has been established that the economies of some nations thrive on the industry. This is an opportunity for Nigeria to strategically diversify its economic base by developing and promoting the tourism industry to earn and make substantial contributions to the national wealth with the attendant benefits of job creation and poverty alleviation. To achieve this, the following recommendations are proffered:

- i. Immediate but phased implementation of the tourism master plan.
- ii. Sustained domestic sensitization on the benefit of the tourism industry through the media.
- iii. Development of critical infrastructure and facilities such as transport, hotels, power supply and communication which are core vital supports to the industry. This can be achieved by strategic partnership between the government and the private sector.
- iv. Provision of security and safety.
- vi. Adequate level of political and economic stability.
- vi. Recruitment and training of special tourist police for deployment to tourist destinations.
- vii. Provision of Tourist – friendly immigration officers at the nation’s points.
- vii. Provision of educated and trained workers for the industry such as Tour guides, Hotel staff and transport providers.
- ix. Sponsorship and hosting of international events in order to attract international interest.
- x. Establishment of tourism departments in all Nigerian embassies.
- xi. Introduction of Tourism Development levy on all Hotel accommodation, recreational facilities and air travels in order to build up a Tourism Development Fund to finance critical infrastructure.
- xii. Production and proper packaging of unique indigenous products to attract tourist interests.
- xiii. Deliberate patriotic patronage of existing tourist destinations such as Tinapa Business Resort, Obudu Ranch and Resort, and Yankari National Park.
- xiv. Establishment of a National Institute for Culture and Tourism to research, plan and oversee education and training for the sector in collaboration with NIHOTOURS.
- xv. Establishment of the Abuja College of Culture and Tourism Studies, with the aim of becoming the premier tourism college serving the West African sub-region.
- xvi. Re-orientate Nigerians to build an orderly responsible and disciplined society where core values of hard-work, honesty, patriotism, democratic principles and ideals are upheld.

- xvii. Legal and administrative framework
  - New legislation would be enacted to identify the clear roles for Federal and State agencies as well as the integration of local government authorities in tourism development.
  - All existing laws and administrative frame works would be reviewed to reflect current policy and facilitate implementation of policy objective.
  
- xviii HIV/AIDS: Advices and notices for tourists, on HIV/AIDS to be produced and distributed through hotels and other outlets. All promotional activities would be packaged with the aim of attracting responsible tourists.
  
- xix Tourism Satellite account: Government would establish a Tourism satellite account as a way of measuring the performance of the sector.  
This would be accomplished with the implementation of the following projects and programmes.
  
- xx. Incentives and investment programme: Government would improve on the sector's attractiveness using the following instruments:
  - Soft loans
  - Tax incentives
  - Grant schemes
  
- xxi. Tourism management and information system: An efficient tourism management information system with data collection, collation and analysis, distribution and monitoring units would be established to provide information on
  - Visitors numbers
  - Purpose of visit
  - Characteristics, behaviour and spending patterns.

For Nigeria to achieve its vision 2020 aspiration for tourism, a number of key conditions must be met, as identified key factors below:

- a. Sustainable environmental best management practises
- b. Involvement of local communities and previously neglected groups
- c. A safe and stable tourism environment
- d. Globally competitive practices, by offering quality services and value for money
- e. Innovative industry responsive to customer needs
- f. Focus on product enhancement and emphasise diversity
- g. Effective tourism training, education and awareness
- h. Creative and aggressive marketing and promotion
- i. Strong economic linkages with other sectors of the economy
- j. Appropriate institutional structures

k. Appropriate supportive infrastructure

### **2.10.3 National Re-orientation**

In terms of National Re-orientation, the Agency must be well-grounded in all thematic areas. This implies that they must be given series of seminars to educate them. They must hold workshops and invite experts to improve on what they are expected to do in the interest of the country. The proposed Agency will be equipped for the challenges ahead. Such needs as good vehicles, electrical gadgets etc, should be provided to make them cover the federation. The staff should be well motivated and supported both morally and financially. And the Agency must have research and development section for monitoring and evaluation purposes periodically. They must enjoy some measure of freedom to perform well. Funding must be adequately provided and consistent. They should be patriotic and well focussed in the discharge of their responsibilities.

### **3.0 Culture, Tourism and National Re-orientation 2020 Vision & Strategic Plan**

#### ***3.1 Vision, Objectives and Goals of Culture, Tourism and National Re-orientation***

##### **Preamble:**

The visioning process takes effective cognizance of the fact that in Nigeria cultures overlap since people of the over 370 ethnic nationalities experience and share multiple cultural traditions. Most Nigerians are partakers of cultural diversity, a strength which has made us a blessed nation but which we have not effectively utilized to our economic advantage. Under the debilitating force of globalism and globalization as exemplified by the global complex of commercial culture and imported value systems which has permeated every corner of the country, our simultaneous belonging, the interpenetration of our cultures, the cyber and web character of 21<sup>st</sup>-Century life invites us to rediscover and re-engage culture in a more fundamental sense. This is because “the cultural upside of globalization is that every day more people around the world are able to communicate via the Internet, sharing, exchanging and supporting each other. The cultural downside is the penetration of Western commercial cultural industries into all societies, overwhelming heritage cultures with mass-produced commercial cultural products” (Goldbard, 2004).

To move forward is to take an active notice of UNESCO’s recently adopted "Universal Declaration on Cultural Diversity" and to foreground the pre-eminence of culture in Nigeria’s progressive movement.

We note that despite the general notion of seeing culture as given with a feeling of permanence, the inescapable reality is that we Nigerians like all human beings make culture which is continuously under construction. This constructive process is both intentional and unconscious at the same time. The visioning process of vision 20: 2020 is therefore an intentional process of culture making designed to build for Nigeria a culture of sustainable leap forward to the reckoning and worthiness of the comity of nations.

We take cognizance of the fact that for these 3 subject areas to be effective there is need for a vigorous advocacy, publicity, sensitization of Nigerians and foreigners in partnership with the MEDIA. It is noted that even though attempts may be made to separate them, their centrality to human existence, and their usefulness as a viable weapon against the challenges of globalization, forces one to consider them together and separate them at the same time. It has also been observed that “culture helps tourism as content, tourism needs the orientation of the people to sell and accommodate the tourists, and tourism in turn helps the economy”. It was discovered that a

well developed culture will stimulate economic activities, build political consciousness and enhance *youth culture* in every nation. It will also create a sense of appreciation and understanding among citizens. This is the basis of the focus and argument of our vision.

### 3.1.1 Vision for the Nigerian Tourism Sector

*To make Nigeria one of the top twenty culture and tourism destinations in the world by year*

#### Mission Statements - Culture, Tourism and National Reorientation

##### Culture

To be a global centre of cultural excellence in Africa through the delivery of internationally accepted cultural products that will contribute at least 5% of GDP by the year 2020

##### Tourism

To make tourism one of the cardinal revenue earners for Nigeria by the year 2020 through growing our economy and creating a very competitive and beneficial environment for

##### National Re-orientation

To unite and re-direct Nigerians towards the values of patriotism, hard work, honesty and selflessness which are imperative for the repositioning of Nigeria as one of the top

### 3.2 Objective, Goals/Targets, Strategies and Initiatives for the Nigerian Culture, Tourism and National Re-orientation Sector

#### CULTURE

| S/N | Objective  | Goal   | Strategy   | Initiatives  |
|-----|--|--|--|--|
| 1.  | To define, establish and legalise our various cultural products in other to reposition them for revenue generation | Reviewing the Cultural Policy to make it respond to the current needs of Nigeria, strengthen the enforcement of the Copyright Laws, legalise the Society of Nigerian Theatre Artists (SONTA) through an Act of the National Assembly as a professional body charged with the responsibility to regulate the training and practice of theatre / performance in Nigeria commensurate with national goals and aspirations by the year 2011. | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• An executive bill legalizing SONTA by an act of the National Assembly 2011</li> <li>• An executive bill giving power to the Copyrights Commission to arrest and prosecute pirates -2011</li> <li>• Set up an implementation committee that will develop mechanisms to ensure the effective implementation of the reviewed National Cultural Policy – 2010</li> <li>• Establish a Cultural Industry Centre in all the Local Government Areas of the Country to promote one or more cultural products associated with that area by 2010.</li> </ul> |
|     |  | Convene workshops to articulate, synthesize, standardize and produce manuals/ handbooks of Nigerian fashion, cuisine and foods, arts and craft, festivals and ceremonies, preserve the authenticity of historical sites and monuments and design strategies for their promotion in various contexts by the year 2012.  | <ul style="list-style-type: none"> <li>•</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Set up committees to organise National Workshops for Arts and Craft, Fashion and Foods and Cuisine and to develop manuals/handbooks on them including their promotion by 2012</li> </ul>  |

| S/N | Objective   | Goal  | Strategy | Initiatives  |
|-----|---|---|----------|--|
|     |   | Establish a Nigerian Languages Institute to capture, document, code and develop into formal written forms for purposes of use as first language of instruction in schools etc by the year 2014  | •        | • Set up a committee of government and academic personalities to work out modalities for the establishment of an Institute of Nigerian Languages by 2014   |
|     |   | Establish an ICT policy and regulatory framework for monitoring ICT related activities and using it for the promotion and propagation of cultural products by 2010.   | •        | • Set up a committee to develop ICT policy and implementation strategy for Nigeria - 2010.   |
| 2.  | To put infrastructure and facilities in place to ensure that the various cultural products are developed to international standards so as to generate revenue | To institute a National Endowment for the Arts devoted to sponsoring and supporting programmes that will develop the various cultural products and facilitate national festivals/competitions, develop and promote Nigerian cultural products and generate revenue in collaboration with private sector by the year 2011.   | •        | • Set a committee of government and private sector personalities to work out modalities for and mobilize resources for a National Endowment for the Arts.  |
|     |   | Build a National Cultural City (NCC) in Abuja that will be a cultural edifice, a cultural village as well as an architectural masterpiece. This will be the hub of cultural activities and tourist attraction equipped with conference facilities, National Gallery of Art, fashion centre, arts and crafts village, culinary centre for internationally standardized Nigerian cuisine, shopping complex devoted to authentic Nigerian cultural products, a film city, music city and | •        | • Set a committee of Government and private sector practitioners to work out modalities and mobilize resources for the building of a National Cultural City in Abuja -201:<br><ul style="list-style-type: none"> <li>▪ National Theatre Complex</li> <li>▪ National Gallery of Art</li> <li>▪ National Arts and Craft Village</li> <li>▪ Film City</li> <li>▪ Music City</li> <li>▪ Studio City</li> </ul> |

Nigeria Vision 2020 Program

| S/N | Objective | Goal   | Strategy | Initiatives   |
|-----|-----------|--|----------|---|
|     |           | studio city that will be well equipped with state of the art music, studio and film production facilities that can be rented out for producers and which will be a centre for cultural products production in West Africa in collaboration with private partnership by the year 2015 |          |   |
|     |           | Institute a special endowment for the development, sponsorship and production of Nigerian literature (and promotion of reading culture), toys and children's films especially cartoons using folktales and indigenous Nigerian materials.  | •        | • Set up a committee of government and private sector personalities to work out modalities for and mobilize resources for a Special Endowment for Children's Programmes, develop implementation strategies for developing Nigerian literature and reading culture -2012 |
|     |           | Establishment of a Cultural Development Levy of 1% of profit after tax of all corporations operating in Nigeria whose employees are catered to by the culture industry- 2011.  | •        | • Set up a committee of government and private sector to work out modalities for collecting and implementing the Cultural Development Levy of all corporations operating in Nigeria.  |

**National Re-orientation**

| S/N |   | Goal  |   | Initiatives  |
|-----|---|---|---|--|
| 1.  | To have a leadership at all levels that is responsible to the larger society                                  | To entrench the principle of accountability and transparency in public affairs.   | • | • Advocacy on the values of good governance, civil and ethical values through massive conscientization of leadership values via the media, retreat, workshops, public discourse.                     |
|     |   | Mandatory orientation for newly-elected and appointed public officers at all levels of government.                                | • | • Train current office holders on leadership values, skills, accountability and good governance – 2010.  |
|     |   | Enforcing Assets Declaration by elected and appointed public officers.  | • | • Review the operations of the Code of Conduct Bureau to ensure an up to date data base on assets declaration by public officers in order to ensure adequate taxation and tracking of graft by 2010. |
| 2.  | To believe in the imperative of our individual contributions towards our collective success through hard work | Promote self-employment through skill development.  | • | • The National Directorate of Employment to liaise with banks, entrepreneurs and industries to create self employment scheme for 10 million Nigerians – 2017.  |
|     |   | Re-invigorate the National Directorate of Employment to be more creative and effective in achieving its mandate by the year 2020. | • | • Review the law to revitalize organs concerned with National Orientation to revive, restructure and fund NDE, NICO, NYSC.   |



