

ICT POLICY & STRATEGIC ACTION PLAN



Ebonyi State Government



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FOREWORD

In line with the vision and determination to establish an Information and Communication Technology (ICT) development regime, Ebonyi State Government in consultation with stakeholders in the industry developed an ICT policy that envisions a positive and prosperous future for the people of the State.

This policy articulates policy guidelines and describes critical strategic issues for the development of ICT in Ebonyi State. The policy also outlines the key challenges of ICT development in Ebonyi State and initiates policy initiatives that respond to these challenges. It also presents a performance management plan which will enable government measure progress in implementation of the policy.

It is our hope that the policy will help government achieve its aspiration of improving lives of the people of the State through leveraging on various ICT tools and solutions to enhance service delivery which is a key issue in the State development agenda. It will also contribute to the attainment of a prosperous State since ICT will expose new ways of doing business in line with global trends and in a seamless manner.

In pursuit of this objective, Ebonyi State Government already has in place a compulsory computer literacy policy for all Public Servants while Government has taken steps to ensure full computerization of all Government operations and processes in the State.

We are confident that these measures will not only enable government keep pace with global trends to enhance increased productivity and efficiency in public service delivery and management of resources but will also improve the living standards of the people.

It is my hope that Ministries, Departments and Agencies at all levels including Donor partners would ensure that subsequent sectoral and sub-sectoral ICT strategies and action plans are consistent with this policy framework.

I wish to express my deep appreciation to the National Information Technology Development Agency (NITDA) for providing the resources that enabled the development of this policy. I would also like to thank the Private Sector Organizations, Civil/Public Servants and the Academia for their support towards the development of this ICT policy. Further appreciation goes to the consultant, Mr Pius Bakare for availing us his technical expertise in developing the policy. Ebonyi State Government is happy with that partnership and we hope to sustain it to ensure full realization of the set objectives.

Chief Mrs Ugo Nnachi

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Glossary of Terms

I.	LPIS	Land Parcel Information System
II.	OSM	Open Street Map
III.	FMIS	Forest Management Information System
IV.	SOA	Service Oriented Architecture
V.	SMART	Simple, Moral, Accountable, Responsive and Transparent
VI.	WSIS	World Summit on Information Society
VII.	ITS	IT Services
VIII.	ITES	IT enabled Services
IX.	PCP	Private Communication Providers
X.	BPO	Business Process Outsourcing
XI.	ICT	Information and Communication Technologies
XII.	PCP	Private Communication Providers
XIII.	ICT4D	Information and Communication Technologies For Development
XIV.	BOP	Back Office Processing
XV.	BPO	Business Process Outsourcing
XVI.	KPO	Knowledge Process Outsourcing
XVII.	GIS	Geographic Information System
XVIII.	Orthoimages	Aerial photograph with geometrical correction such that the scale is uniform
XIX.	DokuPlant	Software Module for Cultivation planning supported by geography
XX.	LPIS	Land Parcel Information System
XXI.	REDD	R educe E missions from D eforestation and forest D egradation
XXII.	HMO	Health Maintenance Organization
XXIII.	CHS	Connected Healthcare System
XXIV.	WAN	Wide Area Network
XXV.	EBSWAN	Ebonyi State Wide Area Network
XXVI.	EBICN	Ebonyi Integrated Communication Network
XXVII.	DNS	Domain Name Services
XXVIII.	LDAP	Lightweight Directory Access Protocol
XXIX.	IWDMS	Integrated Workflow & Document Management System
XXX.	RFID	Radio Frequency Identification
XXXI.	GPRS	General Packet Radio Service
XXXII.	UMTS	Universal Mobile Telecommunication System

Section One

1.1 Preamble

One of the primary functions of governments is to provide citizens with information and services necessary to maintain a high quality of life. Public administrative agencies are currently facing challenges such as tight budgets, the need for improving service quality and cutting costs, and providing legal certainty. An increasing flood of data, new tasks and heterogeneous system landscapes which have grown over a period of years have to be mastered.

Information and Communication Technologies have contributed tremendously to the progress of nations over the past couple of decades. Breakthroughs in technology and innovative applications have brought vast benefit to certain sectors and sub-sectors of the economies of a number of countries and States. However, the achievement of sustainable competitiveness for an economy as a whole depends on the reach of these technologies and the ability of ICT to bring large sections of the population on to the “network”. Therefore, understanding and leveraging ICT is critical for nations and states striving for accelerated economic progress. Even in respect of social sectors, employment creation, betterment of social delivery system, e-governance, etc., ICT will increasingly play a vital role leading to a better quality of life.

Information and Communication Technologies (ICTs) are now widely accepted by developing countries as a critical tool in their efforts to eradicate poverty, enhance human development, and achieve Millennium Development Goals (MDGs). Recognizing this untapped potential, infrastructure initiatives and development strategies incorporating ICTs are being increasingly promoted and launched across the globe. ICT increasingly penetrates all social and economic activity all over the globe. It involves all sectors of society, comprising many stakeholders. It is complex and multifaceted.

ICT policy is often made as a result of concern for issues; so the starting point is a specific problem or situation faced by a country, state, local authorities, society or organization aiming to improve life, economy, business or a politician or government bureaucrat looking for better ways to deliver service.

The debate on ICT has permanently shifted from ‘why’ ICT for Development, to ‘how’ comprehensive and holistic ICT policies should be to unleash human potential and enhance people’s capabilities to improve their lives. Sound ICT policies that truly cover all segment of the population must be an indispensable part of development strategies.

This ICT Policy for development is a living document that will be amended as needed through set vigorous standard processes.

1.2 Scope

This ICT Policy and Strategic Plan for Ebonyi State has been developed within the context of National ICT Policy, National Information Technology Development Agency (NITDA) Act 2007, Vision 20-2020, the Transformation Agenda and WSIS Tunis Agenda.

In evaluating the context of developmental initiatives of the Government in Ebonyi State and choosing the first sets of areas of the economy to address in this document, the stakeholders have chosen seven key areas to address in addition to the State-wide General Strategies. The Policy document therefore focused on the following areas:

- Agriculture
- Education
- Health
- Infrastructure
- E-Government
- Employment
- Finance

The policy addresses issues such as tackling factors and challenges involved in ensuring that social and economic growth is rapid, sustainable, widespread and inclusive for the State and its people; Ensuring that the state become an information and knowledge society that enables its citizens to fully participate in the information age.

