

Manner of Utilization of Implementation Funds for the Greater Port Harcourt City Master Plan Implementation

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Abstract

Policies, projects and programmes are adequately expressed through a plan and such plan can hardly be implemented in the face of paucity, inadequate and inappropriate disbursement of funds for implementation. This study engages both quantitative and qualitative investigations to ascertain the total amount of fund that was allocated and revenue generated in the Greater Port Harcourt City Development Authority from 2009-2019; and also ascertain the avenues these funds were distributed in the process of the implementation of the Greater Port Harcourt City Master Plan. This class of study belongs to the explanatory sequential mixed method research design. The geographical scope of the study is the Phase 1 area of the study location which comprises of the Mbodo-Aluu, Omagwa and Igwuruta communities in Ikwerre Local Government Area of Rivers State. Both in-depth key informant interview and secondary data from GPHCDA were annexed to adjudicate appropriate analysis of the submissions on the financial capacity of Greater Port Harcourt City Development Authority (GPHCDA) based on the inflow and outflow of funds within the planning period of 2009-2019. An analysis was made to determine the fiscal performance of the Authority during the implementation of the GPHCMP (2009-2019). Issues of compensation and land allocation (Land Compensation Claims Settled by GPHCDA, Educational Layout Compensation Payment at Mbodo-Aluu, Structures Acquired and Compensation Paid in Phase 1A, Compensation for Crops Paid in Phase 1A) were evidently captured as part of the activities in the implementation process.

Keywords: Implementation Fund, Manner of Utilization, Master Plan, Port Harcourt

INTRODUCTION

The place of implementation in the planning process cannot be overemphasized. The impact of a policy, project and programme can hardly be felt in the face of inadequate and inappropriate disbursement of fund for implementation. Politics and public policy are the major factors that determine urban development; Master Plan for urban development is one of the policy documents (Keunta, 2010). It influences the growth of urban population, land use, infrastructure development and service provision. Implementation of the Master Plan determines the level of development of the geographical area it is meant to address. A Master Plan is usually designed for a specific period of time, between ten and thirty years. It consists of an inventory of existing development in the geographic area of interest as well as proposals for future development.

Failure to implement plans has long been considered a significant barrier to effective planning (Berke, Backhurst, Day, Ericksen, Laurian, Crawford, and Dixon; 2006). Calkins (1979) names the lack of plan implementation as "new plan syndrome", explaining that plans are continuously redone or updated without regard to the implementation status of the original plan.

In Nigeria and indeed many developing countries, the practice of comprehensive physical planning is common. This popularity is evident from the numerous Master Plans which have been prepared for various towns in the post-civil war era (i.e., as from 1970) in Nigeria, especially following the creation of states in 1967.

The first attempt to produce a comprehensive urban Master Plan in the country was Koenigsberger's Master Plan for

Metropolitan Lagos, prepared in 1962 (Ede, Owei and Akarolo, 2011). This was followed by Travallion's Master Plan for Kano prepared in 1963. In 1967, Max Lock produced the Kaduna Master Plan. Between 1970 and 1980 Master Plans were prepared for urban centres in a number of states created in 1967 and 1976 (Ede, *et al*, 2011). These cities include Jos, Benin City, Sokoto, Yola, Maiduguri, Calabar, Ilorin, Owerri, Bauchi, Akure, Minna, Makurdi, Port Harcourt, and Abuja. In addition to these, many state governments prepared Master Plans for towns in their respective states. For instance, in Rivers State, the post-civil war period of the 1970s witnessed an extensive preparation of Master Plans for towns in Rivers State. In Port Harcourt, physical planning began with the application of the Garden City concept by the colonial administration in laying out the old Township and Government Reservation Area (GRA), followed by the first Master Plan prepared by Professor Elon, an Israeli (Obinna, Owei and Okwakpam, 2010).

Expansion in economic activities accompanied by increased in-migration led to the rapid growth of the city. It was immediately obvious that the initial planning schemes were not adequate to respond to the dynamics of population growth and spatial expansion of Port Harcourt. The first military administration of the state under Commander Alfred Diète-Spiff launched a major planning initiative, first to designate the headquarters of the administrative divisions of the state as urban centers and then secondly to prepare Master Plans to guide their development. A total of nineteen Master Plans were prepared as earlier indicated.