Nigeria Vision 2020 Program

| S/N |   | Goal  |   | Initiatives  |
|-----|---|---|---|--|
|     |   | To recall, revise and position the old Nigerian National Anthem and other national symbols to stimulate pride and patriotism by the year 2010.                            | • | • Submit an executive bill for the re-adoption of the old national anthem based on any of the options A-D-2010.  |
|     |   | To encourage Nigerians at home and in diaspora to invest at least 50% of their resources in the country.  | • | • Relax land ownership law, provide adequate electricity power and infrastructure, and encourage Nigerians at home and in diaspora to invest massively into the Nigerian economy so as to expand job creation prospects by 2015. |
| 3.  | To have a society that cherishes the values of honesty and patriotism | The EFCC, ICPC, INEC and Code of Conduct Bureau should be more independent and effective enough to expose corrupt persons who are aspiring to hold public office by 2011. | • | • The Nigeria police, EFCC, ICPC should conclude investigations and prosecute all pending cases of graft against public officers to cleanse the national political arena, and give it a new lease of life – 2010<br>• – 2010.    |
|     |   | All pending cases of graft should be concluded by 2010.   | • | • The police, EFCC, ICPC should conclude investigations and prosecute all pending cases of graft against public officers to cleanse the national political arena, and give it a new lease of life by 2010.                       |
|     |   | Legal provision be effected to require all public officers to make available, on request, statements of account of public funds entrusted to their care by 2015.          | • | • An executive bill which requires public officers to make available on request by media constituents or other legal organs, accounts, expenditure on public funds by 2010.  |

**Tourism**

| S/N |  | Goal  |   | Initiatives  |
|-----|--|---|---|--|
| 1.  | To become the top destination in Africa and within Top 20 in the world | To achieve an annual growth rate of between 60% and 100% in the next ten years                      | • | • Implement the recommendations contained in the Tourism Masterplan                          |
|     |  |   | • | • Strengthen the existing Tourism related Institutions                                       |
|     |  |   | • | • Develop world class Tourism and products and facilities                                    |
|     |  |   | • | • Initiate and support funding for tourism development                                       |
|     |  |   | • | • Support the development of common Regional entry visa for West Africa and relax visa rules |
|     |  |   | • | • Encourage public- private partnerships in the development of tourism sector                |
|     |  | To support the use of film, visual arts, movies and music as a tool for tourism promotion from 2010 | • | • Increase marketing and promotion of Nigeria as a destination worldwide                     |
|     |  |   | • | • Produce documentaries that portray the positive image of Nigeria                           |
|     |  |   | • | • Develop world class Tourism  |
|     |  |   |   |  |



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| S/N |  | Goal   |   | Initiatives  |
|-----|--|--|---|--|
|     |  |  |   | products and facilities  |
|     |  |  | • | • Publicity and brand awareness of tourism products  |
| 2.  | To make Tourism among the Top 5 income earners in Nigeria. | To develop a linkage between the promotion of Tourism and cultural events.               | • | • Promote cultural festivals   |
|     |  |  | • | • Organise Tourism / Cultural fairs and Exhibitors   |
|     |  |  | • | • Undertake exchanges between tourism, cultural experts and Institutions with other countries. |
|     |  | To promote the development and conservation of museums and monuments as tourism products | • | • Rehabilitation of existing museums and building of new world class museums                   |
|     |  |  | • | • Capability building initiatives  |
|     |  |  | • | • Provide code of Ethics on international best practices                                       |
|     |  | Hoisting of major sporting events and international Conferences                          | • | • Develop sporting facilities of world class standard  |
|     |  |  | • | • Increase marketing and promotion of Nigeria as a sports and conference destination           |



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| S/N |  | Goal   |   | Initiatives   |
|-----|--|--|---|---|
|     |  |  | • | • Bid for international events  |
|     |  | Develop Safari products between 2010 & 2015                      | • | • Develop world class National Parks and Game Reserves                          |
|     |  |  | • | • Provide the necessary infrastructure for survival of wildlife                 |
|     |  |  | • | • Initiating and support funding for Safari development                         |
|     |  |  | • | • Enhance the capacity and effectiveness of Regulatory agencies                 |
|     |  |  | • | • Marketing and promotion of Nigeria as a Safari destination worldwide          |
|     |  | Develop clusters of resorts on the beaches along the coast lines | • | • Identify the potential sites and undertaking feasibility studies and EIA      |
|     |  |  | • | • Initiate and support joint funding for tourism development                    |
|     |  |  | • | • Provide necessary infrastructure  |
|     |  |  | • | • Increase marketing and promotion of Nigeria as a desires tourism destination. |

## 4.0 Implementation Roadmap

### 4.1 Culture

| S/N | Strategy   | Initiatives  | TIMELINES  |             |           | Implementing Agencies         | Collaborating Agencies        | Funding sources                |
|-----|--|--|------------|-------------|-----------|-------------------------------|-------------------------------|--------------------------------|
|     |  |  | Short Term | Medium Term | Long Term |                               |                               |                                |
| 1.  | Establish a cultural industry centre in all the Local Government Areas of the country to promote one or more cultural products associated with that area | <ul style="list-style-type: none"> <li>Develop Cultural industry centre plan</li> <li>Constitute implementation committee</li> </ul> | 2010       |             |           | LG<br>SG<br>FGN<br>FMTCNO     | LG<br>SG<br>FGN<br>FMTCNO     | FGN,<br>LGs,<br>Private Sector |
| 2.  | Constitute an a committee that will develop mechanisms to ensure the effective implementation of the reviewed National Cultural Policy by 2010           | <ul style="list-style-type: none"> <li>Develop of TORs</li> <li>Constitute implementation committee</li> </ul>                       | 2010       |             |           | FGN<br>FMTCNO                 | FGN<br>FMTCNO                 | FG,<br>FMTCO                   |
| 3.  | An executive bill Legalizing SONTA/NANTAP by an act of the National  | <ul style="list-style-type: none"> <li>Liaise with SONTA/NANTAP over bill</li> </ul>   | 2011       |             |           | FGN<br>FMTCNO<br>SONTA/NANTAP | FGN<br>FMTCNO<br>SONTA/NANTAP | FGN,<br>FMTCNO                 |



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| S/N | Strategy   | Initiatives   | TIMELINES  |             |           | Implementing Agencies                         | Collaborating Agencies                        | Funding sources |
|-----|--|---|------------|-------------|-----------|---|---|-----------------|
|     |  |   | Short Term | Medium Term | Long Term |   |   |                 |
|     | Assembly2011   | <ul style="list-style-type: none"> <li>Constitution of implementation board</li> </ul>  |            |             |           | AJ  | AJ  |                 |
| 4.  | Empower Copyrights Commission                              | <ul style="list-style-type: none"> <li>Develop an enhanced Copyrights bill</li> <li>Recruit and train enforcement officers</li> </ul> | 2011       |             |           | FGN<br>FMoJ<br>National Copyrights Commission | FGN<br>FMoJ<br>National Copyrights Commission | FG,FMoJ         |
| 5.  | Develop ICT policy and implementation strategy for Nigeria | <ul style="list-style-type: none"> <li>Constitute a committee to develop TORs, plan and implementation strategy</li> </ul>            | 2011       |             |           | FGN<br>FMTCNO<br>FMoIC<br>NICTA               | FGN<br>FMTCNO<br>FMoIC<br>NICTA               | FG,<br>NICTA    |



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| S/N | Strategy   | Initiatives  | TIMELINES  |             |           | Implementing Agencies  | Collaborating Agencies                                      | Funding sources    |
|-----|--|--|------------|-------------|-----------|--|---|--------------------|
|     |  |  | Short Term | Medium Term | Long Term |  |   |                    |
| 6.  | Set a committee of government and private sector to work out modalities for and mobilize resources for a Cultural Development Levy and a National Endowment for the Arts | <ul style="list-style-type: none"> <li>Constitute a National Endowment for the Arts Board</li> </ul>     |            | 2012        |           | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board<br>Revenue Mobilization & Fiscal Committee | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board | FG, Private Sector |
| 7.  | Set up committees to organise National Workshops for Arts and Craft, Fashion, Foods and Cuisine and to develop manuals/handbooks on them including their promotion-2012  | <ul style="list-style-type: none"> <li>Development of TORs</li> <li>Publish manuals/handbooks</li> </ul> |            |             |           | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board  | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board | FG, Private Sector |



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| S/N | Strategy  | Initiatives  | TIMELINES  |             |           | Implementing Agencies   | Collaborating Agencies  | Funding sources       |
|-----|---|--|------------|-------------|-----------|---|---|-----------------------|
|     |   |  | Short Term | Medium Term | Long Term |   |   |                       |
| 8.  | Mobilize resources for a Special Endowment for Children's Programmes  | <ul style="list-style-type: none"> <li>• Develop of TORs</li> <li>• Develop plan for Nigerian literature and reading culture</li> </ul>  |            | 2012        |           | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board                       | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board                       | FG,<br>Private Sector |
| 9.  | Set up a committee of Government and private sector to work out modalities and mobilize resources for the building of a National Cultural City in Abuja -2015:<br>i. National theatre complex<br>ii. National Gallery of Art<br>iii. Arts and Craft Village<br>iv. Film City<br>v. Music City | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Mobilize funds and resources</li> <li>• Construction of Cultural City.</li> <li>• Constitute management board</li> </ul> |            | 2015        | 2017      | FGN<br>FMTCNO<br>FMoIC<br>Private Sector<br>SONTA/NANTAP<br>SNA<br>Music<br>NFVCB | FGN<br>FMTCNO<br>FMoIC<br>Private Sector<br>SONTA/NANTAP<br>SNA<br>Music<br>NFVCB | FG,<br>Private Sector |



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| S/N | Strategy   | Initiatives  | TIMELINES  |             |           | Implementing Agencies                  | Collaborating Agencies                 | Funding sources |
|-----|--|--|------------|-------------|-----------|--|--|-----------------|
|     |  |  | Short Term | Medium Term | Long Term |  |  |                 |
|     | vi. Studio City<br>vii. National Museum<br>viii. National Hall of fame   |  |            |             |           |  |  |                 |
| 10. | Set up a committee of government and academic personalities to work out modalities for the establishment of an Institute of Nigerian Languages- 2014 | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Setting up of the Institute</li> <li>• Setting up of the Institute Board</li> <li>• Collection and documentation of Nigerian languages</li> <li>• Implementation activities</li> </ul> |            | 2014        |           | FGN<br>FMTTCNO<br>FMoIC<br>FMoE<br>NLI | FGN<br>FMTTCNO<br>FMoIC<br>FMoE<br>NLI | FG              |

#### 4.2 National Re-Orientation

| S/N | Strategy  | Initiatives  | Timeline   |             |           | Implementing Agencies   | Collaborating Agencies | Funding Sources |
|-----|---|--|------------|-------------|-----------|---|------------------------|-----------------|
|     |   |  | Short Term | Medium Term | Long Term |   |                        |                 |
|     | Review law to revitalize organs concerned with National Orientation   | Organize retreat for leadership values, awareness in the public and private sector | 2010       |             |           | Min of Tourism, Cult. & National Orientation                    |                        |                 |
|     | Revive, restructure and fund NDE, NICO, NYSC  | Constitute a committee to review NDE, NICO, NYSC                                   | 2010       |             |           |   |                        |                 |
|     | Advocacy on the values of good governance, civil and ethical values through massive sensitization of leadership values via the media, retreat, workshops, public discourse. | Itemize and publicize leadership values in the radio and TV programmes.            | 2010       |             |           | Min of Justice<br>NIM<br>ASCON<br>CMD                           | 1. NBA<br>2. CLO       | Presidency      |
| 2.  | Submit an executive bill for the re-adoption of the old national anthem.  | Setup a committee to re-evaluate National Anthem                                   | 2010       | 2015        | 2020      | 1. Dept. of National Orientation in the Min. of Cult. Tourism & | PMAN                   | Presidency      |



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| S/N | Strategy  | Initiatives  | Timeline   |             |           | Implementing Agencies  | Collaborating Agencies | Funding Sources |
|-----|---|--|------------|-------------|-----------|--|------------------------|-----------------|
|     |   |  | Short Term | Medium Term | Long Term |  |                        |                 |
|     |   |  |            |             |           | National Orientation<br>2. Min of Information  |                        |                 |
| 3.  | Set up a committee to properly define and designate national symbols. | <ul style="list-style-type: none"> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> </ul> | 2010.      |             | 2020      | 1. Min. of Information<br>2. Dept. of National Orientation in the Min. of Cult. Tourism & National Orientation |                        | Presidency      |



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| S/N | Strategy  | Initiatives  | Timeline   |             |           | Implementing Agencies   | Collaborating Agencies                 | Funding Sources |
|-----|---|--|------------|-------------|-----------|---|--|-----------------|
|     |   |  | Short Term | Medium Term | Long Term |   |  |                 |
| 4.  | Resuscitate Center for Democratic Studies (CDS).  | <ul style="list-style-type: none"> <li>• Constitution of a committee</li> <li>• Inauguration of the committee</li> <li>• Committee work</li> <li>• Implementation activities</li> </ul>                                    | 2010       |             |           | The Presidency  | NASS                                   | Presidency      |
| 5.  | The police, EFCC, ICPC to conclude investigations and prosecute all pending cases of graft against public officers to cleanse the national political arena, and give it a new lease of life.. | <ul style="list-style-type: none"> <li>• Submit Bill on Special Court to National Assembly</li> <li>• Presidential Assent to Bill</li> <li>• Setting up of Special Courts for speedy trial of EFFCC, ICPC cases</li> </ul> | 2010       |             |           | 1. The Presidency<br>2. The Presidency<br>3. Body of Benchers for Judicial Service Commission<br>4. NBA | 1. CCB<br>2. CCT                       | Presidency      |
| 6.  | Train current office holders on leadership values, skills, accountability and good  | <ul style="list-style-type: none"> <li>• Organize workshops</li> <li>• Organize retreat</li> <li>• Organize in-house</li> </ul>  |            |             |           | 1. NGOs<br>2. NIM<br>3. NIRC  | 1. NIREC<br>2. Council of Trade Rulers | Presidency      |