Furthermore, the policy addresses how the state will exploit and tap into the benefits of the information revolution to facilitate wealth creation, poverty reduction, employment generation, wealth redistribution, sustainable development and global competitiveness through the exploitation, development and deployment of ICTs within the society and economy.

Focusing on laying the foundation that could be built upon is the main task. Due to the enormity of Developmental tasks in general, and lack of developmental infrastructure specifically, the best effort of any activity should be laying the foundations and fundamentals that could be built on. This document is therefore, first and foremost, focused on prescribing policies and actions that will enable the State to develop the foundations for economic development in an Information Age.

1.3 Application

The policies contained herein shall apply to:

- EBONYI STATE Public Sector organizations, including:
 - Ebonyi State Ministries
 - Ebonyi State Departments and Agencies
 - Local Governments
- Private Sector Organizations and Companies operating in EBONYI STATE
- Non-Governmental Organizations (NGOs)

1.4 Vision and Mission

Ebonyi State will be an ICT Hub in South East Nigeria and a key hub for ICT in West Africa by creating a knowledge driven ecosystem, leveraging entrepreneurship and promoting socially inclusive growth.

1.5 What is ICT for Development (ICT4D) Policy?

Policy is a set of principles or a broad course of action that guides the behavior of governments, organizations, corporations and individuals. It bridges the gap between the visions of where we are at and where we want to be and the plans that enable us to get there. For governments, policy is a tool to promote national or state vision and the basis for the legislation and regulation through which it is implemented.

State ICT4D policy exploits information and communication technologies to further state economic and social goals. It matches the economic and social environment in which it is to be implemented. ICT4D policies differ from state to state depending upon state priorities, the states' level of development, and the extent of ICT infrastructure, geography and demographics and the extent of regional integration. However, some common principles guide all good ICT4D policy.

Section Two

2.1 Policy Thrust

1.0 REVIEW CURRENT CURRICULUM AT ALL LEVELS WITH EMPHASIS ON ICT CAPACITY BUILDING AND ICT ENTREPRENEURIAL INITIATIVES.

Objectives:

- i. To maintain ICT growth and development in the academic system.
- ii. To encourage a mind-set shift from being employees to entrepreneurs.
- iii. To encourage ICT application in the Civil/Public Service.

Strategies:

- a) Form a strategic review standing committee consisting of industry employers and academicians.
- b) Ensure regular on the job training and retraining.

2.0 CREATE PUBLIC/PRIVATE PARTNERSHIP FRAMEWORK FOR ICT BUILDING

Objectives:

- i. To encourage private sector participation in ICT capacity building in Ebonyi.
- ii. Adopt, Build, Operate and Transfer principles to encourage foreign ideas that support local needs

Strategies:

- a) Setup a committee to explore ways and incentives that will attract ICT companies to the State.
- b) Encourage PPP in its entire ramification with respect to ICT development

3.0 FORMULATION OF MONITORING AND EVALUATION (M & E) FRAMEWORK FOR IMPLEMENTATION OF ICT TYPE INITIATIVES.

Objectives:

- i. For effective monitoring of ICT programs.
- ii. To increase accountability and transparency in government.

Strategies:

- a) Document all the metrics and targets to be achieved for all projects and set definite timeline for targets achievements

4.0 ESTABLISHMENT OF EBONYI STATE INFORMATION TECHNOLOGY DEVELOPMENT AGENCY (EBSITDA)

Objectives:

- i. To establish a coordinating Agency for all ICT activities in Ebonyi State.

Strategies:

- a) EBSITDA will regulate ICT in Ebonyi State.
- b) EBSITDA will operate and manage all Enterprise ICT infrastructure and applications that the State and State agencies utilize to manage the State activities.

5.0 ESTABLISHMENT OF ICT CO-ORDINATING UNIT IN EVERY MDA & LG COUNCILS.

Objectives:

- i. For increased ownership and accountability.
- ii. For effective monitoring and control.
- iii. Reporting of progress and challenges to higher levels.

Strategies:

- a) EBSITDA will work with all the MDAs and LGCs in establishing ICT units.

6.0 DEVELOPMENT OF ICT STANDARDS

Objectives:

- i. To leverage inter-operability and consistency.
- ii. To sustain on-going sustainability processes of government.
- iii. To sustain accountability and Transparency

Strategies:

- a) Adopt and domesticate the Federal ICT standards to fit the State objectives
- b) Develop minimum standards for operational policy framework that conform with international standards and best practices

7.0 PROMOTION OF RESEARCH, DEVELOPMENT AND INNOVATION IN ICT

Objectives:

- i. To develop a core of scientists, technologists and other personnel who shall provide the software and hardware support of the State IT infrastructure and applications.
- ii. To ensure that the state stays abreast of developments in the IT world
- iii. To promote IT innovations in the State in line with the State ICT policy vision.

Strategies:

- a) Promote research in the state and other tertiary and research institutions on areas of ICT.
- b) Promotion of IT fairs and identification of talents and citizens innovations in IT.
- c) Training of identified citizens in world class IT industries through strategic linkage programs.

8.0 PROMOTION OF LOCAL CONTENT IN IT DEVELOPMENT

Objectives:

- i. To encourage indigenous IT development and minimize capital flight in IT.
- ii. To create employment opportunities and wealth.
- iii. To create enabling environment to sustain ICT

Strategies:

- a) Partner with local companies in custom development.
- b) Encourage contractors to have a presence in the State.

9.0 ESTABLISHMENT OF INCUBATION/DATA CENTRES

Objectives:

- i. To nurture grassroots' sustainable development of ICT culture and innovations in the State.

Strategies:

- a) Government to establish IT incubation centers in state owned tertiary and other institutions.
- b) Private institutions should be encouraged to establish IT incubation center

10.0 UTILISATION OF ICT IN GOVERNMENT BUSINESS

Objectives:

- i. To make governance Simple, Moral, Accountable, Responsive and Transparent (SMART).
- ii. To improve effective and efficient service delivery

Strategies:

- a) Computerize government MDAs and provide Internet access.

11.0 DEVELOPMENT OF ICT HARDWARE AND SOFTWARE ESPECIALLY WITH LOCAL CONTENT

Objectives:

- i. Affordable products that address local needs.
- ii. Employment opportunities.

Strategies:

- a) Establishment of ICT parks.

12.0 ESTABLISHMENT OF WORLD CLASS ICT INFRASTRUCTURE

Objectives:

- i. To attract investment in ICT
- ii. Cost management and efficiency

Strategies:

- a) Provide enabling environment
- b) Provide tax incentives to increase investment

13.0 PROVIDE EFFECTIVE RESOURCE MOBILISATION AND MANAGEMENT THROUGH DIRECT FOREIGN INVESTMENT (DFI) AND PRIVATE SECTORS

Objectives:

- i. Ensure adequate funding and management
- ii. Encourage direct foreign investment and private sector participation.