The Port Harcourt Master Plan of 1975 was prepared by Swedish Consultants: Specialists Konsult. It was the last one of this generation of Master Plans (Owei, *et al*, 2005). A

second generation of Master Plans was initiated by the administration of Chief Melford Okilo between 1979 and 1983. Under a hastily created Directorate of New Towns and Conurbations, Master Plans were prepared for Boro (Kaiama), Oyigbo, Woji, Abua, Ekeremor and Bori New Towns, though the initiative died as the administration was ousted on December 31, 1983.

The most recent response by the Rivers State Government is the focus of this study. In 2008, the Rivers State Government had a vision for Greater Port Harcourt as “a thriving city, economically vibrant and diverse, a world class city, a garden city whose citizens enjoy an enviable quality of life, a sought-after tourist destination, a model city, an inspiration and a monument to what can be achieved through determined and coordinated effort” (Rivers State Government, 2008). It was, therefore, necessary that a plan be prepared that would be used to co-ordinate and integrate various projects in the direction of the overall vision. The Rivers State Government appointed Arcus GIBB, a multidisciplinary team of development professionals, in 2008 to prepare the Greater Port Harcourt City Master Plan (GPHCMP). The plan had a two-pronged focus; one was to set out the path to urban renewal and transformation of the old city, and secondly provide direction for the development of the New City in accordance with the vision. This is to be achieved in two areas: urban renewal of the old city and building of a new city for the 21st century with high urban quality and planned open spaces that will become a worthy global player that will be an example to other African countries (GPHCMP, 2008).

According to Arcus Gibb (2008), the process of reinstating Port Harcourt as a functional urban area was to focus on the following objectives:

- i. Improving traffic congestion and flow;
- ii. Establishing a hierarchy of roads and movements;
- iii. De-densifying residential cluttering and upgrading informal settlements;
- iv. Cleaning up the city in terms of refuse removal;
- v. Defining urban precincts and critical urban elements that improve urban form; and
- vi. Providing good infrastructure and service standards and providing guidelines for good governance to ensure a long-term implementation and sustainability.

The Greater Port Harcourt City Master Plan is a holistic plan for the development of the Greater Port Harcourt City Area, which spans eight Local Government Areas of Rivers State, namely- the whole of Port Harcourt Municipality and parts of Oyigbo, Ogu/ Bolo, Okrika, Obio/Akpor, Eleme, Etche and Ikwerre Local Government Areas. It covers an area of approximately 1,900 square kilometres (9,190,000 hectares of land) with a projected population of about two million people (Ede *et al.*, 2011).

On the 2nd of April 2009, the Greater Port Harcourt City Development Law establishing Greater Port Harcourt City Development Authority (GPHCDA) came into force. GPHCDA is a regulatory body with mandate to facilitate the implementation of the Greater Port Harcourt City Master Plan and build the New City called the Greater Port Harcourt City.

According to the pioneer Administrator of the Authority, the whole project was “a call to duty with the mission to build a world class Garden City, thriving economically, operating efficiently, prosperously and assuring its residents a quality of life envied for its peacefulness, comfort and sustainability” (Cookey-Gam, 2011).

Was adequate fund budgeted and appropriated for the implementation of the GPHCDA master plan? How much was released? What are the avenues or activities that those funds were used for? These are cogent questions this paper is designed to answer.

AIM OF THE STUDY

The aim of this study is to assess the manner of utilization of intervention resources provided for the implementation of the Master Plan from its inception in 2009 to 2019. The objectives of the research are to:

- i. Ascertain the total amount of fund that was allocated and revenue generated in the Greater Port Harcourt City Development Authority from 2009-2019; and
- ii. Ascertain the avenues these funds were distributed in the process of the implementation of the Greater Port Harcourt City Master Plan.