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| S/N | Strategy   | Initiatives  | Timeline   |             |           | Implementing Agencies                  | Collaborating Agencies | Funding Sources |
|-----|--|--|------------|-------------|-----------|--|------------------------|-----------------|
|     |  |  | Short Term | Medium Term | Long Term |  |                        |                 |
|     | governance.  | training <ul style="list-style-type: none"> <li>Encourage religious leaders to preach good leadership qualities at home, in business and public</li> </ul> |            |             |           | 4. Council of Traditional Rulers       | 3. NGOs                |                 |
| 7.  | An executive bill which requires public officers to make available on request by media constituents or other legal organs, accounts, expenditure on public funds.                          | <ul style="list-style-type: none"> <li>Submit Bill to National Assembly</li> <li>Presidential Assent to Bill</li> <li>Implementation of Bill</li> </ul>    |            | 2015        |           | 1. Presidency<br>2. Presidency<br>3. “ | NASS                   | Presidency      |
| 8.  | Review the operations of the Code of Conduct Bureau to ensure an up to date data base on assets declaration by public officers in order to ensure adequate taxation and tracking of graft. | <ul style="list-style-type: none"> <li>Constitution and Inauguration of Committee</li> <li>Committee work</li> <li>Committee submit report</li> </ul>      |            | 2015        |           | 1. Presidency<br>2. “<br>3. “          | NBA<br>FMJ             | Presidency      |
| 9.  | The NYSC Scheme ACT should be reviewed to include all graduates of tertiary institutions to promote National Cohesion and  | <ul style="list-style-type: none"> <li>Set up Committee to review NYSC Act</li> <li>Committee work</li> <li>Committee submit</li> </ul>                    |            | 2015        |           | 1. Presidency<br>2. “<br>3. “<br>4. “  | 1. FMYD<br>2. NASS     | Presidency      |



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| S/N | Strategy | Initiatives  | Timeline   |             |           | Implementing Agencies | Collaborating Agencies | Funding Sources |
|-----|----------|--|------------|-------------|-----------|-----------------------|------------------------|-----------------|
|     |          |  | Short Term | Medium Term | Long Term |                       |                        |                 |
|     | Unity.   | report <ul style="list-style-type: none"> <li>• Committee report implementation</li> </ul> |            |             |           |                       |                        |                 |

### 4.3 Tourism

| Key initiative  | Activities (Required action)  | Timeline for Execution of Activities |             |           | Implementing Agencies                                      | Collaboration Agencies        | Fund Sources |
|---|---|--------------------------------------|-------------|-----------|--|-------------------------------|--------------|
|   |   | Short term                           | Medium term | Long term |  |                               |              |
| 1. To achieve annual growth rate of between 60% and 100% in the next Ten years. | Revise and update the recommendations contained in the Tourism Master plan.                 | From Jan 2010                        |             |           | Ministry of Culture and Tourism.                           |                               | FMC&T        |
|   | Implementing the relevant and acceptable sections of the Tourism Master plan.               |                                      |             |           | FMC&T, States.   | States,UNWTO                  | AfDB         |
|   | Increase human capacity development in Nigeria.   |                                      |             |           | NTDC,NIHOTOUR  | UNWTO,ILO                     | UNIDO        |
|   | Develop world class Tourism and products and facilities.                                    |                                      |             |           | Public and Private sectors, States.                        |                               | CBN,Banks    |
|   | Initiate and support funding for tourism development.                                       |                                      |             |           | CBN,FMC&T  |                               | TDF          |
|   | Support the development of common Regional entry visa for West Africa and relax visa rules. |                                      |             |           | Ministry of Foreign affairs, Immigrations                  | Ecowas,                       | World Bank   |
| Support the use of film, visual arts, movies and music                          | Increase marketing and promotion of Nigeria as a destination worldwide.                     | June 2011                            |             |           | Federal Ministry of Culture and Tourism National and State | UNICEF,Ford Foundation, NFVCB | Grants       |



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| Key initiative   | Activities (Required action)   | Timeline for Execution of Activities |             |           | Implementing Agencies                    | Collaboration Agencies | Fund Sources |
|--|--|--------------------------------------|-------------|-----------|--|------------------------|--------------|
|  |  | Short term                           | Medium term | Long term |  |                        |              |
| as a tool for tourism promotion.   | Initiate and support funding for tourism development.  |                                      |             |           | Tourism Boards, NTDC.                    |                        |              |
|  | Develop world class tourism and products and facilities.                                     |                                      |             |           |  |                        |              |
| Develop a linkage between the promotion of Tourism and Cultural events.                | Promote Cultural festivals.  | June, 2011                           |             |           | Federal Ministry of Culture and Tourism. | UNICEF,CNN             | FGN          |
|  | Organize Tourism/Cultural fairs, exhibition and Seminars.                                    |                                      |             |           | National and State Tourism Boards.       |                        |              |
|  | Undertake exchanges between tourism, Cultural Experts and Institutions with other countries. |                                      |             |           | NTDC                                     |                        |              |
| Promote the development and conservation of museums and monuments as tourism products. | Rehabilitation of existing museums and building of new world class of museums.               | June, 2010                           |             |           | Federal Ministry of Culture and Tourism. | ICOMOS, UNICEF         | Grants       |
|  | Capacity building initiatives.   |                                      |             |           | National and State Tourism Board.        |                        |              |
|  | Providing code of conduct on International best practices.                                   |                                      |             |           | NTDC                                     |                        |              |
|  |  |                                      |             |           | NIHOTOUR.<br>NCM&M                       |                        |              |



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| Key initiative   | Activities (Required action)  | Timeline for Execution of Activities |             |           | Implementing Agencies             | Collaboration Agencies               | Fund Sources    |
|--|---|--------------------------------------|-------------|-----------|-----------------------------------|--------------------------------------|-----------------|
|  |   | Short term                           | Medium term | Long term |                                   |                                      |                 |
| Hosting major sporting events and International conferences. | Bidding for the hosting.  |                                      | Jan.2012    |           | Ministry of Sport.                | Presidential Council on Tourism, NSC | Sponsors        |
|  | Provide funding/Donors Conference.  |                                      |             |           | Ministry of Culture and Tourism.  |                                      |                 |
|  | Provide standard venues and infrastructures.  |                                      |             |           | NTDC/Ministry of Sports           | National Planning Commission         | FGN             |
| Development of products.                                     | Develop parks.  | From June, 2011.                     |             |           | National Parks Board              | F,Ministry of Environment            | Concessionaires |
|  | Provide infrastructure for survival of wildlife.  |                                      |             |           | Ministry of Culture and Tourism.  | Federal Ministry of Environment      |                 |
| Develop clusters of resorts along our beaches.               | Develop world class Tourism and products and facilities.  | Jan,2011                             |             |           | Ministry of Culture and Tourism.  | F,Ministry of Environment            | Concessionaires |
|  | Initiate and support funding for Tourism development.   |                                      |             |           | NTDC.                             |                                      |                 |
|  | Enhance the capacity and effectiveness of Regulatory agencies in a areas of data collection and standardization |                                      |             |           | National and State Tourism Board. |                                      | States          |



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| Key initiative   | Activities (Required action)  | Timeline for Execution of Activities |             |           | Implementing Agencies              | Collaboration Agencies       | Fund Sources |
|--|---|--------------------------------------|-------------|-----------|------------------------------------|------------------------------|--------------|
|  |   | Short term                           | Medium term | Long term |                                    |                              |              |
|  | of products.  |                                      |             |           |                                    |                              |              |
|  | Increase marketing and production of Nigeria as a destination worldwide.                      |                                      |             |           |                                    |                              |              |
| Achieve an annual growth rate of between 60% and 100% throughout the next Ten years. | Implement the relevant and acceptable sections of the Tourism Master plans.                   |                                      | From 2013   |           | Ministry of Culture and Tourism.   |                              |              |
|  | Revise and update the recommendations contained in the Tourism Master plan.                   |                                      |             |           | NTDC.                              |                              |              |
|  | Develop world class Tourism and products and facilities.                                      |                                      |             |           | National and State Tourism Boards. |                              |              |
|  | Increase human capacity development in Nigeria.   |                                      |             |           | FAAN                               | Federal Ministry of Aviation |              |
|  | Initiate and support funding for tourism development.   |                                      |             |           |                                    |                              |              |
|  | Support the development of common Regulatory entry visa for West Africa and relax visa rules. |                                      |             |           |                                    |                              |              |
|  | Enhance the capacity and  |                                      |             |           |                                    |                              |              |
|  |   |                                      |             |           |                                    |                              |              |



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| Key initiative   | Activities (Required action)   | Timeline for Execution of Activities |             |           | Implementing Agencies              | Collaboration Agencies | Fund Sources |
|--|--|--------------------------------------|-------------|-----------|------------------------------------|------------------------|--------------|
|  |  | Short term                           | Medium term | Long term |                                    |                        |              |
|  | effectiveness of Regulatory agencies in areas of data collection and standardization of products.                                    |                                      |             |           |                                    |                        |              |
| To receive between 15million and 20 million visitors annually by 2020. | Implement the relevant and acceptable sections of the Tourism Master plans.  |                                      |             | From 2015 | Ministry of sports                 |                        |              |
|  | Revise and update the recommendations contained in the Tourism Master plan.  |                                      |             |           | Ministry of Culture and Tourism.   |                        |              |
|  | Develop world class Tourism and products and facilities.   |                                      |             |           | NTDC.                              |                        |              |
|  | Increase human capacity development in Nigeria.  |                                      |             |           | National and State Tourism Boards. |                        |              |
|  | Initiate and support funding for tourism development.  |                                      |             |           | FAAN                               | F,Ministry of Aviation |              |
|  | Support the development of common Regional entry visa for West Africa and relax visa rules effectiveness of Regulatory agencies in a |                                      |             |           |                                    |                        |              |



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| Key initiative  | Activities (Required action)  | Timeline for Execution of Activities |             |           | Implementing Agencies                                | Collaboration Agencies | Fund Sources |
|---|---|--------------------------------------|-------------|-----------|--|------------------------|--------------|
|   |   | Short term                           | Medium term | Long term |  |                        |              |
|   | areas of data collection and standardization of products.                                   |                                      |             |           |  |                        |              |
|   | Increase marketing and promotion of Nigeria as a destination worldwide.                     |                                      |             |           |  |                        |              |
| To contribute a minimum of 10% to the national GDP by generating an annual Tourism receipts of between \$15 billion and \$30 billion. | Implementing the relevant and acceptable sections of the Tourism Master plan.               |                                      |             | From 2016 | Ministry of Information.                             | CBN,NPC,NBS            |              |
|   | Revise and update the recommendations contained in the Tourism Master plan.                 |                                      |             |           | Ministry of Tourism, Cult, and National Orientation. |                        |              |
|   | Develop world class Tourism products and facilities.  |                                      |             |           | Ministry of Justice.                                 |                        |              |
|   | Increase human capacity development in Nigeria.   |                                      |             |           | Ministry of Finance.                                 |                        |              |
|   | Initiate and support funding for tourism development.                                       |                                      |             |           | NTDC.  |                        |              |
|   | Support the development of common Regional entry visa for West Africa and relax visa rules. |                                      |             |           | NIHOTOURS.   |                        |              |



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| Key initiative | Activities (Required action)   | Timeline for Execution of Activities |             |           | Implementing Agencies | Collaboration Agencies | Fund Sources |
|----------------|--|--------------------------------------|-------------|-----------|-----------------------|------------------------|--------------|
|                |  | Short term                           | Medium term | Long term |                       |                        |              |
|                | Enhance the capacity and effectiveness of Regulatory agencies in a areas of data collection and standardization of products. |                                      |             |           |                       |                        |              |
|                | Increase marketing and promotion of Nigeria as a destination worldwide.  |                                      |             |           |                       |                        |              |

#### 4.4 Monitoring Tool

##### 4.4.1 Culture

| S/n | Key initiatives  | Activities (required action)   | Timeline | Infrastructure | Personnel/skills  | Funding (costs) |
|-----|--|--|----------|----------------|---|-----------------|
| 1.  | Set up an implementation committee that will develop mechanisms to ensure the effective implementation of the reviewed National Cultural Policy - 2010 | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Implementation activities</li> </ul>         | Short    | NIL            | Directors of culture<br>Private Sector<br>Producers<br>Academics<br>Practitioners | 20m             |
| 2.  | An executive bill legalizing SONTA/NANTAP by an act of the National Assembly 2011  | <ul style="list-style-type: none"> <li>• Liaise with SONTA/NANTAP over bill</li> <li>• Re-submission of bill</li> <li>• Passing of bill</li> <li>• Signing of bill by Mr. President</li> <li>• Constitution of implementation board</li> </ul> | Short    | Secretariat    | Directors of culture<br>Private Sector<br>Producers<br>Academics<br>Practitioners | 50m             |