Strategies:

- a) Provide funding support to private sectors
- b) Adequate budgetary provision for ICT programs

14.0 DEVELOPMENT OF ROBUST ICT SECURITY SYSTEMS

Objectives:

- i. To reduce cyber crimes
- ii. To improve security

Strategies:

- a) Adopt and domesticate National Information Systems and Network Security Standards and Guidelines.
- b) Adopt and domesticate National Data Protection Regulations
- c) Provide adequate funding to EBSITDA for security software development and public enlightenment

15.0 ESTABLISHMENT OF A FUNCTIONAL FREE BROADBAND INFRASTRUCTURE

Objectives:

- i. Improving internet communication in Ebonyi state
- ii. Providing research support
- iii. Encouraging e-education (e-exams, e-registration, e-result, e-commerce, e-payment etc.)

Strategies:

- a) Provision of functional free broadband by Ebonyi State Government.

16.0 ESTABLISHING AN EFFECTIVE HUMAN CAPACITY DEVELOPMENT PROGRAM/SYSTEM

Objectives:

- i. Empowering the society
- ii. Employment opportunities

Strategies:

- a) Regular ICT trainings and re-training

2.2 Policy dimensions

For ICT4D policy to stimulate broad-based development, it must address five inter-linked dimensions.

1. **Getting the focus right: ICT as an enabler or as a sector?** States need to make a basic decision with respect to their ICT policies: do they try to grow their own ICT sector to manufacture and market ICT products; which offers economic benefit that in the long term can be used for social development? Or do they use ICTs to help progress on their development goals (poverty reduction, education, health etc.) in the short term? Ebony state have opted for an approach that includes both enabling and ICT sector strategies but with different degrees of emphasis to respond to Ebonyi State's strengths and challenges.
2. **Human capacity:** For ICT programs to be sustainable, a critical mass of people has to know not only how to use technologies and applications but also how to maintain them and generate from them innovative solutions to local problems. Ebonyi State will focus on training a core of professionals who will provide access to and maintain the ICT infrastructure (computers, computer software, communications networks, and end point devices) and adapt them to local needs. Ebonyi State will also ensure the retention of skilled technical staff in the state once they have been trained.
3. **Applications and content:** are the reasons for investing in ICT. Applications enable users to carry out functions: sending e-mails, producing documents, creating web pages, managing databases and keeping financial records. These are generic applications which can be used by anyone. But applications can also be tailored to specific needs: e-government, e-education, e-health, e-commerce, for example. The content delivered by applications must satisfy the needs of local markets and users and be presented in an understandable form; if necessary using local languages and graphics. Both human and financial resources are scarce, therefore, Ebonyi State has given priority to key application areas for the achievement of stated goals because if resources are spread too thin, even well designed policies and projects will not deliver results.
4. **Infrastructure/Access:** Expanding Information and Communication infrastructure to rural areas is a challenge in all Nigerian States that can only

be met with the participation of the private sector. Private companies will only invest if they see the prospect of financial return. Thus, policy must identify how much of state enterprise participation is allowed, where and when to introduce competition and how to regulate the ICT sector. Governments can manage privatization and the introduction of competition more effectively if an independent and well-staffed regulator is already in place. Hence the need for the creation of EBSITDA

5. **Enterprise:** ICTs offer endless possibilities for innovation; local entrepreneurs are more likely to identify new products and services that match local needs than big multi-national companies. It is important therefore in constructing ICT4D policy to encourage the creation of local finance and credit facilities, property rights and commercial law, fair tax regimes and tariffs to stimulate the local ICT private sector as well as to create a predictable environment for external investment which will be needed to expand infrastructure.

2.3 ICT4D Policy and Strategic Plan Focus

ICTs are not an end in themselves. ICTs are tools for empowerment. ICT tools provide incredible possibilities for decision making. Technologies opens up new possibilities for Human beings to solve some of the most intractable problems we are facing, from Poverty to Food scarcity. But it is people that solve problems, not technologies. ICT promises to provide the people with incredible tools to aide in decision making process. The agent of change and of empowerment is information. Access to information helps people identify and seize opportunities to grow and develop, and to better their lives and that of their families and communities. Access to information facilitates participation in society, in the economy, in government, and in the development process itself. The ability to share information on a level playing field helps overcome barriers to communication and encourages exchange and collaboration.

The international community also recognizes the importance of access to information. In Article 19 of the Universal Declaration of Human Rights, the international community via the United Nations (UN) recognizes that, “Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers”. The ability to use information and to communicate is fundamental to human welfare.

The ability to take full advantage of the information economy for the benefit of all in a given country or jurisdiction requires vision, discipline, planning, and method. The vision sets the stage and the agenda is defined by a strategic plan, followed by an action plan.

There are three aspects that need to be considered from a strategic planning standpoint. The first is the importance of maintaining a human development perspective and focusing on the achievement and benefits for people through the appropriate use of ICTs. The MDGs capture the most important objectives or outcomes sought from development initiatives from a human development perspective. ICT visions, agendas and plans need to consider MDGs.

Having agreed on a people-centric approach, the second step is defining the process, agreeing on the steps involved, and managing this process.

A third aspect is the impact of changes in the international economy, especially the telecommunications sector, on the diffusion of technology and of ICTs, in particular. This aspect has a strong bearing on the strategic ICT vision and agenda. Understanding the issues that affect access to ICTs is also important and is included here for this purpose.

The ICT vision and strategy should focus on people and not just on technology. For this to happen, it is important to develop both the ICT vision and strategy with people in mind and with the input of these very same people.

While planning and implementing an ICT agenda, it is helpful to take a look at established practice. Should the state ICT agenda be sector driven or should it focus on broader issues and objectives, on benefits for society and the economy as a whole? Many ICT strategies adopt a sectorial approach to ICT implementation. The Digital Opportunities Initiative (DOI) report clearly states that while there are many types of strategies that various countries have evolved to develop ICTs, evidence suggests that an integrated approach to ICT development and deployment is most likely to yield success in human, social and economic development over the longer term.