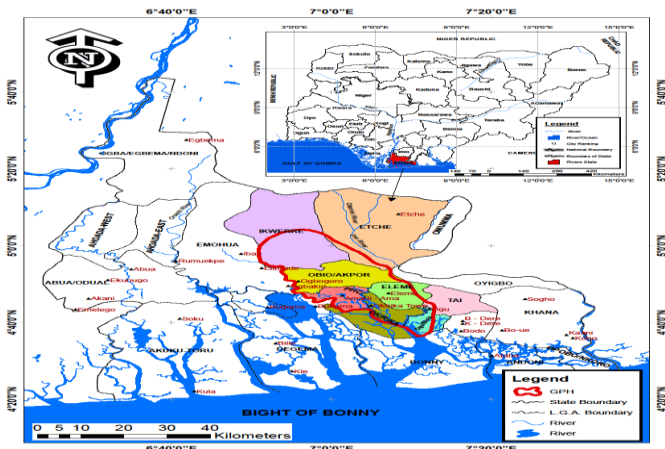
SCOPE OF THE STUDY

The geographical scope of the study will cover the Phase 1 area of the study location that comprises the Mbodo-Aluu, Omagwa and Igwuruta communities. Phase 1 commenced in 2009 but it is still at the construction stage of the project cycle and is expected to be completed by 2020. Phase 1 layout covers 1,692.07ha (16.921km²), extending from the Port-Harcourt International Airport junction across to Professor Tam David-West Road and part of Igwuruta. However, the intellectual scope is to assess the manner of utilization of intervention resources provided for the implementation of the Master Plan from its inception in 2009 to 2019.

BACKGROUND INFORMATION ABOUT THE STUDY AREA

Old Port Harcourt City was a port city established in 1913 during British colonial rule. It was named after Lord Lewis Harcourt, the then British Secretary of State for the Colonies (Owei, *et al.*, 2010; Ede *et al.*, 2011). Due to its geographical location (near the coast), the city was established as a rail and seaport terminal for the exportation of coal and agricultural produce from the hinterland (Wolpe, 1974; Ikechukwu, 2015). The discovery of oil and gas in the late 1950 accelerated the industrial and commercial expansion of the city leading to its uncontrolled development and rapid expansion.

By 1965, the municipality became the site of Nigeria's largest harbour and the centre of Nigeria's petroleum activities (Wolpe, 1974; Izeogu, 1989). With that, there has been a constant influx of people into the city. Apart from the rise in population, the city has seen a corresponding physical expansion. Presently, the city's planning authority has



struggled to cope with the rapid uncontrolled expansion population influx and overcrowding (ERML, 2009; Theis *et al.*, 2009). Other studies have added that the existing infrastructure in the city has been in a deplorable condition, overburdened over time (Owei, *et al.*, 2010; Ede, *et al.*, 2011).

Fig.1: Map of Greater Port Harcourt City. Insert is Map of Nigeria Showing Rivers State

(Source: Office of the Surveyor-General, Rivers State, 2020)

The Greater Port-Harcourt City (GPHC) Master Plan as it stands includes the Port Harcourt City (Main Town) and the contiguous areas laid out for urban redevelopment, expansion and modernization. It is an agglomeration or conurbation of the old Port-Harcourt City and parts of other Local Government Areas (LGAs) defined in the Greater Port-Harcourt City Master plan. The eight LGAs comprise Port-Harcourt, Obio-Akpor, Okrika, Oyiigbo, Ogu-Bolo, Etche, Eleme and Ikwerre (See figure 1). Oyiigbo, Eleme, Okrika, and Ogu-Bolo LGAs are located in the east and south of the Central Business District. Obio/Akpor is situated north of Port-Harcourt LGA; Ikwerre LGA is situated north-west of Obio/Akpor LGA, while Etche LGA is in the north-east.

REVIEW OF RELEVANT LITERATURE

Concept of the Master Plan

A Master Plan is a dynamic, multifaceted and comprehensive document that has different interpretations given by different scholars, but the intention has always been the same. For Kent (1964) the document serves as "ordinances or general plan with official statement of a municipal legislative body which set forth its major policies concerning desirable future physical development of an area". The perception of Roger (1999) regarding Master Plan is "a traditional document in Britain with master or comprehensive planning that develops a plan to cover development, use of land in order to maximize the overall benefit, and then ensuring adherence to the scheme in the urban area". Black (1975) on his part refers to the term as "the official public document adopted by a local government as a policy guide to decisions about the physical development of a community". Whichever perspective the document is being looked upon, Master Plans are documents designed by town planners and allied

professionals with legal backing which involves series of activities of all sectors in any geographical area.

However, the aim of a Master Plan determines the roles the Master Plan plays. In any democratic society where the legislative body is involved in the master planning processes, a Master Plan document is one that should be able to draw the attention of stakeholders regarding challenges and opportunities (Black, 1975). For Black (1975), a Master Plan should be able to initiate policies through long-range appropriate phasing of the plan to provide a task for each period within its implementation period. Also, Kent (1964) asserts that a Master Plan should be able to serve as an avenue to convey policy directions by implementing agencies. He further asserts that a Master Plan document should also serve as an educational tool for those who access it. In the opinion of Roger (1999), a Master Plan should be able to serve as an avenue for exploration as it suggests many functions to the planning staff; the executives; operating agencies for physical development; voters; politician and the public at the drafting of the plan and its adoption. A Master Plan gives implementation direction for every development especially in the preparation of zoning ordinances, sub-division control, urban renewal, etc.