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| S/n | Key initiatives  | Activities (required action)  | Timeline | Infrastructure | Personnel/skills  | Funding (costs) |
|-----|--|---|----------|----------------|---|-----------------|
|     |  | <ul style="list-style-type: none"> <li>• Implementation activities</li> </ul>   |          |                |   |                 |
| 3.  | An executive bill giving power to the Copyrights Commission to arrest and prosecute pirates – 2011 | <ul style="list-style-type: none"> <li>• Development of Enhanced Copyrights bill</li> <li>• Re-submission of bill</li> <li>• Passing of bill</li> <li>• Signing of bill by Mr. President</li> <li>• Recruitment and training of enforcers</li> <li>• Implementation activities</li> </ul> | Short    | NIL            | 370 Enforcers   | 250b            |
| 4.  | Set up a committee to develop ICT policy and implementation strategy for Nigeria -2010             | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Proclamation of polic</li> <li>• Implementation activities</li> </ul>                   | Short    | NIL            | Directors of culture<br>Private Sector<br>Producers<br>Academics<br>Practitioners | 10m             |
| 5.  | Set a committee of   | <ul style="list-style-type: none"> <li>• Development of TORs</li> </ul>   | Short    | Secretariat    | Directors of culture  | 50m             |

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| S/n | Key initiatives   | Activities (required action)  | Timeline | Infrastructure                 | Personnel/skills   | Funding (costs) |
|-----|---|---|----------|--------------------------------|--|-----------------|
|     | government and private sector to work out modalities for and mobilize resources for a Cultural Development Levy and a National Endowment for the Arts -2012 | <ul style="list-style-type: none"> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Setting up of the office of the endowment in Abuja</li> <li>• Setting up of the National Endowment for the Arts Board</li> <li>• Launching of endowment</li> <li>• Implementation of levy payments</li> <li>• Inventory and registration of performance groups, producers, performers etc.</li> <li>• Implementation activities</li> </ul> |          |                                | Private Sector<br>Producers<br>Academics<br>Practitioners        |                 |
| 6.  | Set up committees to organise National Workshops for Arts and Craft, Fashion  | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> </ul>   | Short    | Venue<br>Printing<br>Promotion | Directors of culture<br>Private Sector<br>Producers<br>Academics | 30m             |



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| S/n | Key initiatives  | Activities (required action)   | Timeline | Infrastructure | Personnel/skills  | Funding (costs) |
|-----|--|--|----------|----------------|---|-----------------|
|     | and Foods and Cuisine and to develop manuals/handbooks on them including their promotion-2012  | <ul style="list-style-type: none"> <li>• Committee work</li> <li>• Planning of workshop</li> <li>• Call for workshop</li> <li>• Execution of workshop</li> <li>• Writing of manuals/handbooks</li> <li>• Publication of manuals/handbooks</li> <li>• Implementation activities</li> </ul>                            |          |                | Practitioners   |                 |
| 7.  | Set up a committee of government and private sector personalities to work out modalities for and mobilize resources for a Special Endowment for Children's Programmes, develop implementation strategies for | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Launching of endowment</li> <li>• Commissioning of programmes etc.</li> <li>• Implementation activities</li> </ul> | Short    | NIL            | Directors of culture<br>Private Sector<br>Producers<br>Academics<br>Practitioners | 100m            |

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| S/n | Key initiatives  | Activities (required action)   | Timeline | Infrastructure   | Personnel/skills  | Funding (costs) |
|-----|--|--|----------|--|---|-----------------|
|     | developing Nigerian literature and reading culture -2012   |  |          |  |   |                 |
| 8.  | Set a committee of Government and private sector to work out modalities and mobilize resources for the building of a National Cultural City in Abuja -2015 | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Setting up of the Project Implementation Committee</li> <li>• Call for design</li> <li>• Mobilization of funds and resources</li> <li>• Construction of Cultural City.</li> <li>• Constitution of management board</li> <li>• Implementation activities</li> </ul> |          | National theatre complex<br>National Gallery of Art<br>Arts and Craft Village<br>National Museum<br>National Hall of fame<br>Film City<br>Music City<br>Studio City<br>Roads<br>Electricity<br>Furnishing<br>Equipment | Directors of culture<br>Private Sector<br>Producers<br>Academics<br>Practitioners | 500b            |

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| S/n | Key initiatives  | Activities (required action)   | Timeline | Infrastructure                            | Personnel/skills  | Funding (costs) |
|-----|--|--|----------|---|---|-----------------|
| 10. | Set up a committee of government and academic personalities to work out modalities for the establishment of an Institute of Nigerian Languages- 2014 | <ul style="list-style-type: none"> <li>• Development of TORs</li> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> <li>• Submission of Committee report</li> <li>• Setting up of the Institute</li> <li>• Setting up of the Institute Board</li> <li>• Collection and documentation of Nigerian languages</li> <li>• Implementation activities</li> </ul> |          | Office complex<br>Furnishing<br>Equipment | Directors of culture<br>Private Sector<br>Producers<br>Academics<br>Practitioners | 10b             |



**4.4.2 National Re-Orientation**

| S/n | Key initiatives   | Activities (required action)   | Timeline for Execution of Activities | Parties Responsible   | Key performance indicators  |
|-----|---|--|--------------------------------------|---|---|
| 1.  | Review law to revitalize organs concerned with National Orientation to revive, restructure and fund NDE, NICO, NYSC. Advocacy on the values of good governance, civil and ethical values through massive conscientization of leadership values via the media, retreat, workshops, public discourse. | <ul style="list-style-type: none"> <li>Organize retreat for leadership values, awareness in</li> <li>The public and private sector</li> <li>Itemize and publicize leadership values in the radio and TV programmes.</li> <li>Use of billboards</li> <li>Committee to review laws on NYSC, NDE and National orientation.</li> </ul> | 2010                                 | <ol style="list-style-type: none"> <li>Min of Tourism, Cult. &amp; National Orientation</li> <li>Min of Justice</li> <li>NIM</li> <li>ASCON</li> <li>CMD</li> </ol> | <ol style="list-style-type: none"> <li>Inauguration of committee.</li> <li>Invite resources persons.</li> <li>Organize location for retreat.</li> <li>Invite the trainees</li> <li>Broadcasts or jingles on leadership qualities.</li> <li>Visibility of billboards on leadership slogan.</li> <li>Submission of report.</li> </ol> |
| 2.  | Submit an executive bill for the re-adoption of the old national anthem based on any of the options A-D-2010.   | Committee to reevaluate National Anthem  | 2010                                 | <ol style="list-style-type: none"> <li>Dept. of National Orientation in the Min. of Cult. Tourism &amp; National Orientation</li> </ol>                             | <ol style="list-style-type: none"> <li>Inauguration of Committee</li> <li>Submission of report</li> <li>Implementation</li> </ol>   |



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| S/n | Key initiatives  | Activities (required action)   | Timeline for Execution of Activities | Parties Responsible  | Key performance indicators  |
|-----|--|--|--------------------------------------|--|---|
|     |  |  |                                      | 2. Min of Information  |   |
| 3.  | Set up a committee to properly define and designate national symbols -2010.  | <ul style="list-style-type: none"> <li>• Constitution and inauguration of committee</li> <li>• Committee work</li> </ul>   | 2010                                 | 1. Min. of Information<br>2. Dept. of National Orientation in the Min. of Cult. Tourism & National Orientation | Same as 2 above   |
| 4.  | Resuscitate Center for Democratic Studies (CDS).   | <ul style="list-style-type: none"> <li>• Constitution of a committee</li> <li>• Inauguration of the committee</li> <li>• Committee work</li> <li>• Implementation activities</li> </ul>                                    | Jan 2011                             | The Presidency   | 1. Letters of invitation to the committee members<br>2. Committee to submit report to consultants<br>3. Consultants to submit final report to Presidency  |
| 5.  | The police, EFCC, ICPC should conclude investigations and prosecute all pending cases of graft against public officers to cleanse the national political arena, and give it a new lease of life. – 2010. | <ul style="list-style-type: none"> <li>• Submit Bill on Special Court to National Assembly</li> <li>• Presidential Assent to Bill</li> <li>• Setting up of Special Courts for speedy trial of EFFCC, ICPC cases</li> </ul> | 2011                                 | 1. The Presidency<br>2. The Presidency<br>3. Body of Benchers for Judicial Service Commission<br>4. NBA        | 1. Proposed Bill submitted to National Assembly<br>2. Debate on the Bill<br>3. Passing or rejection of the Bill<br>4. If Bill is passed, Presidential Assent<br>5. Funding for setting up Special Courts released |



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| S/n | Key initiatives  | Activities (required action)  | Timeline for Execution of Activities | Parties Responsible  | Key performance indicators  |
|-----|--|---|--------------------------------------|--|---|
| 6.  | Train current office holders on leadership values, skills, accountability and good governance – 2010.  | <ul style="list-style-type: none"> <li>Organize workshops</li> <li>Organize retreat</li> <li>Organize in-house training</li> <li>Encourage religious leaders to preach good leadership qualities at home, in business and public</li> </ul> | 2010                                 | <ol style="list-style-type: none"> <li>NGOs</li> <li>NIM</li> <li>NIRC</li> <li>Council of Traditional Rulers</li> </ol> | <ol style="list-style-type: none"> <li>Invite resource persons</li> <li>Organize retreat centers</li> <li>Invite the trainees</li> <li>Invite religious leaders to retreat</li> </ol>   |
| 7.  | An executive bill which requires public officers to make available on request by media constituents or other legal organs, accounts, expenditure on public funds - 2012. | <ul style="list-style-type: none"> <li>Submit Bill to National Assembly</li> <li>Presidential Assent to Bill</li> <li>Implementation of Bill</li> </ul>   | 2011                                 | <ol style="list-style-type: none"> <li>Presidency</li> <li>Presidency</li> <li>“</li> </ol>                              | <ol style="list-style-type: none"> <li>Proposed Bill submitted to National Assembly</li> <li>Debate the Bill</li> <li>Passing or rejection of Bill</li> <li>If passed, Presidential Assent</li> <li>Fund provided for implementation</li> </ol> |
| 8.  | Review the operations of the Code of Conduct Bureau to ensure an up to date data base  | <ul style="list-style-type: none"> <li>Constitution and Inauguration of Committee</li> <li>Committee work</li> </ul>  | 2011                                 | <ol style="list-style-type: none"> <li>Presidency</li> <li>“</li> <li>“</li> </ol>                                       | <ol style="list-style-type: none"> <li>Letters of invitation</li> <li>Inauguration of Committee</li> </ol>  |



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| <b>S/n</b> | <b>Key initiatives</b>  | <b>Activities (required action)</b>   | <b>Timeline for Execution of Activities</b> | <b>Parties Responsible</b> | <b>Key performance indicators</b>  |
|------------|---|---|---|----------------------------|--|
|            | on assets declaration by public officers in order to ensure adequate taxation and tracking of graft - 2011.                             | <ul style="list-style-type: none"> <li>• Committee submit report</li> </ul>   |   | 4. “                       | 3. Collect memoranda from public<br>4. Submission of committee report<br>5. Provide fund for report implementation |
| 9.         | The NYSC Scheme ACT should be reviewed to include all graduates of tertiary institutions to promote National Cohesion and Unity - 2012. | <ul style="list-style-type: none"> <li>• Set up Committee to review NYSC Act</li> <li>• Committee work</li> <li>• Committee submit report</li> <li>• Committee report implementation</li> </ul> | 2014  | 1. Presidency              | 1. Invite Committee members<br>2. Inaugurate Committee report<br>3. Provide fund for report implementation         |



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| S/n | Key initiatives   | Activities (required action)  | Infrastructure | Personnel/skills  | Funding (costs) |
|-----|---|---|----------------|---|-----------------|
| 1.  | Review law to revitalize organs concerned with National Orientation to revive, restructure and fund NDE, NICO, NYSC. Advocacy on the values of good governance, civil and ethical values through massive conscientization of leadership values via the media, retreat, workshops, public discourse. | <ul style="list-style-type: none"> <li>1. Organize retreat for leadership values, awareness in the public and private sector</li> <li>2. Itemize and publicize leadership values in the radio and TV programmes.</li> <li>3. Use of billboards</li> <li>4. Committee to review laws on NYSC, NDE and National Orientation.</li> </ul> | NIL            | 1. Min of Information<br>2. Min of Tourism, Cult. & National Orientation<br>3. Min of Justice | Presidency      |
| 2.  | Submit an executive bill for the re-adoption of the old national anthem based on any of the options A-D-2010.   | Committee to reevaluate National Anthem   | NIL            | 1. Min of Information<br>2. Media<br>3. Min of Tourism, Cult. & National Orientation          | Presidency      |
| 3.  | Set up a committee to properly define and designate national symbols -2010.   | <ul style="list-style-type: none"> <li>1. Constitution and inauguration of committee</li> <li>2. Committee work</li> </ul>  | NIL            | Same as above   | Presidency      |