For ICT4D Policy and Strategic Plan to succeed, it must focus on the following:

1. Visioning and the Role of ICTs in Development
2. Development of ICT Policy and e-Strategies
3. Identifying Priority Areas and Developing Action Plans
4. Management, Monitoring and Evaluation Arrangements
5. Financing and Resource Mobilization

3 Key Components of the Knowledge driven Eco System

The key components of the knowledge driven eco-system have been identified as follows:

- a) **Talent** - A key resource for the ICT industry is Talent. Different skill sets are required to play meaningful roles in ICT industries. Continuous learning and improvement is a critical factor. The policy addresses this issue and facilitates the augmentation of the quality and quantity of talent in Ebonyi State
- b) **Research and Development (R&D)** –R & D activity facilitates a State or a region to move up the value chain. To succeed in ICT in a sustainable manner, the State needs a strong R&D base. For this, close Academia- Industry interaction is required. Ideas which are incubated in the academic institutions and R&D laboratories will have to be commercialized outside through an ecosystem. The ICT policy facilitates this.
- c) **Fiscal and Physical Incentives** - A comprehensive set of incentives have been laid down in the policy to make the State an attractive investment destination. Special provisions must be made to attract investment in Towns and Villages in order to bring about a balanced growth of the Industry throughout the State.
- d) **e-Governance for a Smart Society** – Having a strong e-Governance infrastructure is a key enabler for ICT industry to thrive in the State. e-Governance not only increases efficiency of business to government and people to government interactions, but also enhances the transparency levels. The policy provides a focused thrust in this area.
- e) **Infrastructure** – Infrastructure in the form of satellite cities, good roads, stable-low cost-high quality power are important enablers. The State will focus and develop Towns and Villages in Tier II and Tier III cities.
- f) **Branding** – With various States in Nigeria and regions across the world competing for investments, branding and promotion are key components of highlighting Ebonyi State advantages for attracting investments. The policy provides a thrust to branding the State’s advantages to potential investors.

4. Policy Initiatives and Implementation Framework

Developing comprehensive strategies for the State involve two steps:

- a) Developing a General Action plan that acts as the foundational base for the State-wide infrastructure, the technical base that the strategies for the functional areas are built upon.
- b) Developing specific strategies for each functional area, layering on the architecture and action plans developed in the General Strategies.

This policy document has developed strategies and plans for each specific area of identified functional areas in details in later chapters.

The key General Policy initiatives for the State are to build the base infrastructures that all functional areas, both Government and Private can leverage.

Building this infrastructure starts with creating relevant State Agency that will act as the responsibility center for all the ICT related initiatives developed by the State. This agency will be responsible for:

- a. Development and maintenance of State Government ICT networks, ICT resources and subsequent development of State government human capacity to function in an Information Age
- b. Development of all relevant Policies and initiatives necessary for transforming the State economy into information age economy.

4.1 General Strategies

The following are the foundation Strategies.

4.1.1 Responsibility Center

ICT Policy for development and IT Standards are different but related. What is common amongst both apart from common tools and ideas is responsibility. For IT projects and ideas to succeed there has to be a responsibility center, an agency mandated to coordinate all the ideas, philosophy and programs driving IT projects in the State.

It is critically important for the success of the Developmental Policy that a specific Agency is charged with its coordination and implementation across the State. That agency must be empowered to work across all the other agencies, assisting in the transformation to Information Age. The mandate of the new agency shall be

expanded to include those activities as recommended in this document so that the agency can become the necessary catalyst of transforming the State Economy to the Information Age economy as envisioned in this document.

4.1.2 Promotion of urban based IT infrastructure:

IT sector is manpower intensive and generates large number of employment opportunities. It basically needs skilled manpower. Urban centers are predominant source of such skilled manpower. In addition urban centers generally have requisite infrastructure to support IT sector. Therefore, the Government will undertake the following activities to promote IT parks:-

- a) Identify suitable government land and reserve those for IT industry / IT Parks.
- b) Assist IT industry/infrastructure units in acquiring land under the Land Acquisition Act
- c) Direct Lands Survey and Urban Development to develop town planning schemes in such a manner that land parcels are made available for development and growth of IT Industry / IT parks.
- d) Facilitate grant of SPECIAL status to IT Industry / IT Parks subject to the provision of SPECIAL Laws/Rules.

4.1.3 Enhancing supply of skilled manpower:

Ebonyi State Government recognizes the fact that IT industry not only requires skilled work force but also needs assured supply of skilled man power. Therefore, government will actively promote and strengthen educational infrastructure in the State. The Government will be committed to enhance quality of the talent pool in the IT sector. The state is also aware about the need for training of graduates for meeting manpower needs of ITES sector which would require expertise in different verticals like Back office processing, Business process outsourcing, Medical transcription, Financial & Accounting processing, Insurance claim processing, HR & Pay Roll Processing, Planning Research and Statistics etc.

Therefore, the State Government will promote training institutes that provide specialized training in domain specific skills required by IT Enabled Services (ITES) companies. In order to facilitate employment of skilled work force by IT industries the State government will set up a certification mechanism which will prescribe

certain tests to ascertain candidates' skills in different areas suitable for employment in IT sector.

Data bank of Students who are IT literate and suitable for deployment in IT industry would be maintained by a new State department-EBSITDA in collaboration with Office of Head of Service/Civil Service Commission. The State government will launch an online Employment portal, which will be an online Employment Exchange System. Thus, large database of available manpower is accessible through internet. This database will be strengthened and promoted further so that the industry can have easy access to the skilled manpower.

4.1.4 Promotion of Knowledge Process Outsourcing (KPO) based Industries

Traditionally, people in Ebonyi State have been very enterprising. They have a natural penchant for trading, finance and accounting. Each year, commerce graduates constitute the largest chunk of graduates passing out from the colleges and Universities. Supplementing them with requisite IT knowledge, such a workforce will become readily available for employment in KPO. Looking to this fact, the State government will provide special emphasis on promotion of KPOs in the State.

4.2 Actions

The following actions provide steps that will be taken to implement the above policy recommendations.

4.2.1 Formation of Ebonyi State Information Technology Development Agency (EBSITDA)

Ebonyi State will start the process of creating a new agency named EBSITDA, the process is expected to be completed within three (3) months of adoption of this document.

EBSITDA mandate should include the following:

- i. EBSITDA will operate and manage all Enterprise ICT infrastructure and applications that the State and its agencies utilize to manage the State activities.
- ii. EBSITDA will liaise with Private Institutions, International Organizations and Local businesses when necessary, to actualize the transformation agenda as envisioned by the State.