The Planning Philosophy of the Greater Port-Harcourt City Master Plan Model

Planning theory is the body of scientific concepts, definitions, behavioral relationships, and assumptions that define the body of knowledge of urban planning. There are nine procedural theories of planning that remain the principal theories of planning procedure today: The Rational-Comprehensive approach, the Incremental approach, the Transformative Incremental (TI) approach, the Transactive approach, the Communicative approach, the Advocacy approach, the Equity approach, the Radical approach, and the Humanist or Phenomenological approach Taylor (1998).

The planning philosophy of the firm engaged for Greater Port Harcourt adopted the rational comprehensive planning model or rational planning, sometimes referred to as synoptic approach which adopted the top-down approach synonymous with this model in the preparation of the Greater Port Harcourt Master Plan.

The synoptic approach is defined as a conscious, comprehensive, rational planning effort in which top executives formulate the organization's goals, oversee their implementation, and measure their progress while at the same time making adjustments to the goals as changes in environmental and organizational conditions

The rational model is perhaps the most widely accepted model among planning practitioners and scholars and is considered by many to be the orthodox view of planning. As its name clearly suggests, the goal of the rational model is to make planning as rational and systematic as possible.

The rational planning model is a model of the planning process involving a number of rational actions or steps. Taylor (1998) outlines five steps, as follows:

- Definition of the problems and/or goals;

- Identification of alternative plans/policies;
- Evaluation of alternative plans/policies;
- Implementation of plans/policies; and
- Monitoring of effects of plans/policies.

The rational planning model is used in planning and designing neighborhoods, cities, and regions. It has been central in the development of modern urban planning. The model has many limitations, particularly the lack of guidance on involving stakeholders and the community affected by planning, and other models of planning, such as collaborative planning, are now also widely used. Though rational planning fails to provide an avenue for public participation. In both theory and practice, this shortcoming opened rational planning to claims of elitism and social insensitivity.

The top-down approach associated with the rational planning movement by using the planning process to establish a uniform landscape and architectural style based on an idealized medieval village.

The City had status and was visually attractive to the extent that it was known as the Garden City of Nigeria, but it is arguable whether such an appellation still fits its present state. The ways some urban features disconnect are apparent for Port Harcourt, so it is a generally held opinion of a need to reinstate values that can uphold the former status, create good and healthy living environment, and achieve sustainability and plan for the future. The objective of the Urban Design Framework is to create a new and exciting urban environment where citizens feel safe, their lifestyle is uplifted and investments are protected through the application of known urban design principles (Ede, Owei and Akarolo;2008).

A Master Plan is a comprehensive document aimed at strategically developing areas of need as perceived by stakeholders in that locality. City development underpins the conception and subsequent implementation of any Master Plan. An example of such is the Greater Port-Harcourt City Master Plan. The Master Plan (GPHCMP) is a 50-year strategic plan designed to integrate the old and new Port Harcourt City. The integrated Master Plan consists of transport, road, water, storm water, wastewater, land use, social infrastructure and energy (gas and electricity) plans developed to be implemented in three phases. All phases of the development (including existing and future projects referred to as 'GPHC Development Projects') are scheduled to be completed by 2060 (ERML, 2009).

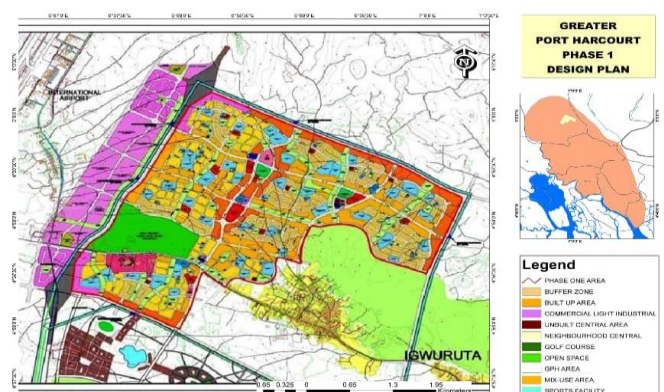
The vision of the plan is "to transform the Greater Port-Harcourt Area into a world class city that is internationally recognised for excellence, and for the area to become the preferred destination for investors and tourists," (ERML, 2009: ES-1). Spatially, the plan covers an area of approximately 1,900 km² spanning eight Local Government Areas. It includes all of the old Port-Harcourt city and parts of Oyiabo, Okrika, Ogu/Bolo, Obio/Akpor, Ikwerre, Etche and Eleme Local Government Areas (LGAs) (ERML, 2009; GPHCDA, 2010). The New City will be an extension of the Old Port Harcourt City and will allow for urban growth through planning and de-densification of the Old City, while gradually

integrating both cities into one single unit (GPHCDA, 2008, 2010).