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| S/n | Key initiatives  | Activities (required action)   | Infrastructure | Personnel/skills  | Funding (costs) |
|-----|--|--|----------------|---|-----------------|
| 4.  | Resuscitate Center for Democratic Studies (CDS).   | <ul style="list-style-type: none"> <li>1. Constitution of a committee</li> <li>2. Inauguration of the committee</li> <li>3. Committee work</li> <li>4. Implementation activities</li> </ul>  | NIL            | Presidency  | Presidency      |
| 5.  | The police, EFCC, ICPC should conclude investigations and prosecute all pending cases of graft against public officers to cleanse the national political arena, and give it a new lease of life. – 2010. | <ul style="list-style-type: none"> <li>1. Submit Bill on Special Court to National Assembly</li> <li>2. Presidential Assent to Bill</li> <li>3. Setting up of Special Courts for speedy trial of EFCC, ICPC cases</li> </ul>                     | NIL            | Min. of Justice   | NIL             |
| 6.  | Train current office holders on leadership values, skills, accountability and good governance – 2010.  | <ul style="list-style-type: none"> <li>1. Organize workshops</li> <li>2. Organize retreat</li> <li>3. Organize in-house training</li> <li>3. Encourage religious leaders to preach good leadership qualities at home, in business and</li> </ul> | NIL            | Presidency & Min of Tourism, Cult. & National Orientation | Presidency      |



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| S/n | Key initiatives   | Activities (required action)   | Infrastructure | Personnel/skills | Funding (costs) |
|-----|---|--|----------------|------------------|-----------------|
|     |   | public   |                |                  |                 |
| 7.  | An executive bill which requires public officers to make available on request by media constituents or other legal organs, accounts, expenditure on public funds - 2012.                          | <ul style="list-style-type: none"> <li>• 1. Submit Bill to National Assembly</li> <li>• 2. Presidential Assent to Bill</li> <li>• 3. Implementation of Bill</li> </ul>   | NIL            | Presidency       | Presidency      |
| 8.  | Review the operations of the Code of Conduct Bureau to ensure an up to date data base on assets declaration by public officers in order to ensure adequate taxation and tracking of graft - 2011. | <ul style="list-style-type: none"> <li>• 1. Constitution and Inauguration of Committee</li> <li>• 2. Committee work</li> <li>• 3. Committee submit report</li> </ul>   | NIL            | Presidency       | Presidency      |
| 9.  | The NYSC Scheme ACT should be reviewed to include all graduates of tertiary institutions to promote National Cohesion and Unity - 2012.   | <ul style="list-style-type: none"> <li>• 1. Set up Committee to review NYSC Act</li> <li>• 2. Committee work</li> <li>• 3. Committee submit report</li> <li>• 4. Committee report implementation</li> <li>•</li> </ul> | NIL            | Min. of Youth    | Presidency      |



#### 4.4.3 Tourism

| S/n | Key initiatives   | Activities (required action)  | Timeline         | Parties Responsible  | Key performance indicators  |
|-----|---|---|------------------|--|---|
| 1.  | To achieve an annual growth rate of between 60% and 100% in the next Ten years.           | <ul style="list-style-type: none"> <li>1. Revise and update the recommendations contained in the Tourism Master plan</li> <li>2. Implement the relevant and acceptable sections of the Tourism Master plans</li> <li>3. To increase human capacity development in Nigeria</li> <li>4. To develop world class Tourism products and facilities</li> <li>5. To initiate and support funding for tourism development</li> <li>6. To support the development of common Regional entry visa for West Africa and relax visa rules</li> </ul> | As from Jan 2010 | Presidency<br><br>FGN<br>FMC&T<br>NTDC<br>NIHOTOURS<br>Private & Public Sectors<br>Nigerian police<br>Immigration<br>Nigeria Customs Service | 1. Publicity<br>2. Capacity building<br>3. Product development to world standard<br>4. Enhance data collection<br>5. Adequate funding |
| 2.  | To support the use of film, visual arts, movies and music as a tool for tourism promotion | <ul style="list-style-type: none"> <li>To increase marketing and promotion of Nigeria as a destination worldwide.</li> <li>To initiate and support funding for tourism development and linkages with the appropriate groups e.g. movies makers etc.</li> <li>To develop world class Tourism and</li> </ul>  | As from Jan 2010 | Presidency<br>FGN<br>Min of Foreign Affairs<br>Fed Min of Inf<br>FMC&T   | 1. Publicity<br>2. Capacity building<br>3. Product development to world standard<br>4. Enhance data collection<br>5. Adequate funding |



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| S/n | Key initiatives  | Activities (required action)  | Timeline           | Parties Responsible   | Key performance indicators   |
|-----|--|---|--------------------|---|--|
|     |  | products and facilities   |                    | NTDC<br>Private sector  |  |
| 3.  | To develop a linkage between the promotion of Tourism and cultural events.               | <ul style="list-style-type: none"> <li>To increase marketing and promotion of Nigeria as a destination worldwide.</li> <li>To initiate and support funding for tourism development</li> <li>To develop world class Tourism and products and facilities</li> </ul>   | As from June, 2010 | Federal Min. of Cult. & Tourism<br>National & State Tourism Boards<br>NTDC<br>NIHOTOURS | Development of synergy among operators and active collaboration of States, Traditional rulers and host communities   |
| 4.  | To promote the development and conservation of museums and monuments as tourism products | <ul style="list-style-type: none"> <li>To increase marketing and promotion of Nigeria as a destination worldwide.</li> <li>To initiate and support funding for tourism development</li> <li>To develop world class Tourism and products and facilities</li> <li>Implement relevant section of the Masterplan</li> </ul> | From June 2010     | FGN<br>FMC&T<br>NTDC<br>NIHOTOURS<br>Private Sector                                     | <ol style="list-style-type: none"> <li>1.Publicity</li> <li>2. Capacity building</li> <li>3. Product development to world standard</li> <li>4. Adequate funding</li> </ol> |
| 5.  | We should seek to host major sporting events and international conferences.              | <ul style="list-style-type: none"> <li>To develop world class Tourism and products and facilities.</li> <li>To initiate and support funding for tourism development</li> </ul>  | Jan 2012           | Presidency<br>FMC&T<br>State Tourism Board  | <ol style="list-style-type: none"> <li>1.Developing sporting and cultural facilities to world standard</li> <li>2.Publicity</li> </ol>                                     |



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| S/n | Key initiatives                    | Activities (required action)  | Timeline  | Parties Responsible  | Key performance indicators  |
|-----|------------------------------------|---|-----------|--|---|
|     |                                    | <ul style="list-style-type: none"> <li>To enhance the capacity and effectiveness of Regulatory agencies in areas of data collection and standardization of products</li> <li>To increase marketing and promotion of Nigeria as a destination worldwide</li> </ul>   |           | NTDC<br>Private Sector<br>Min of Sports<br>Fed Min of Foreign Affairs                                  | 3. Active use of Nigeria political leverage   |
| 6.  | To seek to develop safari products | <ul style="list-style-type: none"> <li>To develop world class Tourism products and facilities.</li> <li>To initiate and support funding for tourism development</li> <li>To enhance the capacity and effectiveness of Regulatory agencies in a areas of data collection and standardization of products</li> <li>Implement relevant sections of the Masterplan</li> <li></li> </ul> | June 2012 | i.Presidency<br>ii.FMC&T<br>iii.Fed Min of Environ<br>iv.State Tourism Board<br>v.NTDC<br>vi.NIHOTOURS | 1.Marketing and promotion of national parks and game reserves<br>1.Publicity<br>2. Capacity building<br>3. Product development to world standard<br>4. Develop linkage with tourism |

#### 4.1. Implementation Monitoring Framework

##### CULTURE

| Initiatives/Activities/Projects                 | Monitoring Agency | Monitoring Frequency              | KPI  | % Completion | Issues   | Risks   | Mitigation   |
|---|-------------------|-----------------------------------|--|--------------|--|---|--|
| 1. Development of Cultural industry centre plan | LG                | 1. Routine Data Collection        | 1. x % /Number of Cultural industry centres established by 2015        | i. 100       | Enough funds may not appropriate<br><br>Govt may not accept proposal | Establishment of the centres may not lead to enhanced tourism<br><br>Income may not meet up with target | Govt acceptance of proposal<br><br>Govt may not respect timelines<br><br>Timely release of funds |
| 2. Constitution implementation committee        | SG                | 2. Implementation Reports         |  | ii. 100      |  |   |  |
| 3. Committee work                               | FGN               | 3. Evaluation Reports             | 2. x % of cultural products produced by year 2015                      | iii. 100     |  |   |  |
| 4. Submission of Committee report               | FMTCNO            | 4. Publication of Reports         | 3. x% of income generated by cultural industries by 2015               | iv. 100      |  |   |  |
| 5. Implementation activities                    |                   | 5. Performance Assessment /Report | 4. x % /Number of people employed by Cultural industry centres by 2015 | v. 70        |  |   |  |
| 1. Development of TORs                          | FGN               | 1. Routine Data Collection        | 1. X % /Number of activities from policy                               | i. 100       | Enough funds may   | Establishment of the centres may  | Govt acceptance  |
| 2. Constitution and                             | FMTCNO            |                                   |  | ii. 100      |  |   |  |



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| Initiatives/Activities/Projects   | Monitoring Agency                       | Monitoring Frequency   | KPI  | % Completion   | Issues   | Risks  | Mitigation   |
|---|---|--|--|--|--|--|--|
| inauguration of committee<br>3. Committee work<br>4. Submission of Committee report<br>5. Implementation activities   |   | 2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report                               | executed by 2015<br>2. X % of cultural industries standardized by 2015<br>3. X % Receipts of cultural industries   | iii. 100<br>iv. 100<br>v. 60                                 | not appropriate<br>Govt may not accept proposal                  | not lead to enhanced tourism<br>Income may not meet up with target | of proposal<br>Govt may not respect timelines<br>Timely release of funds                 |
| 1. Liaise with SONTA/NANTAP over bill<br>2. Re-submission of bill<br>3. Passing of bill<br>4. Signing of bill by Mr. President<br>5. Constitution of implementation board<br>6. vi. Implementation activities | FGN<br>FMTCNO<br>SONTA/NANT<br>AP<br>AJ | 1. Routine Data Collection<br>2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report | 1. X % of theatres and groups regulated by 2015<br>2. X % of theatre productions by 2015<br>3. X % Receipts of theatre/performances by 2015<br>4. X % /number of people employed in theatre related activities by 2015 | i. 100<br>ii. 100<br>iii. 100<br>iv. 100<br>v. 100<br>vi. 70 | Enough funds may not appropriate<br>Govt may not accept proposal | Income may not meet up with target<br>Delay in passing bill        | Govt acceptance of proposal<br>Govt may not respect timelines<br>Timely release of funds |
| 1. Development of Enhanced  | FGN                                     | 1. Routine Data  | 1. X % of enforcers  | i. 100   | Enough   |  | Govt   |



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| Initiatives/Activities/Projects  | Monitoring Agency                     | Monitoring Frequency   | KPI   | % Completion  | Issues   | Risks  | Mitigation   |
|--|---------------------------------------|--|---|---|--|--|--|
| Copyrights bill<br>2. Re-submission of bill<br>3. Passing of bill<br>4. Signing of bill by Mr. President<br>5. Recruitment and training of enforcers<br>6. Implementation activities           | FMo<br>National Copyrights Commission | Collection<br>2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report                 | employed by 2015;<br>2. X % /Number of arrests and prosecution by 2015<br>3. X % of Receipts of penalties<br>4. X % of receipts of film, music, books etc by 2015 | ii. 100<br>iii. 100<br>iv. 100<br>v. 70<br>vi. 60           | funds may not appropriate<br>Govt may not accept proposal        | Delay in passing of bill<br>Income may not meet up with target                                 | acceptance of proposal<br>Govt may not respect timelines<br>Timely release of funds      |
| 1. Development of TORs<br>2. Constitution and inauguration of committee<br>3. Committee work<br>4. Submission of Committee report<br>5. Proclamation of policy<br>6. Implementation activities | FGN<br>FMTCNO<br>FMoIC<br>NICTA       | 1. Routine Data Collection<br>2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report | 1. X % of ICT usage by 2015<br>2. X % of income generation from ICT by 2015   | i. 100<br>ii. 100<br>iii. 100<br>iv. 100<br>v. 100<br>v. 60 | Enough funds may not appropriate<br>Govt may not accept proposal | Strategy may conflict with plans of other working groups<br>Income may not meet up with target | Govt acceptance of proposal<br>Govt may not respect timelines<br>Timely release of funds |



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| Initiatives/Activities/Projects   | Monitoring Agency   | Monitoring Frequency   | KPI   | % Completion   | Issues   | Risks  | Mitigation   |
|---|---|--|---|--|--|--|--|
| 1. Development of TORs<br>2. Constitution and inauguration of committee<br>3. Committee work<br>4. Submission of Committee report<br>5. Setting up of the office of the endowment in Abuja<br>6. Setting up of the National Endowment for the Arts Board<br>7. Launching of endowment<br>8. Implementation of levy payments<br>9. Inventory and registration of performance groups, producers, performers etc.<br>10. Implementation activities | FGN<br>FMTCNO<br>Private Sector<br>National Endowment Board | 1. Routine Data Collection<br>2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report | 1. X % of funds realised from Receipts of launching by 2015<br>2. X % of Receipts of levy by 2015<br>3. X % / Number of grants disbursed by 2015<br>4. X % of Receipts of cultural industries by 2015<br>5. X % of local programmes on TV, Radio etc. by 2015 | i. 100<br>ii. 100<br>iii. 100<br>iv. 100<br>v. 70<br>vi. 100<br>vii. 50<br>viii. 50<br>ix. 70<br>x. 50 | Enough funds may not appropriate<br>Govt may not accept proposal | Establishment of the endowment may not lead to enhanced cultural products<br>Income may not meet up with target<br>Private sector may refuse to buy in | Govt acceptance of proposal<br>Govt may not respect timelines<br>Timely release of funds |
| 1. Development of TORs<br>2. Constitution and inauguration of committee   | FGN<br>FMTCNO<br>Private Sector                             | 1. Routine Data Collection<br>2. Implementation  | 1. Number of Copies of manuals printed and distributed by 2015  | i. 100<br>ii. 100  | Enough funds may not   | Standardisation may not lead to enhanced   | Govt acceptance of proposal  |