- iii. EBSITDA will be responsible for all the CYBER Security regulations and Guidelines, including compliance with National and International security Standards and Guidelines.
- iv. EBSITDA will be mandated to conduct and encourage State Institutions on necessary Research & Development (R&D) projects that may transform Local resources and processes from industrial to Information age.
- v. EBSITDA will ensure that at the minimum, the State ICT process conforms to International Acceptable Standards.
- vi. EBSITDA will promote the State and its IT/ITES institutions Nationally and Internationally. Where innovation and breakthroughs in Technology has been developed by any State private or Government institutions, EBSITDA will assist the company in Copyright registration and promotion of the inventions.
- vii. EBSITDA will actively encourage the production and manufacturing of Information Technology components in the State, especially those components that may aide Agriculture, Health, Land Management, and other uniquely Ebonyi State industries.
- viii. EBSITDA will promote and establish necessary enabling environment and institutions that would facilitate private sector and foreign direct investment (FDI) in the IT/ITES in the State.
- ix. EBSITDA will facilitate the certification of State residents in ICT. EBSITDA will also maintain a database and registrations of all qualified Ebonyi residents for easy employer access.
- x. EBSITDA will actively encourage Government and Private Collaborations in all its IT endeavors, recognizing that it is the private companies that will create the jobs that will grow the economy.
- xi. EBSITDA will encourage the development of User interfaces to all technologies that will enable all the State citizens to participate in the Information Age. The objective of EBSITDA in all development should be to carry all State citizens along and to mitigate the incidences of digital divide.
- xii. Human Capacity development is a key requirement of the Information Age. EBSITDA will actively work with the Ministry of Education and Office of Head of Service to create the necessary curriculums and processes that will produce the next crop of qualified population for the new economy. EBSITDA will organize national and international training at least once in a year.

Organization of EBSITA

1. Chairman And Members of The EBSITA Governing Board
2. General Manager of EBSITDA
3. Special Adviser, EBSITDA Management Board/Governor
4. EBSITA Units
 - a. Guidelines and Standards
 - b. Planning, Research and Statistics
 - c. Software/New Media
 - d. Finance and Accounts
 - e. Administration
 - f. Procurement
 - g. Hardware Operations & Maintenance office

4.2.2 Enhancing supply of skilled work force:

4.2.2.1 Government, Industries & Institutions Initiative for skill development.

Government Institutes and Industry will take initiative to provide training inputs in respects of communication & soft skills to the youth in the age group of 18 – 25 years studying in the institutions in Ebonyi State. This institutional mechanism will also be used for training manpower for availing the opportunities in the field of BPO and KPO.

4.2.2.2 Certification

The State Government through EBSITDA will collaborate with the Universities and other credible institutions to develop Assessment of Competence (AC) -a new industry initiative that will be aimed at positioning Ebonyi State cities and townships as ITES-BPO employment hubs. Its basic objective will be to define an assessment mechanism for individuals to assess his/her training needs while making them aware of employment opportunities. This will help in scaling up the right skill base among youth and open up jobs/growth opportunities in cities by improving the industry connections. In turn, BPO/KPO sector will have easy access to quality man power at minimum cost and time.

4.3 IT Promotion, Monitoring & Review

4.3.1 Promotion

State Government will appropriately promote Ebonyi State as Global IT destination. It will also hold various seminars, conferences and event participation in various exhibitions at international, national & regional levels.

4.3.2 Steering Committee

The government will set up a steering committee to facilitate quick implementation of the IT initiatives and policies and to ensure that the investments in the IT and ITES sectors in the state earn better and faster returns. This steering committee will be focused on the development and support to ICT sector and will be chaired by His Excellency, the Executive Governor of Ebonyi State who will appoint 8 members with relevant skills and mandate across the MDAs.

- Office of SSG
- Office of HOS
- Information
- Planning Commission
- Finance
- General Manager of EBSITDA
- Local Government, Chieftaincy Matters and Rural Dev.
- Office of the SA ICT

The Steering Committee shall meet at least once in a year to review the progress & take necessary action for removing bottlenecks in the development of this sector.

5. Education and Human Development

ICT for Education is a subset of the ICT4D thrust. Globalization and technological change are one of the main goals of ICT. One of the main sectors that should be modified through ICT is education. ICT greatly facilitates the acquisition and absorption of knowledge; offering developing countries unprecedented opportunities to enhance educational systems, improve policy formulation and execution, and widen the range of opportunities for business. One of the greatest hardships endured by the poor who live in Africa and other developing countries, is their sense of isolation. The new communications technologies promise to reduce that sense of isolation, and open access to knowledge in ways unimaginable in the nearest future.

Education is seen as a vital input to addressing issues of poverty, gender equality and health in the MDGs. This has led to an expansion of demand for education at all levels. Given limited education budgets, the opposing demand for increased investment in education against widespread scarcity of resources puts intolerable pressure on many States educational systems. Meeting these opposing demands through the traditional expansion of education systems, such as building schools, hiring teachers and equipping schools with adequate educational resources will be impossible in a conventional system of education. ICTs offer alternate solutions for providing access and equity, and for collaborative practices to optimize costs and effectively use resources.

ICT also plays a vital role in addressing some of the challenges of traditional educational systems. Some of the challenges of adequately measuring the performance of educational policies and progress of students as a yardstick for adjusting instructional instruments can only be achieved with deployment of ICT tools.

In short, Education and Human development is seen as two sides of the same coin, in which the eventual goal of both is to produce a more literate and productive citizens capable of being effective in the knowledge based world, irrespective of field of chosen career, either a farmer, mechanic or university professor.

5.1 Policy Objectives

The policy objectives is to:

- Develop tools and technologies to manage the Schools and Education processes
- Promote and facilitate ICT education in Ebonyi State Schools.
- Promote the availability of large resource pool of ICT literate population familiar with all relevant ICT information input and output technologies
- Develop human resource desirable for teaching, research and development in Ebonyi State Schools.
- Develop human resource desirable for the management of ICT facilities deployed to schools.

5.2 Education Strategies

To achieve the above stated objectives:

Nurture Talents in Ebonyi State

1. ICT Academy of Ebonyi State: an institution to ‘Train the Trainers’ in order to upgrade curriculum, enhance skills of all the faculty engaged in teaching ICT related disciplines in the State and development of content will be set up.
2. Each autonomous institution will include industry representatives in the syllabus committee to align the curriculum with the needs of the industry
3. The State would encourage the industry to develop a standardized ICT aptitude test. The tests will be conducted across the State and the scores obtained in these tests could be used during recruitment by ICT firms.
4. IT infrastructure in the form of a computer lab with broadband internet connectivity will be made available in all schools in the State.
5. Institutions curriculum will focus on soft skills like communication skills and personality development. The government shall identify knowledge partners to develop the content for the new curriculum.
6. New teaching methodologies leveraging ICT would be actively explored for better learning by students across schools in Ebonyi.
7. ICT Education should be a compulsory subject in Institutions of learning in Ebonyi State.