The Greater Port Harcourt City Development Authority (GPHCDA) is the authority responsible for implementing the GPHC Master Plan. GPHDA was established by the 'The Greater Port Harcourt City Development Authority Law' No. 2 of 2009 (GPHCDA, 2010). GPHCDA has been charged with the responsibility of facilitating the implementation of the GPHC Master Plan and developing the New City (GPHCDA, 2010). The objectives of the plan are primarily economic; that is, to enhance the standard of living and well-being of people in the city by transforming it into a functional, efficient, world class city with first-rate infrastructure and delivery of quality services (ERML, 2009; GPHCDA, 2010). The successful implementation of the Master Plan is projected to yield improved commerce options as well as increased investment opportunities. Apart from yielding economic benefits, previous studies have argued that economic development should also be placed in the environmental context for protecting environmental quality (Glasson *et al.*, 2005; Ede, *et al.*, 2011; UNECA, 2011; Akukwe and Ogbodo, 2015).

The comprehensive Master Plan comprises the land-use plan and other sectoral plans. Implementation of the entire Master Plan has been phased, commencing from Phase-1 through Phase 2 to the Phase-4 projects. Phase-1 layout is located in the northern axis of the Master Plan near the Port-Harcourt International Airport and is sub-divided into four manageable sub-phases A, B C and D (see Fig. 2). Phase-2 layout is located in the eastern axis near Etche LGA, while Phase 3 Project is located in the south-eastern part of the Master Plan near Onne Seaport at Eleme. All phases will be connected by the Priority Road (M1 North-South Link Road), which is a dual-carriage freeway (ERML, 2009). The main anchors are Onne Seaport, Port-Harcourt Harbour and the Omagwa international Airport.

Generally, the land use plan consists of high, medium and low-density residential areas; commercial and industrial areas; cemetery; dumping site; International airport; University; open spaces, including riverine areas, golf courses, parks, gardens with landscape elements; rivers; metropolitan node; roads including major, minor and other roads as well as future growth areas. Facilities include 24-hour electricity supply infrastructure; a network of good roads/streets and public transportation system; drainage and storm water management system; engineered sanitary



landfill for solid waste disposal; surveillance; and efficient security systems among other things (ERML, 2009; GPHCDA, 2010).

Fig.2 Phase 1 layout showing 1A, 1B, 1C, 1D Sub-Projects of the GPHCMP.

(Source: Arcus Gibb, 2009)

The GPHCMP implementation process has been divided by the GPHCDA into three implementation periods (See Table 1).

Table 1: Implementation Phasing of the Greater Port Harcourt City Master Plan (GPHCMP)

Time Period	Time Span	Projects
Short Term	0-5 years	<ul style="list-style-type: none"> -Establish the Interim Management Body; -Commence construction of the management systems; -Commence development in pilot project upgrade area; -Implement leg one of the road upgrade programme and public transport implementation plan; -Commence with 20,000 housing unit development in the New City -Commence with the University and New CBD precincts development; -Facilitate regional centres development; and -Start development of engineered landfill sites and cemetery.
Medium Term	6-10 years	<ul style="list-style-type: none"> -Continue with development of residential development in the New City; -Expand the Central Activity Span of the New City; -Reclassify the Port Harcourt International Airport; -Establish industrial/manufacturing hub at the intersection of the New City development; -Commence Garden City Precinct development; -Manage land use -Continue environmental upgrade and rehabilitation programme; and -Upgrade and expand critical social service delivery.
Long Term	11-15 years	<ul style="list-style-type: none"> -Continue with residential area development in the New City; -Control land use; and -Review strategic planning position and service programme.

Source: Greater Port Harcourt City Master Plan, 2008 by Arcus GIBB

RESEARCH METHODS

The study engaged in-depth key informant interview of Directors and secondary data from Greater Port Harcourt City Development Authority (GPHCDA).