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| Initiatives/Activities/Projects   | Monitoring Agency                                   | Monitoring Frequency   | KPI   | % Completion  | Issues   | Risks  | Mitigation   |
|---|---|--|---|---|--|--|--|
| 3. Committee work<br>4. Planning of workshop<br>5. Call for workshop<br>6. Execution of workshop<br>7. Writing of manuals/handbooks<br>8. Publication of manuals/handbooks<br>9. Implementation activities                            | National Endowment Board                            | Reports<br>3. Evaluation reports<br>4. Publication of Reports<br>5. Performance Assessment /Report   | 2. Number of awareness /promotion programmes done by 2015<br>3. X % /Number of products produced by 2015<br>4. X % of Receipts of sales by 2015                                   | iii. 100<br>iv. 100<br>v. 100<br>vi. 100<br>vii. 100<br>viii. 100<br>ix. 60 | appropriate<br>Govt may not accept proposal                      | acceptance of Nigerian cuisine<br>Income may not meet up with target   | Govt may not respect timelines<br>Timely release of funds                                |
| 1. Development of TORs<br>2. Constitution and inauguration of committee<br>3. Committee work<br>4. Submission of Committee report<br>5. Launching of endowment<br>6. Commissioning of programmes etc.<br>7. Implementation activities | FGN FMTTCNO Private Sector National Endowment Board | 1. Routine Data Collection<br>2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report | 1. X % of funds generated from launching by year 2015<br>2. X % /number of children's programme produced by 2015<br>3. X % /number of Nigerian literature books published by 2015 | i. 100<br>ii. 100<br>iii. 100<br>iv. 100<br>v. 70<br>vi. 60                 | Enough funds may not appropriate<br>Govt may not accept proposal | Establishment of the special endowment may not lead to enhanced change of attitude<br>Income may not meet up with target | Govt acceptance of proposal<br>Govt may not respect timelines<br>Timely release of funds |



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| Initiatives/Activities/Projects   | Monitoring Agency                                      | Monitoring Frequency   | KPI   | % Completion                             | Issues                                       | Risks  | Mitigation  |
|---|--|--|---|--|--|--|---|
|   |  |  | 4. X % /Number of grants disbursed by 2015<br>5. X % income generated from Receipts of children's programmes by 2015<br>6. X % income generated from receipts of Nigerian Literature books by 2015<br>7. X %/ Number of children's programmes on TV, Radio etc. by 2015 | vii. 50                                  |  |  |   |
| 1. Development of TORs<br>2. Constitution and inauguration of committee<br>3. Committee work<br>4. Submission of Committee report | FGN<br>FMTCNO<br>FMoIC<br>Private Sector<br>SONTA/NANT | 1. Routine Data Collection<br>2. Implementation Reports<br>3. Evaluation Reports | 1. X % of funds mobilized by 2018<br>2. X % level of National Theatre Complex completed and functional by 2018  | i. 100<br>ii. 100<br>iii. 100<br>iv. 100 | Enough funds may not appropriate<br>Govt may | Establishment of the cities may not lead to enhanced cultural products and tourism | Govt acceptance of proposal<br>Govt may not respect |



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| Initiatives/Activities/Projects                       | Monitoring Agency | Monitoring Frequency              | KPI   | % Completion | Issues              | Risks                              | Mitigation              |
|---|-------------------|-----------------------------------|---|--------------|---------------------|------------------------------------|-------------------------|
| 5. Setting up of the Project Implementation Committee | AP                | 4. Publication of Reports         | 3. X % level of National Gallery of Arts completed and functional by 2018 | v. 100       | not accept proposal | Income may not meet up with target | timelines               |
| 6. Call for design                                    | Music             | 5. Performance Assessment /Report | 4. X % level of Arts and Craft Village completed and functional by 2018   | vii. 100     |                     |                                    | Timely release of funds |
| 7. Mobilization of funds and resources                | NFVCB             |                                   | 5. X% level of National museum Completed and functional by 2018.          | viii. 50     |                     |                                    |                         |
| 8. Construction of Cultural City.                     |                   |                                   | 6. X% level of National Hall of fame completed and functional by 2018     | ix. 100      |                     |                                    |                         |
| ix. Constitution of management board                  |                   |                                   | 7. X % level of Film City completed and functional by 2018                | x. 50        |                     |                                    |                         |
| x. Implementation activities                          |                   |                                   | 8. X % level of Music completed and functional by 2018                    |              |                     |                                    |                         |



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| Initiatives/Activities/Projects | Monitoring Agency | Monitoring Frequency | KPI  | % Completion | Issues | Risks | Mitigation |
|---------------------------------|-------------------|----------------------|--|--------------|--------|-------|------------|
|                                 |                   |                      | 9. X % level of Studio City completed and functional by 2018<br>10. X % level of Roads completed and functional by 2018<br>11. X % level of electrification completed and functional by 2018<br>12. X % level of equipment purchased, supplied and functional by 2018<br>13. X % / Number of products generated by the National Cultural City by 2020<br>14. X % of Receipts of products of the National Cultural City |              |        |       |            |



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| Initiatives/Activities/Projects  | Monitoring Agency                     | Monitoring Frequency   | KPI   | % Completion  | Issues   | Risks  | Mitigation   |
|--|---------------------------------------|--|---|---|--|--|--|
|  |                                       |  | by 2020<br>15. X % /number of people employed at the National Cultural City by 2020<br>16. X % of Tourism receipts at the National Cultural City by 20120 |   |  |  |  |
| 1. Development of TORs<br>2. Constitution and inauguration of committee<br>3. Committee work<br>4. Submission of Committee report<br>5. Setting up of the Institute<br>6. Setting up of the Institute Board<br>7. Collection and documentation of Nigerian languages<br>8. Implementation activities | FGN<br>FMTCNO<br>FMoIC<br>FMoE<br>NLI | 1. Routine Data Collection<br>2. Implementation Reports<br>3. Evaluation Reports<br>4. Publication of Reports<br>5. Performance Assessment /Report | 1. X % level of completion of secretariat, furnishing and staffing.<br>2. X %/ Number of languages documented by 2018                                     | i. 100<br>ii. 100<br>iii. 100<br>iv. 100<br>v. 50<br>vi. 100<br>vii. 40<br>viii. 40 | Enough funds may not appropriate<br>Govt may not accept proposal | Establishment of the Institute may not lead to development of indigenous languages<br>Income may not meet up with target | Govt acceptance of proposal<br>Govt may not respect timelines<br>Timely release of funds |



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| Initiatives/Activities/Projects | Monitoring Agency | Monitoring Frequency | KPI | % Completion | Issues | Risks | Mitigation |
|---------------------------------|-------------------|----------------------|-----|--------------|--------|-------|------------|
|                                 |                   |                      |     |              |        |       |            |

**NATIONAL RE-ORIENTATION**

| S/n | Key initiatives  | Activities (required action)  | Timeline | Parties Responsible  | M & E activities   | Key performance indicators  |
|-----|--|---|----------|--|--|---|
| 1.  | Review law to revitalize organs concerned with National Orientation to revive, restructure and fund NDE, NICO, NYSC. Advocacy on the values of good governance, civil and ethical values through massive sensitization of leadership values via the media, retreat, workshops, public discourse. | <ol style="list-style-type: none"> <li>1. Organize retreat for leadership values, awareness in the public and private sector</li> <li>2. Itemize and publicize leadership values in the radio and TV programmes.</li> <li>3. Use of billboards</li> <li>4. Committee to review laws on NYSC, NDE and National Orientation.</li> </ol> | 2010     | <ol style="list-style-type: none"> <li>1. Federal Ministry of Tourism, Culture &amp; National Orientation.</li> <li>2. Federal Ministry of Justice.</li> </ol> | <ol style="list-style-type: none"> <li>1. Attitudinal change of the leaders and the people</li> <li>2. Research activities</li> <li>3. submission of research work</li> <li>4. Publication of research work</li> </ol> | <ol style="list-style-type: none"> <li>1. Inauguration of committee.</li> <li>2. Invite resources persons.</li> <li>3. Organize location for retreat.</li> <li>4. Invite the trainees</li> <li>5. Broadcasts or jingles on leadership qualities.</li> <li>6. Visibility of billboards on</li> </ol> |



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| S/n | Key initiatives   | Activities (required action)                                       | Timeline | Parties Responsible   | M & E activities   | Key performance indicators   |
|-----|---|--|----------|---|--|--|
|     |   |  |          |   |  | leadership slogan.<br>7. Submission of report.                               |
| 2.  | Submit an executive bill for the re-adoption of the old national anthem based on any of the options A-D-2010. | Committee to reevaluate National Anthem                            | 2010     | Dept. of National Orientation in the Min. of Cult. Tourism & National Orientation | 1. Attitudinal change of the leaders and the people<br>2. Research activities<br>3. submission of research work<br>4. Publication of research work | 1. Inauguration of Committee<br>2. Submission of report<br>3. Implementation |
| 3.  | Set up a committee to properly define and designate national symbols -2010.                                   | 1. Constitution and inauguration of committee<br>2. Committee work | 2010     | 1. Federal Ministry of Tourism, Culture & National Orientation.                   | 1. Attitudinal change of the leaders and the people<br>2. Research activities<br>3. submission of research work                                    | Same as 2 above  |



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| S/n | Key initiatives  | Activities (required action)   | Timeline | Parties Responsible   | M & E activities   | Key performance indicators   |
|-----|--|--|----------|---|--|--|
|     |  |  |          |   | 4. Publication of research work  |  |
| 4.  | Resuscitate Center for Democratic Studies (CDS).   | <ol style="list-style-type: none"> <li>1. Constitution of a committee</li> <li>2. Inauguration of the committee</li> <li>3. Committee work</li> <li>4. Implementation activities</li> </ol>                                  | 2011     | The Presidency  | <ol style="list-style-type: none"> <li>1. Attitudinal change of the leaders and the people</li> <li>2. Research activities</li> <li>3. submission of research work</li> <li>4. Publication of research work</li> </ol> | <ol style="list-style-type: none"> <li>1. Letters of invitation to the committee members</li> <li>2. Committee to submit report to consultants</li> <li>3. Consultants to submit final report to Presidency</li> </ol> |
| 5.  | The police, EFCC, ICPC should conclude investigations and prosecute all pending cases of graft against public officers to cleanse the national political arena, and give it a new lease of life. – 2010. | <ol style="list-style-type: none"> <li>1. Submit Bill on Special Court to National Assembly</li> <li>2. Presidential Assent to Bill</li> <li>3. Setting up of Special Courts for speedy trial of EFCC, ICPC cases</li> </ol> | 2011     | <ol style="list-style-type: none"> <li>1. The Presidency</li> <li>2. The Presidency</li> <li>3. Body of Benchers for Judicial Service Commission</li> <li>4. NBA</li> </ol> | <ol style="list-style-type: none"> <li>1. Attitudinal change of the leaders and the people</li> <li>2. Research activities</li> <li>3. submission of research work</li> <li>4. Publication of research work</li> </ol> | <ol style="list-style-type: none"> <li>1. Proposed Bill submitted to National Assembly</li> <li>2. Debate on the Bill</li> <li>3. Passing or rejection of the Bill</li> <li>4. If Bill is passed,</li> </ol>           |



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| S/n | Key initiatives  | Activities (required action)  | Timeline | Parties Responsible  | M & E activities  | Key performance indicators  |
|-----|--|---|----------|--|---|---|
|     |  |   |          |  |   | Presidential Assent<br>5. Funding for setting up Special Courts released  |
| 6.  | Train current office holders on leadership values, skills, accountability and good governance – 2010.  | <ol style="list-style-type: none"> <li>1. Organize workshops</li> <li>2. Organize retreat</li> <li>3. Organize in-house training</li> <li>3. Encourage religious leaders to preach good leadership qualities at home, in business and public</li> </ol> | 2010     | <ol style="list-style-type: none"> <li>1. NGOs</li> <li>2. NIM</li> <li>3. NIPM</li> <li>4. Council of Traditional Rulers</li> </ol> | 1. Federal Ministry of Tourism, Culture & National Orientation.   | <ol style="list-style-type: none"> <li>1. Invite resource persons</li> <li>2. Organize retreat centers</li> <li>3. Invite the trainees</li> <li>4. Invite religious leaders to retreat</li> </ol> |
| 7.  | An executive bill which requires public officers to make available on request by media constituents or other legal organs, accounts, expenditure on public funds - 2012. | <ol style="list-style-type: none"> <li>1. Submit Bill to National Assembly</li> <li>2. Presidential Assent to Bill</li> <li>3. Implementation of Bill</li> </ol>  | 2011     | <ol style="list-style-type: none"> <li>1. Presidency</li> <li>2. Presidency</li> <li>3. “</li> </ol>                                 | <ol style="list-style-type: none"> <li>1. Attitudinal change of the leaders and the people</li> <li>2. Research activities</li> <li>3. submission of research work</li> </ol> | <ol style="list-style-type: none"> <li>1. Proposed Bill submitted to National Assembly</li> <li>2. Debate the Bill</li> <li>3. Passing or rejection of Bill</li> <li>4. If passed,</li> </ol>     |