Boosting of Research & Development

1. The State will take steps to establish or enhance institutes of higher learning with focus on the ICT Sector in collaboration with the Federal Government of Nigeria. The institutes would focus on both fundamental and applied research in Information Technologies.
2. The State will facilitate partnership between educational institutes and industries to identify specific areas of research and provide incentives for students from Ebonyi to take up doctoral and post-doctoral research in the ICT area.

3. Outstanding students and employees across the State will be offered scholarships to take up research. The government will collaborate with industry to provide such sponsorships.
4. Government will encourage industry to set up labs in existing institutes for specific research initiatives. Industries may also 'adopt' existing labs & upgrade facilities. The Government will facilitate interaction between educational institutions and industry.

Encourage Entrepreneurs

1. The Government will encourage institutions to establish incubation centers and commit resources specifically for this purpose. The incubation centers would provide guidance in terms of technical knowledge, provide managerial assistance and help in obtaining resources.
2. The Government will introduce entrepreneurship as a subject in all institutions in the state. A part of this course shall provide for regular interaction with entrepreneurs to give students a firsthand interaction with entrepreneurs facilitating knowledge and experience transfer.

5.3 Action Items

The following items will be necessary actions in pursuit of the above objectives:

1. The Education Ministry will commence the process of automating the school system. At the minimum, the automation should:
 - Contain a database of all school staffs, documenting education, continue education, skillsets.
 - Attendance records of Students and teachers
 - Curriculum and School activity records
2. An implementation board consisting of representatives from the industry, EBSITDA and the Ministry of Education should be constituted to develop the implementation criteria of the identified objectives. A committee should be set up from Ministry of Education and EBSITDA

5.4 Monitoring & Review

The above committee is to determine metrics and measurement parameters to assess the progress of identified objectives.

6. Agriculture

Ebonyi State is primarily an agrarian society, with preponderance of the population living in the rural communities. While there are some large farmers and a few large landowners, majority of the farmers are small land owners. The lands in some cases are over utilized resulting in significant reduction in productivity of farmers.

The farmers lack access to information to manage their land, apply proper and relevant land nutrients and decide right products to produce. With the inexistence of formal market and extension services, the farmers do not have reliable information to make decisions in addition to erosion problems facing the State. It has become urgent therefore that the State develop an evidence based agriculture and Land management process.

The goal of this policy is to develop a comprehensive platform for acquiring, gathering, storage of all land and topographic data on Ebonyi Landmass, and to provide tools, process and interface for analysis of those data by decision makers and Farmers.

The vision is to develop ICT policy of Land and Agriculture management for Ebonyi State, utilizing the strength of the local private developers, Federal Government, and key foreign partners.

The policy represents a win-win situation for all stakeholders. All will have access to cutting edge production and management instruments. Resource sharing and synergy becomes possible. Transparency is introduced into the market and business risks become easier to assess and to mitigate. Nobody is crowded out, since even the very small players have equal access to shared infrastructures at affordable costs due to resource sharing with the help of IT-based advisory services.

The positive employment aspect should not be underestimated. Efficient farm advisory services require substantial know-how transfer from the project's providers to the State. Environmental Management that is planned and introduced by experts and implemented by farmers will also have a positive employment impact.

The innovative programs that will be implemented provides platform for better decision support based on sensor data via weather stations and soil moisture stations using their online weather forecast on demand system.

A decision support system for creating recommendation maps will be developed. Combining data from satellite observations, sensors, management system with

historical data and planning of activities will result in a product that enables the user (farmer, manager and or advisor) to make better decisions.

The Decision Support System will focus on supporting decisions on fertilization, disease detection and irrigation.

There are key possible local product development fallout from the implementation of this policy. There are about 20 applications supporting agriculture, forestry, environmental management and risk management as well as the integrated chain-partners.

Open interfaces to some of the existing systems allow to possibly develop local technologies: Samples are agro-sensor stations, mobile equipment's, RFID technology, GPRS or UMTS communication etc.:

- Carbon Management Module
- REED+ and Deforestation Module
- Natural Hazards and Flood Management Module
- Natural Resource Management Module
- Desertification Information Module
- Banking and Insurance Module

6.1 Policy Objectives

Agricultural objectives are very essential to the overall development of Ebonyi State in general. As indicated earlier, Ebonyi State is basically an Agro-rural community and any perceptible increase in agricultural contribution to the State GDP will reflect in the overall State wellbeing.

While the State has concentrated on providing Fertilizers, Agro inputs, Loan facilities and training opportunities to Farmers in general, the Policy must change to utilize new tools and thinking to rebuild the overall Agricultural infrastructure. There are many infrastructural projects that affects the productivity of farmers, roads, rails, ports, air transports, water supply and sanitation, power, ICT technologies are a few of the most critical ones. For the future, all these must be tackled, and the State government is already doing a great job of building the foundation on almost all of these areas including the establishment of three modern Satake Rice mill in the three senatorial zones of the states.

The objective for the future will be to build an “Agricultural IT infrastructure”.

An Agricultural IT infrastructure (Agric IT) will consist of the following:

- a new land parcel information system, that is based on orthoimages, as core GIS system
- farmers or extension-officers rural area management system, with the ICT DokuPlant as the core system for farm management and farm advisory services
- the logistics support for chain-partners, with the help of logistic tools for an advisory based planning of cultivation, nurture and harvest including distribution of input/resources and collection and transportation of harvest
- better information regarding agro-sensor- and soil-data, with the implementation of agro-sensor-stations
- to improve extension services and rural access roads
- the development of the huge high return irrigation potential
- the full cooperation and support of
 - Ministry of agriculture including; ADC, ADP, FADAMA III.
 - Farmer’s Extension services
 - the farmers and
 - the chain partners like food industry, producers or distributors of seeds, machines, plant protections or fertilizers,
 - banks and insurance companies

6.2 Action Items

The following items will be necessary actions in pursuit of the above objectives:

- To address the institutional challenges regarding extension services to make them sustainable, efficient and accountable (IT will help to support this)
- To address in parallel the challenges regarding the rural road network (IT will help to optimize planning of the rural roads) that are necessary also for all inputs-distribution and outputs collection
- To address also the challenges with regards to the huge potential within irrigation (the sensor networks as part of the IT project will help as well)
- To address the challenges of powerful farmer’s associations and establish cooperatives (IT can help together with the LPIS system to organize this)

Agriculture becomes exciting as new technologies are brought into the mix and the value of the work – economically and ecologically and also based on the value of the ground - can be shown easily, the youth will be interested, farming becomes of interest! We need the young intelligent and motivated farmers – male and female – to accept the challenge to become or stay farmers. Farming becomes exciting.