FINDINGS OF THE STUDY

A. Total Amount of Implementation Funds

Table 2 and Fig. 3 show that the total budgetary appropriation and release to GPHCDA from 2009 to 2019 exhibit an irregular trend. They reveal that in the budget year of 2009, a total some of 50billion Naira was budgeted but only 14.9 billion Naira was released which represented 30% of the budgeted amount. Subsequent releases were as follows: 2010: 12%; 2011: 27%; 2012: 26%; 2013: 30%; 2014:52.5%; and 2015:15.6%. There has not been any budgetary appropriation for 2016, 2017, 2017 and 2019.

Table 2: Appropriation and Budget Release to GPHCDA

S/No	Year	Appropriation (₦)	Budget Release (₦)	%
1	2009	50,000,000,000	14,999,999,999	30.0
2	2010	44,125,800,000	5,000,000,000	12.0
3	2011	15,000,000,000	4,000,000,000	27.0
4	2012	20,000,000,000	6,000,000,000	26.0
5	2013	37,500,000,000	11,000,000,000	30.0
6	2014	20,000,000,000	10,500,000,000	52.5
7	2015	8,000,000,000	1,250,000,000	15.6
8	2016	0	0	
9	2017	0	0	
10	2018	0	0	
11	2019	0	0	
Total		194,625,800,000	52,749,999,999.00	27.0

(Source: RSMoB&EP and RSMoF, March 2020)

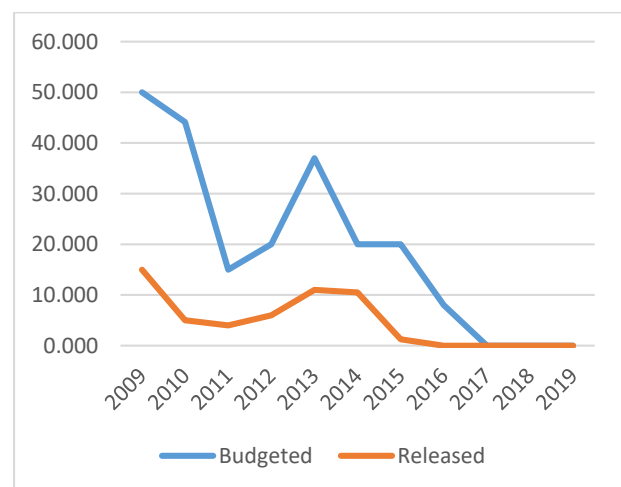


Fig.3: Total Budgetary Allocation and Actual Release

(Source: RSMoB and EP, RSMoF, March 2020)

B. Manner of Utilization of Implementation Funds

Land Acquisition Compensation Claims Settled by GPHCDA

Table 3 shows that compensation was paid for land acquired in the study communities: Igwuruta-Ali -- 1,253,714 ha, ₦1, 061,006,775.8; Mbodo-Aluu -- 5,147 ha, ₦332, 064,516.13; and Omagwa -- 6,654 ha amounting to ₦433, 096,600.00 respectively.

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Table 3: Land Compensation Claims Settled by GPHCDA

S/No.	Location	Area Verified (Ha)	Amount ₦	Batch
1	Igwuruta-Ali	1,041,859	618,579,128.00	2
2	Igwuruta-Ali	52,657	339,722,258.13	3
3	Igwuruta-Ali	65,234	42,086,450.96	4
4	Igwuruta-Ali	43,507	28,069,032.25	5
5	Igwuruta-Ali	13,094	8,444,741.92	11
6	Igwuruta-Ali	37,363	24,105,164.51	16
7	Mbodo-Aluu	5,147	332,064,516.13	9
8	Omagwa	6,654	433,096,600.00	12
Total		1,265,515	1,826,167,891.9	

(Source: GPHCDA, March 2020)

Table 4 shows educational layout compensation payment at Mbodo-Aluu, which covers a verified area of 2.87 ha covering a total number of 61.64 plots, amounting to ₦18,513,316.66, while an unverified claim of 0.9386 ha totaling 20.18 plots with a corresponding cash value of ₦6,055,483.76.

Table 4: Educational Layout Compensation Payment at Mbodo-Aluu

S/No.	Area Verified	No. of Plots (Ha)	Amount (₦)	Batch
1	2.87ha	61.64	18,513,316.66	10
Unverified Claims				
2	0.9386ha	20.18	6,055,483.76	10
Total			24,568,800.42	
3.8086		81.82		

(Source: GPHCDA, March 2020)

Tables 5 shows that a total of ₦63, 295,590.00 was paid as compensation for structures acquired in Omagwa; ₦7, 609,660.00 was paid at Igwuruta-Ali; and ₦17,179,622.00 was paid at Mbodo-Aluu. A total of ₦88, 084,872.00 is yet to be settled as compensation for structures in Phase 1A.