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| S/n | Key initiatives   | Activities (required action)   | Timeline | Parties Responsible                   | M & E activities   | Key performance indicators   |
|-----|---|--|----------|---------------------------------------|--|--|
|     |   |  |          |                                       | 4. Publication of research work  | Presidential Assent<br>5. Fund provided for implementation   |
| 8.  | Review the operations of the Code of Conduct Bureau to ensure an up to date data base on assets declaration by public officers in order to ensure adequate taxation and tracking of graft - 2011. | 1. Constitution and Inauguration of Committee<br>2. Committee work<br>3. Committee submit report | 2011     | 1. Presidency<br>2. "<br>3. "<br>4. " | 1. Attitudinal change of the leaders and the people<br>2. Research activities<br>3. submission of research work<br>4. Publication of research work | 1. Letters of invitation<br>2. Inauguration of Committee<br>3. Collect memoranda from public<br>4. Submission of committee report<br>5. Provide fund for report implementation |

| LONG TERM |   |   |      |   |  |  |
|-----------|---|---|------|---|--|--|
| 9.        | The NYSC Scheme ACT should be reviewed to include all graduates of tertiary institutions to promote National Cohesion and Unity - 2012. | <ol style="list-style-type: none"> <li>1. Set up Committee to review NYSC Act</li> <li>2. Committee work</li> <li>3. Committee submit report</li> <li>4. Committee report implementation</li> </ol> | 2014 | <ol style="list-style-type: none"> <li>1. Presidency</li> <li>2. “</li> <li>3. “</li> <li>4. “</li> </ol> | <ol style="list-style-type: none"> <li>1. Attitudinal change of the leaders and the people</li> <li>2. Research activities</li> <li>3. submission of research work</li> <li>4. Publication of research work</li> </ol> | <ol style="list-style-type: none"> <li>1. Invite Committee members</li> <li>2. Inaugurate Committee report</li> <li>3. Provide fund for report implementation</li> </ol> |

**TOURISM MONITORING TOOL**

| Key Initiatives   | Monitoring Agencies  | Monitoring Frequency | KPI   | % Composition issues   | Risks | Mitigation   |
|---|--|----------------------|---|--|-------|--|
| Achieve an annual growth rate of between 60% and 100% through the next Ten years. | FGN  | Jan., 2010.          | X% increase in annual tourist arrivals at Nigerian airports and land borders. | Setting up inter-ministerial committee to map out strategies towards actualization of the goals. |       | Effective data collection by the regulatory authority. |
|   | FM C&T   | Jan., 2010.          | Increase in number of hotels/hospitality established.                         | Revival of Presidential Council on Tourism.  |       |  |
|   | Fed of internal Affairs Customer immigration private Sector M&E Committee. | June, 2010.          | % increase in numbers employed in tourism/hospitality enterprises.            | Revision and update of the recommendations contained in the Tourism Master plans.                |       |  |
|   |  | Sept., 2010.         | % increase in the contribution of tourism/hospitality to GDP.                 | Implementation of relevant and acceptable sections of the tourism                                |       |  |



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| Key Initiatives   | Monitoring Agencies | Monitoring Frequency | KPI                                       | % Composition issues  | Risks | Mitigation |
|---|---------------------|----------------------|---|---|-------|------------|
|   |                     |                      | % increase in the tourist expenditure     | Master plans.   |       |            |
|   |                     | June, 2010 onwards.  |   | Increasing human capacity development in Nigeria.   |       |            |
|   |                     | June, 2010.          |   | Development of world class Tourism products and facilities.                                   |       |            |
|   |                     |                      |   | Initiation of support funding for tourism development.  |       |            |
|   |                     |                      |   | Support the development of common Regional entry visa rules West Africa and relax visa rules. |       |            |
| Support the use of film, visual arts, movies and music as a tool for tourism promotion. | FGN<br>FMC&T        | Jan., 2010           | X% increase in number of movies produced. | Increasing marketing and promotion of Nigeria as a destination                                |       |            |



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| Key Initiatives               | Monitoring Agencies         | Monitoring Frequency | KPI  | % Composition issues   | Risks | Mitigation |
|-------------------------------|-----------------------------|----------------------|--|--|-------|------------|
|                               |                             |                      | X% increase in number of art galleries established (private and public). | worldwide  |       |            |
|                               | FMF<br>NTDC                 | March, 2010          |  | Initiating of support funding for tourism development.                       |       |            |
|                               | NIHOTOURS<br>Private Sector | Mar-Dec., 2010       | X% increase in number of people employed in the music industry           | Development of world class Tourism and products and facilities.              |       |            |
| Develop a linkage between the | FGN                         |                      | X% of income generated by tourism stakeholders from cultural events.     | Encouraging joint programmes to promote cultural events products of tourism. |       |            |
|                               | FMC&T                       |                      |  | Set up a committee of culture and tourism groups.                            |       |            |
|                               | NTDC                        |                      |  | Increasing marketing and promotion of Nigeria as a destination worldwide.    |       |            |

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| Key Initiatives   | Monitoring Agencies  | Monitoring Frequency | KPI   | % Composition issues  | Risks | Mitigation |
|---|--|----------------------|---|---|-------|------------|
|   | Private Sector   |                      |   | Initiating and support funding for tourism development.         |       |            |
|   |  |                      |   | Development of world class Tourism and products and facilities. |       |            |
| Promote the development and conservation of museums and monuments as tourism products | FGN<br>FMC&T<br>Fed of Inter Affairs<br>Customs<br>Immigration Private Sector<br>M&E Committee | Jan., 2010.          | % increase in the number of museums and monument established.   | Marketing and promotion of Nigeria as a destination worldwide.  |       |            |
|   |  | Jan., 2010.          | % increase in the number of national monuments that are designated by UNESCO as monuments of universal value. | Development of world class Tourism and products and facilities  |       |            |

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| Key Initiatives  | Monitoring Agencies  | Monitoring Frequency       | KPI  | % Composition issues  | Risks | Mitigation |
|--|--|----------------------------|--|---|-------|------------|
|  |  |                            | % increase in the incomes generated by museums and monuments   |   |       |            |
| <p>We should seek to host major sporting events and international conferences.</p> <p>Request for hosting major sporting events/International conferences.</p> | <p>FGN<br/>FMC&amp;T<br/>Private Sector<br/>NTDC<br/>NIHOTOURS<br/>Ministry of Youths &amp; Sport Development.</p> | <p>As from Jan., 2012.</p> | <p>% increase in the number of international sporting events hosted by Nigeria.<br/>Income generated through hosting of international sporting events.</p> | Development of world class Tourism products and facilities.   |       |            |
|  |  |                            |  | Initiating and support funding for tourism development.   |       |            |
|  |  |                            |  | Enhancement of the capacity and effectiveness of Regulatory agencies in a areas of data collection and standardization of products. |       |            |
|  |  |                            |  | Increasing marketing and  |       |            |



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| Key Initiatives                     | Monitoring Agencies   | Monitoring Frequency        | KPI   | % Composition issues  | Risks | Mitigation |
|-------------------------------------|---|-----------------------------|---|---|-------|------------|
|                                     |   |                             |   | promotion of Nigeria as a tourism destination.  |       |            |
| To seek to develop safari products. | FGN<br>FMC&T<br>National Park Service<br>Private Sector<br>STB<br>NTB<br>Local Government<br>Host-Community<br>NTDC | As from Jan., 2011 onwards. | Expect to develop at least 10 trails in Nigeria | To develop world class national parks and game reserves.  |       |            |
|                                     |   |                             |   | Initiating and supporting funding for tourism development.  |       |            |
|                                     |   |                             |   | Enhance the capacity and effectiveness of Regulatory agencies in an areas of data collection and standardization of products. |       |            |
|                                     |   |                             |   | Marketing and promotion of Nigeria as a destination   |       |            |



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| Key Initiatives   | Monitoring Agencies  | Monitoring Frequency | KPI | % Composition issues  | Risks | Mitigation |
|---|--|----------------------|-----|---|-------|------------|
|   |  |                      |     | worldwide.  |       |            |
| To achieve as annual growth rate of between 60% and 100% in the next Ten years. | FGN<br>FMC&T<br>Private Sector.<br>NTDC<br>Immigration<br>Customs Service<br>STB<br>NTB<br>NIHOTOURS | Jan., 2010-2020      |     | Implement the relevant and acceptable sections of the Tourism Master plans. |       |            |
|   |  |                      |     | Revis and update the recommendations contained in the Tourism Master plans. |       |            |
|   |  |                      |     | Encouraging training and manpower development for capacity building.        |       |            |
|   |  |                      |     | To initiate an support funding for tourism development.                     |       |            |
|   |  |                      |     | To enhance the  |       |            |



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| Key Initiatives   | Monitoring Agencies   | Monitoring Frequency | KPI                           | % Composition issues   | Risks | Mitigation |
|---|---|----------------------|-------------------------------|--|-------|------------|
|   |   |                      |                               | capacity and effectiveness of Regulatory agencies in areas of data collection and standardization of products. |       |            |
|   |   |                      |                               | Increase marketing and promotion of Nigeria as a tourism destination worldwide.                                |       |            |
| To receive at least 20 million visitors annually by 2020. | FGN<br>FMC&T<br>Private Sector.<br>NTDC<br>Immigration<br>Customs Service<br>STB<br>NTB | Jan., 2011-2015.     | By 2013<br>2 million          | Implement the relevant and acceptable sections of the Tourism Master plans.                                    |       |            |
|   |   |                      | By 2012<br>5 million visitors | Revise ad update the recommendations contained in the Tourism Master   |       |            |



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| Key Initiatives | Monitoring Agencies | Monitoring Frequency | KPI                            | % Composition issues  | Risks | Mitigation |
|-----------------|---------------------|----------------------|--------------------------------|---|-------|------------|
|                 |                     |                      |                                | plan.   |       |            |
|                 |                     |                      | By 2016<br>10 million visitors | Develop world class Tourism products and facilities.  |       |            |
|                 |                     |                      |                                | Increase human capacity development in Nigeria.   |       |            |
|                 |                     |                      |                                | Initiate and support funding for tourism development.                                       |       |            |
|                 |                     |                      |                                | Support development of common Regional entry visa rules.                                    |       |            |
|                 |                     |                      |                                | Enhance the capacity and effectiveness of Regulatory agencies in a areas of data collection |       |            |



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| Key Initiatives | Monitoring Agencies | Monitoring Frequency | KPI | % Composition issues  | Risks | Mitigation |
|-----------------|---------------------|----------------------|-----|---|-------|------------|
|                 |                     |                      |     | and standardization of products.  |       |            |
|                 | NIHOTOURS           |                      |     | Increase marketing and promotion of Nigeria as a destination worldwide. |       |            |

| S/n | Key initiatives  | Activities (required action)  | Infrastructure   | Personnel/skills   | Funding (costs)  |
|-----|--|---|--|--|--|
| 7   | To develop clusters along our beaches, historical monuments and cultural centres | <ul style="list-style-type: none"> <li>• Implement relevant section of the Masterplan</li> <li>• To develop world class Tourism products and facilities.</li> <li>• To initiate and support funding for development of tourism clusters</li> <li>• To enhance the capacity and effectiveness of Regulatory agencies in the areas of data collection and standardization of products</li> <li>• To increase marketing and promotion of Nigeria as a destination worldwide</li> </ul> | <ul style="list-style-type: none"> <li>i. Effective publicity campaign to increase demand.</li> <li>ii. Leading routes to the sites to be developed and well-lit</li> <li>iii. Adequate signs and signboard to be provided.</li> <li>iv. Insist on timely completion of the project</li> </ul> | <ul style="list-style-type: none"> <li>Presidency</li> <li>FMC&amp;T</li> <li>Private Sector</li> <li>NTDC</li> <li>STB</li> </ul> | Investment between the Federal, State and Local Governments t cost about \$3billion over 10years |



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|    |   |  |   |   |  |
|----|---|--|---|---|--|
| 8. | <p>To achieve an annual growth rate of between 60% and 100% in the next Ten years.</p>                | <ul style="list-style-type: none"> <li>• Revise and update the recommendations contained in the Tourism Masterplan</li> <li>• Implement the relevant and acceptable sections of the Tourism Master plans</li> <li>• To increase human capacity development in Nigeria</li> <li>• To develop world class Tourism and products and facilities</li> <li>• To initiate and support funding for tourism development</li> <li>• To support the development of common Regional entry visa for West Africa and relax visa rules</li> </ul> | <p>i. The program should zero on massive promotion of tourism in Nigeria.<br/>ii. Take –off financial supports should be provided by the Government</p> | <p>Presidency<br/>FMC&amp;T<br/>FMof Information<br/>National Tourism Board<br/>State Tourism Board<br/>NTDC<br/>NIHOTOURS</p>                                  | <p>An annual promotion of budget between \$50 and \$100m</p> |
| 9. | <p>To receive at least between 15million and 20 million visitors annually between 2010 &amp; 2020</p> | <ul style="list-style-type: none"> <li>• Revise and update the recommendations contained in the Tourism Masterplan</li> <li>• Implement the relevant and acceptable sections of the Tourism Master plans</li> <li>• To increase human capacity development in Nigeria</li> <li>• To develop world class Tourism and products and facilities</li> <li>• To initiate and support funding for tourism development</li> </ul>  | <p>i. The program should zero on massive promotion of tourism in Nigeria.<br/>ii. Take –off financial supports should be provided by the Government</p> | <p>Presidency<br/>Nigerian Customs Service<br/>Nigerian Immigration<br/>FMC&amp;T<br/>National Tourism Board<br/>State Tourism Board<br/>NTDC<br/>NIHOTOURS</p> | <p>Implement sections 1 - 8</p>                              |