The government should immediately set up an AgricIT project to address the above mentioned strategies

The project has the following goals

- New **orthoimages for the entire STATE** that provide free access to all users
- **LPIS (Land Parcel Information System) implemented in the STATE** showing the ownership of fields as well as an integrated rural OSM (Open Street Map) a rural road/way network
- “Train The Trainer” education/training model to enable local experts to be ready to roll out the model throughout the whole state
- a training concept involving local ICT developer community enabling them to develop further add-on applications for environmental caretaking, risk management, REDD+ models, Carbon financing for projects and the entire country, national parks, livestock husbandry and nutrition etc.
- an ICT structure to set-up **precision farming to enhance** the existing system.

6.3 Promotion, Monitoring & Review

- The newly created agency EBSITDA should be the owner of the new infrastructure, working with the Ministry of Agriculture and Ministry of Land to develop the core Orthoimage Land parcel management infrastructure.
- EBSITDA will work with Ministry of Agriculture to acquire/develop necessary initial sensors and determine sensor’s locations.
- Ministry of Agriculture will develop Advisors structure and the necessary Advisory Model that will support the farmers in both Data gathering and advisory capacity. The Advisory support personnel will assist farmers in all facet of Farming decision making

7. Land & Infrastructure

ICT and ICT for Development depends on ready availability of Power, good and reliable Water supplies, good network of Roads, conducive office complex infrastructure and excellent communication Cable (FIBRE) plants. These infrastructure cannot be effectively planned without detailed and accurate information on land, and Land usage. This type of information only available through Orthoimage maps and permanent sensor data provided on ongoing basis.

There is a tight relationship between Land management and infrastructural development. Agriculture initiatives also depends on effective Land management.

Infrastructure in the form of satellite cities, good roads, stable-low cost-high quality power are important enablers. It was stated in the General section, that the State will focus on developing Technology Parks around the Ebonyi State.

7.1 Policy Initiatives

Ebonyi State will continue with the current initiatives on infrastructural development including:

- Power
- Water
- Roads etc.

These initiatives are on the right track and will pay dividends in the overall transformation of the State.

Ebonyi State will develop a comprehensive ICT Park with particular upgrade in Electricity, Water and Roads. This Park may be incorporated into general Hotel and Resort development and Residential development.

In addition, in areas designated as ICT Parks, the State will petition the Electricity Regulatory Authority to change the tariff from Commercial to Low Tension Industry category.

A more organized method of payment of government levies. It is the responsibility of the State government to make sure that the ICT industry contributes its quota to the budget of the State. The industry must also become good corporate citizen in working with the State representatives to contribute to the development and transformation of the State. Private industry will work with the State revenue agency and EBSITDA to design a system of Taxes and Levy collection that will enhance the State's developmental efforts.

7.2 Land Management Strategies

Deployment of Land Parcel management modules of the OrthoImage. The additional benefit to the State is the additional revenue derivable by the State from Land registration etc.

7.3 Action Items

The Ministry of Lands should work in tandem with Ministry of Agriculture in conjunction with EBSITDA management to implement the Land Parcel Management application. The completion of all the key initiatives in Power, Water and Roads that are ongoing will be completed as scheduled.

8. Health

The State vision for healthcare delivery is to extend coverage to all the corners of the State and all constituents. This is a considerable expansion. The population that will be covered by the expansion will exact pressure at both ends of the NHIS scheme as it is being practiced today, coverage for more high-end services from the private, more affluent clients and coverage for endemic more communicable illnesses from the much vulnerable communities, especially those from the prison systems which may soon come under the scheme. Some of these new services will include:

- Health Care services for the elderly
- Maternal, Infants, and Children services to reduce infant mortality
- Substance Abuse and Mental Health Services Administration for the prison population
- Mental Retardation and Developmental Disabilities
- Elective Surgery for more affluent clients from Private sector
- Epidemic detection and control services requirements from national security agency
- Workforce catastrophic accident coverage for industrial workers

Ebonyi State should respond to these complex health needs and problems and deliver services to individuals and families in need.

Challenges

The state is faced with the following challenges:

- The limitation of Federal assistance as it is currently formulated unless the GDP continues to grow, while the increase in coverage requires increased access to quality health care and maintenance of essential human services
- The challenges of designing a healthcare system that covers all population ranges and how to allocate costs appropriately based on means and use.
- Emergence of Vocal interest groups lobby to target resources for particular NHIS programs

- The threat of attack and natural disasters may shift resources from traditional NHIS programs to those that protect against environmental catastrophe and terrorism

8.1 Policy Initiatives

Every patient care starts with the patient intake and eligibility determinations. The current accepted medical paradigm has validated evidence-based medicine has been more effective in primary healthcare and a lot less expensive. Evidence based medicine relies very much on historical records, which means a patient record must transcend a particular provider and be available to all caregivers on a need to know basis.

Recommended initiative depends upon Data, intake and demographic data, as well as diagnostic, medical and care data. The basis of efficient management comes from the information that these data provide to the care providers, HMOs and the funding authority.

The key objective is to design and deploy a fundamental system that will be utilized to gather all the above data, so as to prove as aide in diagnostic to Caregivers and provide a basis for cost management. This system will also provide the state a basis for predictive analysis in management of epidemics.

In designing or architecting healthcare solution that will be transformational and meet the demand of Digital world, what appears to work best is to put the Patient at the center and attempt to define solutions that provide a manifestly better service.

The State will develop a System, referred to here as Connected Health System (CHS); that will unify the health information data into a unified STORE.

8.2 Health Strategies

A fundamental step in moving toward a Connected Health strategy, based on shared services and Service Oriented Architecture (SOA) environment, is to develop a Community-specific roadmap to guide the process. The roadmap must be developed to align technology initiatives with business goals and help define the approach, timing, and sequencing of the steps required to achieve a shared-services environment. In addition, the roadmap is a communication device that can be used to secure funding, prioritize activities, and achieve common understanding among key stakeholders

8.3 Action Items

The State will develop a State-wide Connected Health Systems (CHS) that will provide a holistic view into all health related services, from Client-Intake to Case management.