Table 5: Structures Acquired and Compensation Paid in Phase 1A

S/No.	Location	Amount (₦)
1	Omagwa	63,295,590.00
2	Igwuruta-Ali	7,609,660.00
3	Mbodo-Aluu	17,179,622.00
Total		88,084,872.00

(Source: GPHCDA, March 2020)

Table 6 shows that a total of one hundred and one (101) claimants were paid a total sum of ₦13,205,118.00 as compensation for their damaged crops in the study area (See Fig.5). However, names are omitted due to the anonymity clause.

Table 6: Compensation for Crops Paid in Phase 1A

S/No.	No of Claimants	Amount (₦)
1	101 Persons	13,205,118.00

(Source: GPHCDA, March 2020)

C. Unsettled (Approved) Claims

Table 7 shows unsettled (approved) land claims with a verified area of 31.7425ha amounting to ₦201, 762, 901.18 in the study area.

Table 7: Unsettled (Approved) Claims

S/No.	Location	Area Verified (Ha)	Amount (₦)	Batch
1	Igwuruta-Ali	0.1862	1,201,200.32	2
2	Igwuruta-Ali	1.8877	12,178,709.67	3
3	Mbodo-Aluu	3.162	20,400,000.00	9
4	Mbodo-Aluu	26.3244	166,806,444.00	10
5	Igwuruta-Ali	0.0926	597,547.19	11
6	Omagwa	0.0896	579,000.00	12
Total		31.7425	201,762,901.18	

(Source: GPHCDA, March, 2020).

The availability of financial resources affects the ability of an institution to implement plans. It appears to be the life blood of any planning and implementation process. Implementation is likely to be abandoned if there are limited financial resources, and therefore effective mobilization of funds is an essential component of any implementation process.

The study assessed the financial capacity of GPHCDA based on the inflow and outflow of funds within the planning period (2009-2019). This analysis was necessary to determine the fiscal performance of the Authority during the implementation of the GPHCMP (2009-2019). It is however necessary to note that there were activities in the implementation process, such as Compensation and Land Allocation.

The study revealed that land acquired by the GPHCDA (See Figure 4) was paid for in form of compensation to land owners in the study communities: Igwuruta-Ali – 1,253,714ha amounting to 1,061,006,775.8; Mbodo-Aluu -- 51.47ha amounting to ₦332,064,516.13 and Omagwa -- 66.54 ha, amounting to ₦ 433,096,600.00. This reveals a

total of 224, 4497 ha of land attracting ₦ 1,826,167,891.00 as compensation.



Fig.4: Map Comprising Land under Acquisition in Phase 1A Omagwa/Igwuruta-Ali

(Source: GPHCDA, March 2020)

The study further revealed an unsettled (Approved) claims for lands acquired (See Figure 5) in the various study locations as follows:

- 2.1665ha of land amounting to ₦13,976,909.99 in batches 2,3 and 11 in Igwuruta-Ali,
- 28.4864ha of land amounting to ₦ 187,206,444.00 in batches 9 and 10 in Mbodo-Aluu
- 0.0896 ha of land amounting to ₦579,000.00 in batch 12 in Omagwa

All totaling a verified area of 31.7425ha amounting to ₦ 201,762,901.18 as unsettled(approved)



Fig.5: Lands under Acquisition in Mbodo-Aluu

(Source: GPHCDA, March 2020)

The study further revealed that compensation was paid for;

- 2.87ha Educational Layout at Mbodo, covering a total number of 61.64 plots amounting to ₦ 18,513,316.66, while,

- 0.9386ha unverified claim at Mdodo, totaling 20.18 plots with a corresponding cash value of ₦6,055,483.76 is pending.

It was also revealed that a total of ₦63,295,590.00 was paid as compensation for structures acquired in Omagwa; ₦7,609,660.00 was paid at Igwuruta-Ali and ₦17,179,622.00 at Mbodo-Aluu, while a total of ₦88,084,872.00 is yet to be paid as compensation for structures in Phase 1A.

The study also revealed that a total of one hundred and one (101) claimants were paid a total sum of ₦13, 205,118.00 as compensation for their crop damages in the study area.