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|     |   |  |  |  |                          |
|-----|---|--|--|--|--------------------------|
|     |   | <ul style="list-style-type: none"> <li>To support the development of common Regional entry visa for West Africa and relax visa rules</li> </ul>  |  |  |                          |
| 10. | To contribute a minimum of 10% to the national GDP.                             | <ul style="list-style-type: none"> <li>Revise and update the recommendations contained in the Tourism Masterplan</li> <li>Implement the relevant and acceptable sections of the Tourism Master plans</li> <li>To increase human capacity development in Nigeria</li> <li>To develop world class Tourism and products and facilities</li> <li>To initiate and support funding for tourism development</li> <li>To support the development of common Regional entry visa for West Africa and relax visa rules</li> </ul> | <ul style="list-style-type: none"> <li>The program should zero on massive promotion of tourism in Nigeria.</li> <li>Take –off financial supports should be provided by the Government</li> </ul> | <ul style="list-style-type: none"> <li>i.FMC&amp;T</li> <li>ii. FMW</li> <li>iii. FMT</li> <li>iv. FERMA</li> <li>v. State Road Maintenance Agency</li> <li>vi.National Tourism Board</li> <li>vii.State Tourism Board</li> <li>viiiNTDC</li> <li>ix. NIHOTOURS</li> </ul> | Implement sections 1 – 8 |
| 11. | To generate an annual Tourism receipts of between \$15 billion and \$30 billion | <ul style="list-style-type: none"> <li>Revise and update the recommendations contained in the Tourism Masterplan</li> <li>Implement the relevant and acceptable sections of the Tourism Master plans</li> <li>To increase human capacity development in Nigeria</li> <li>To develop world class Tourism and products and facilities</li> </ul>   | <ul style="list-style-type: none"> <li>The program should zero on massive promotion of tourism in Nigeria.</li> <li>Take –off financial supports should be provided by the</li> </ul>            | <ul style="list-style-type: none"> <li>Federal Min of Finance</li> <li>Private Sectors</li> <li>Airline Operators</li> <li>Hotel Owners</li> <li>Event Managers</li> <li>Tour Operators</li> </ul>   | Implement sections 1 – 8 |



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|  |  |   |            |  |  |
|--|--|---|------------|--|--|
|  |  | <ul style="list-style-type: none"><li>• To initiate and support funding for tourism development</li><li>• To support the development of common Regional entry visa for West Africa and relax visa rules</li></ul> | Government |  |  |
|--|--|---|------------|--|--|



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## 6.0 APPENDICES

### APPENDIX I: INTERDEPENDENCY AND CROSS - CUTTING ISSUES

The Culture, Tourism and National Re-orientation Thematic Group met with other Thematic Groups on the 15<sup>th</sup> of July, 2009 to discuss areas of interdependencies and linkages that cut across the Groups.

At the end of these deliberations, various issues were ironed out.

Please find below these resolutions.

#### CULTURE, TOURISM & NATIONAL REORIENTATION THEMATIC GROUP

| S/N | Thematic Area            | Relationship   | Implications   | Questions   |
|-----|--------------------------|--|--|---|
| 1.  | <b>TRANSPORT</b>         | <p>Tourists need the means of transport to get to their destination.</p> <p>Tourism flies on the wings of the national carrier.</p> <p>Need for an international hub and regional hubs in domestic source areas.</p> | <p>If there is no provision of transport means, there will be no tourism.</p> <p>Without a national carrier it will be difficult to promote Nigerian tourism globally.</p> <p>The absence of a hub will rob us of the benefits of international travel business.</p> | <p>Can our airport handle 20 million visitors a year by 2020</p> <p>Can we depend on our existing domestic private airlines to promote the Nigerian Tourism brand globally?</p> <p>Can our existing airports seamlessly connect traffic from source areas to the hub?</p> |
| 2.  | <b>SPORT DEVELOPMENT</b> | <p>Sports and Tourism are the largest space adjusters in the world moving people around the world.</p>   | <p>The late bidding, absence of time to market, the absence of linkages with tourism and bad organisation robs</p>   | <p>How can tourism personnel market and prepare if they do not have enough time to market and are not involved in the</p>   |

| S/N | Thematic Area      | Relationship   | Implications   | Questions   |
|-----|--------------------|--|--|---|
|     |                    | <p>Sport and tourism are the biggest drivers of modern interaction today and they are linked. Hosting of events have become the biggest agent of tourism growth e.g. in South Africa, Dubai ,Monaco, Australia etc.</p>  | <p>us of benefit of hosting<br/>The hosting of big tickets event with huge TV audience will help national image.<br/>Lesser known events have better tourism pull effect and can be marketed to niche audience.</p>                                | <p>bidding<br/><br/>?<br/>Attempting to host only big ticket football event creates more problems than benefit now until we improve our internal processes .Can we do any better.</p>                                 |
| 3.  | <b>ENVIRONMENT</b> | <p>Ecotourism is the driving force of tourism in Africa and South America.<br/>Ecotourism projects along beaches [ecolodges and resorts]bring in the most money in Africa supported by wildlife safaris<br/><br/>Concessions are made to private developers to</p> | <p>Nigeria has not harnessed ecotourism potentials abundant in its borders as Tanzania National parks earned \$75million from tourism last year and Egypt earned \$8billion from Water related tourism.<br/><br/>If there is no concessions to</p> | <p>Should we continue to ignore assessing our national and natural assets?<br/><br/>Should the private sectors who are the drivers of tourism be left out of developing safaris and lodges for profit and income?</p> |

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| S/N | Thematic Area          | Relationship   | Implications   | Questions   |
|-----|------------------------|--|--|---|
|     |                        | <p>build lodges and resorts in National parks and reserves and this is the key drivers of tourism. Our national animals and plants are used for tourism marketing purposes</p>         | <p>tourism development there will be no appreciable income from wildlife The lack of exact description of our national images robs us of marketing potentials.</p> | <p>Should Nigerians not know what its national icons are?</p>   |
| 4.  | <b>FOREIGN AFFAIRS</b> | <p>Visas are the prerequisite for tourism visits worldwide</p>   | <p>The current visa situation is an impediment to mass tourism</p>   | <p>Should we not liberalise our visa regime as is the practice worldwide?</p>   |
| 5.  | <b>EDUCATION</b>       | <p>People need to be educated on a new concept of Nigeria in terms of building this into the curriculum of civic studies at the primary level. Retraining of teachers is apposite.</p> | <p>Morality will be commonplace corruption will be reduced business environment will be predictable. Confidence of competence will enhance productivity</p>        | <p>Foreign investors discouraged wrong imported values imbibed by our children and our educational values externally focused. Lack of re training will reduce motivation.</p> |

| S/N | Thematic Area      | Relationship   | Implications   | Questions  |
|-----|--------------------|--|--|--|
| 6.  | <b>SMEs</b>        | The SMEs is the hub of the creative industries and provide jobs for the teaming population of the unemployed youths and people who are in the industrial sector. | If SME fails, the Visual Arts of Fine arts and Design, arts and crafts which are the hall mark of this sector of Cultural product will fail. Funding must come from the financial sector of SME. | How can the Cultural sector perform in the face of non-availability of funds from SME for individual or small scale entrepreneur such as craftsmen, artists, designers, potters, weavers, painters, etc. |
| 7   | <b>AGRICULTURE</b> | Television and broadcasting helps to promote agriculture practices and products by factoring them into television programs.                                      | If there is no effective television programming, critical agricultural innovations and information cannot effectively be disseminated to a large Nigerian population.                            | Can local programmes be effectively produced to international standards?<br>Can television programmes reach a wide Nigerian public considering the cost owning and running television sets?              |

**6.1 RESOLUTIONS OF INTERDEPENDENCIES AND LINKAGES.**

**Foreign Policy Group...**It was agreed that Nigeria should become the sporting and cultural hub of Africa by 2020.

It was agreed, in conjunction with the sports committee, that Nigeria should initiate and host **Diaspora Games** to unite blacks from all over the world to achieve tourism, sports



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and foreign policy objectives. There should be cultural attaches in Nigerian Embassies in strategic nations in pursuance of the aim of using sports and culture as vehicle for foreign policy engagement. Culture and sports should be mainstreamed into the Technical Aid Corp [TAC] programmes. It was unanimously agreed that West Africa should start a *schengen* style visa to enable Nigeria utilise its airport and aviation advantage to draw visitors going to other West African countries. **Tourist visas** or **transit visas** can be issued at the airport eliminating the biggest impediment for tourism.

**Sports Development committee....**The sports committee will want Tourism to always position sports as a vital resource for the growth of its activities. They also want Tourism established as domestic events and not only at international level. They will want the Tourism Community to maintain regular contact with the Sports community to encourage a synergy. It was agreed that Tourism should work out discounted sports rate for hotel accommodation during events.

An Important resolution agreed upon is to initiate the move for **Diaspora Games** and to bid for games that have identifiable tourism audience and to give at least 18months lead time for proper marketing to be done by Tourism people. Sports declared that they will be hosting **CENSAD Games** for Sahelian countries in Africa and later ECOWAS games and **COMMONWEALTH** games.

It was agreed that the annual sporting calendar be promoted by NTDC as a domestic tourism events.

**SMEs** The SME perspective was rather focused on areas completely different from the Culture, Tourism and National Re-orientation was significantly focused on Bureau de Change, Recharge card sales and distribution, micro-businesses of fish farming, cropping etc.

Our position as a Culture and Tourism group is different in that the cultural industries are tied significantly to skills acquisition and micro businesses for self employment and youth empowerment. Therefore, we recommended the critical areas of cottage Creative industries of the Visual Arts, Designs, arts and crafts like Clothing and Tailoring, Fashion design, Painting and decoration, Pottery and ceramics, Welding and fabrication, interior and exterior, weaving, Sculpting and carving, and general arts and crafts for their inclusion. SME happily accepted these for inclusion.



**Transport Committee**.....It was agreed that a **transit visa** or **tourist visa** be immediately introduced to cater for the demand of air services in West Africa by non indigenes visiting other countries without viable airline connection thus automatically making Lagos the regional hub. It was agreed that there is a plan to create a **leading Flag Carrier** to solve the absence of a National carrier. For Airports that can carry the expected traffic they suggested 5 international airports at Lagos, Enugu, Abuja, Port Harcourt and Kano with **regional hubs** feeding the major hub. They also suggested that all border airports be designated as international airports. It was agreed that Nigeria should lead in the implementation of the Yamoussoukro Declaration [YD] and initiate continent wide open skies negotiation with Europe and USA. There should improved facilitation at the airports by all the agencies operating at the airport. Five star hotels should be established at each international airport. The government should build and own the airports and runways [airside] and concession the terminals [landside] to the private sector. Hajj operations should be properly managed by airlines and tour operators. There will be seamless intermodal connections from airports to the hinterland. Growth of jetties along waterways and growth of Owerri as a cargo airport should be encouraged.

**Environment**.....The question about what is our National plant and Animal was a perplexing revelation as there is need to reflect the correct label on the plant. Rather Red grass as reflected on our National shield is incorrect as Coctus spectabliss is a yellow plant. It was agreed that the appropriate Eagle on our national shield be clearly identified as our national animal and other corrections made on the shield. It was agreed that some parts of the national parks be concessioned for tourism development. It was also agreed that Ecotourism be encouraged as part of the conservation strategies for national parks.

#### **Civic Education**

- It was noted that Civic Education is already in the new national Curriculum and textbooks for Primary JSS1 are already published.
- Teachers of Social Studies should be encouraged to re-train as teachers in the newly introduced subject of Civic Education.
- Colleges of Education should introduce Civic Education as NCE level beginning from the 2011/12 academic session so that by the year 2014 – 2015 we should start having NCE graduates in that subject.

#### **Reading Culture**



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Necessary for the overall educational progress of the Nigeria as it is a characteristic of all developed countries.

A public library to be sited in every local government headquarter to make books accessible to the general public, especially the young generation.

Children Leadership Series that summarises the life history of our political, religious and economic leaders and have played a leading role in the development of Nigeria to be serialized and be made available free in the public libraries to instill the culture of hardwork, selflessness and patriotism in young Nigerian minds

### **NIGERIAN FESTIVAL OF TELEVISION PROGRAMMES**

An annual festival of television programmes featuring a variety of programming like: drama, folktales, epics (such as Magana Ja rice) should be resuscitated to enable states enter the competition and enhance local programming.