8.4 Promotion, Monitoring & Review

Key elements of a successful roadmap include:

- Establishing a baseline against which improvements are identified and progress is measured. This includes assessment of existing business and technology assets
- Articulating a front-to-end business strategy and aligning it with a comprehensive technology strategy
- Reviewing relevant experiences or approaches (best practices) that have been successful elsewhere
- Establishing targets, goals and metrics for tracking progress
- Prioritizing capabilities and investments over time. Factor in the need to succeed early and often with recognizable benefits, all within the time frame during which executives need results
- Evaluating policy priorities, from emergency relief to expanded access to care, and from accountability and reporting to risk mitigation
- Investigating financing options
- Recognizing that aspects of the roadmap may shift with time and experience
- Adopting regular checkpoints for roadmap re-assessment results within this term of the Government

9. e-Government

Having a strong e-Governance infrastructure is a key enabler for ICT industry to thrive in the State. e-Governance not only increases efficiency of business to government and people to government interactions, but also enhances the transparency levels of a SMART government. The policy provides a focused thrust in this area.

9.1 Policy and Initiatives

Ebonyi States intends to set many milestones in its e-Governance endeavors. Knowing that government is a gigantic organization while IT is only a tool, the state will evolve policies and develop an enabling environment which will promote changes in the attitude of government employees and bring in business process reengineering. The state intends to make considerable progress in breaking the digital divide and raise the governance standards and efficiency levels.

9.1.1 Core IT Infrastructure

The Ebonyi State Wide Area Network (ESWAN)–The State will endeavor to build one of the largest IP based intercom, intranet & internet network that is scalable and has nodes across all government offices in all Local government connected with the state headquarters and will be the backbone of all e-Governance activities in the state. The planned WAN will have bandwidth of 4 Mbps from state capital to District headquarters and 2MBps from Development Centers headquarters to Local government headquarters

Ebonyi Integrated Communication Network (EICN)– EICN will be the voice communication network for Government offices at Government Office in the Capital, which is connecting almost all the government offices, Police headquarter, MS Building, Government Hospital etc. The project will enabled faster & better communication within the network at no extra cost to the Government.

Server Farm- Government of Ebonyi State will develop a common facility, i.e. Server Farm where servers consisting of Web servers, DNS server, LDAP Server, Mail Server, Database servers etc. will be housed. All State and Local government websites will be hosted in the data center. Likewise, all government white collar employees will have an email ID within the State Domain.

9.1.2 Software Infrastructure

Integrated Workflow & Document Management System (IWDMS) – Being a repository of information, the Secretariat plays a crucial role in the governance of the state. Decision making and policy formulation processes within the Secretariat involve receipt, dispatch and maintenance of a huge volume of correspondence. For improved governance, it is critical to have an efficient document control & monitoring mechanism in place.

Integrated Workflow and Document Management System (IWDMS) addresses these concerns and aims to standardize and streamline document management by leveraging the established networks in the Secretariat. It helps the Secretariat to monitor and process all correspondence and enable it to move towards a ‘less paper’ offices regime and knowledge-led governance.

9.2 Cyber Crime

The State shall provide highest level of security for the operation of IT/ITES units. Offences pertaining to violation of data security, confidentiality of documents and non-disclosure of agreements are viewed seriously. For this purpose Government will further strengthen Cyber Crime Detection cell in Crime Investigation Department (CID) at Police Head Quarters, Ebonyi

- i. The Policy will be operative for a period of five years from the date of this Order.
- ii. In pursuance to this policy, necessary amendments/orders will be issued by the concerned departments.
- iii. EBSITDA will adopt and domesticate National Information Systems and Network Security Standards and Guidelines.
- iv. EBISTDA will adopt and domesticate Data Protection Regulation.

LIST OF CONTRIBUTORS TO EBONYI STATE ICT POLICY			
S N	Name	Organization	Designation
1	UGO NNACHI	OFFICE OF THE HOS	HEAD OF SERVICE
2	OMINYI STEVE	PSSD: SSG'S OFFICE	DIRECTOR (ADMIN.)
3	ANUMA O.C.	BOARD OF INT. RVE	CDPO
4	RAYMOND OKPANI	OFFICE OF THE HOS	SA
5	UZOMA B.I.	ECA SSG'S OFFICE	DEPUTY DIRECTOR
6	A.C. NSI	CABINET OFFICE	DIRECTOR ADMIN
7	A.J. KALU	OFFICE OF THE HOS	ACA0
8	OKOROAGHA IKECHUKWU	ACTDB	PO
9	ENGR. ENWELU DAVID	MOWA-SD	ACPA
10	ONWE TINA O	MOWA-SD	DEPUTY DIRECTOR
11	IBIAM WILFRED EGWU	MIN. OF ENVIRONMENT	PAO
12	UGURU BONIFACE	MOH	DEP. DIRECTOR STAT.
13	UGWOKE R.A.	MENV	PPO
14	ENENG MIRIAM C	MIN.OF LAND, SURVEY&H	PPO
15	IKPORO STEPHEN	GOVT HOUSE	CHIEF ANALYST
16	ODAA ALOYSIUS EZE	MOFED	DIRECTOR PLANNING
17	CHIMA PATRICIA	MIN. OF FINANCE	DIRECTOR (ADMIN.)
18	OGBONNAYA OTTA	MIN. OF AGRIC	DIRECTOR (ADMIN.)
19	CHRIS OBAJI	OFFICE OF THE HOS	PAO
20	ELOM CLEMENT	MIN. OF EDUCATION	DIRECTOR, PRS
21	ANWU R.N.	MIN. OF EDUCATION	DIRECTOR ADMIN
22	ONAH M.O.	STATE PLANNING, COMM.	CHIEF ADMIN OFFICE
23	EGWU R.I.	MIN. OF LANDS	DIRECTOR ADMIN.
24	NWANGW S.O.	OFFICE OF CHIEF OF STAFF	DIRECTOR (ADMIN.)
25	ODO MICHAEL EZE	MIN. OF HEALTH	CAO
26	CHUKWU J.E.	STATE PLANNING, COMM.	DIRECTOR STAT.
27	PATRICIA O. ANASI	STATE PLANNING, COMM.	DEPUTY DIRECTOR
28	OKPE EMMANUEL	ABAKALIKI CAPITAL	SAO
29	PACE N. ONWE	MIN. OF AGRIC	ACPO
30	NWEKE DAVID N	OFFICE OF THE HOS	ADMIN. OFFICER
31	NWEKE EUJENE	EBSU	DEAN FACULTY OF SCI.