In a key informant interview; it was revealed that prior to the establishment of the Authority in 2009, Rivers State Government set up a committee headed by Chief Orabule Adiele to interface with host communities and acquire lands in Omagwa and Igwuruta-Ali areas of the New City. This committee paid compensation amounting to ₦3, 967,468,358.33 (three billion, nine hundred and sixty-seven million, four hundred and sixty-eight thousand, three hundred and fifty-eight naira and thirty-three kobo only).

The researcher's argument pertains to budgetary allocation for the development of a new city amounting to ₦194,625,800,000.00 and the subsequent release of ₦52,749,999,999.00 representing only but a paltry 27% of the total allocation. This allocation is grossly inadequate to achieve a remarkable success in the implementation of the Greater Port Harcourt City Master Plan within the period under review and is believed to be the reason for the non-completion of projects.

The study also revealed that there has not been any budgetary allocation of funds to the Authority from the inception of the present administration in 2016 to date. It was however observed that the present administration in the state has no political will to continue with the project as the administration did not see the implementation of the Greater Port Harcourt City Master Plan as a priority project in the administration's overall plan. This can be attributed to the impact of politics and party affiliation.

Finally, the study revealed that other than monies spent on compensation, there was also expenditure on general administration of the Greater Port Harcourt City Development Authority. There were also staff training and capacity building programmes, which saw some staff sent to South Africa and South Korea for training.

DISCUSSION OF FINDINGS

Manner of Utilization of Implementation Funds

The availability of financial resources affects the ability of an institution to implement plans. It appears to be the life blood of any plan implementation process. Implementation is likely to be abandoned if there are limited financial resources, and therefore effective mobilization of funds is an essential component of any implementation process.

The study revealed that land acquired by the GPHCDA were been paid for in form of monetary compensation to land

owners in the various communities within the study area. It was revealed that a total of 224.4497ha of acquired land has been paid for amounting to ₦1,826,167,891.00. This sum was expended as compensation for the community land acquired. In furtherance of the study, it was also revealed that a verified area of 31.7427 ha amounting to N201,762,901.18 is yet to be settled as compensation has

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not also been paid almost ten years running and the owners of these lands are left empty handed (see Table 7).

The study also revealed compensation payment made were grossly inadequate as government only paid a paltry sum of three hundred thousand naira only (₦300,000.00) as compensation for a plot of land (as revealed and confirmed by GPHCDA key informants) and the fact that some other acquired lands are yet to be compensated for, ten years after, is really appalling.

In a key informant interview it was revealed that, prior to the establishment of the Authority in 2009, the Rivers State Government set up a committee headed by Chief Orabule Adiele to interface with host communities and acquire lands in Omagwa, Igwuruta-Ali area of the New City. This committee paid compensation amounting to the tune of ₦3,967,468,358.33

The researcher's argument is that the release of only 27% of budgeted funds (as reported above) means that there are insufficient funds to achieve significant plan implementation hence the apparent slow pace of work during the review period.

Finally, the study also revealed that there has not been any budgetary allocation of funds to the Authority from the inception of the present administration from 2016 to date. It was however observed that the present administration in the state has no political will to continue with the project initiated by the previous administration as it does not consider it one of its priorities. This can be considered the impact of politics and party affiliation.

CONCLUSIONS

The focus of this research was to assess the manner of utilization of intervention resources provided for the implementation of the Master Plan from its inception in 2009 to 2019 and to add to the existing stock of knowledge in the literature of Master Plan implementation in Nigeria.

Over the years, the government of Rivers State has been the sole sponsor/financier of the Greater Port Harcourt City Development project. As such, there has been sparse disbursement or no allocation of funds for the projects during some of the years under review. This has limited the level of participation of some interested private sector investors, as evident from indepth key informants interview, since their investments in the Greater Port Harcourt City Development will, seemingly, not be protected.

Considering the pace and level of implementation of the Master Plan, it is evident that judging from the period under review, the target of achieving a world class city within the anticipated period of fifty (50) years is not feasible.

Nevertheless, following the findings of the study, the following recommendations are put forward that would engender effective management and implementation of the Master Plan.

RECOMMENDATIONS

- I. Government should provide appropriate budgetary allocations and prompt release of funds for the development of the new city within the recommended time frame.

- II. GPHCDA should ensure proper revenue generation and utilization because finance is crucial for the success of plan implementation. As such, there should be prudent financial management put in place for GPHCDA to ensure effective revenue generation and management.

- III. Government should create the enabling environment (e.g. facilitating land allocations and titles and introducing incentives such as tax holidays) for investors to move in and invest in the development of Greater Port Harcourt City.

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