

Strategic Planning: Framework for Fostering Inclusive Growth and Job Creation in Nigeria



**Presentation at the 2014 JPB/NCDP Meeting at
Bauchi, Bauchi State**



By

‘Tunde Lawal

Director (Macroeconomic Analysis)

National Planning Commission

The Presidency

Wednesday, April 23, 2014

Outline



- 1.0 Introduction
- 2.0 Relevance of Strategic Planning to the Realization of Inclusive Growth and Development
- 3.0 Global Best Practice on Strategic Planning Framework for fostering Inclusive Growth and Job Creation
 - Major Milestones & Outcomes Achieved
 - Critical Features & Success Factors
- 4.0 Overview of Nigeria's Strategic Planning Framework
 - The Transformation Agenda (TA)
 - Implementation Status of the TA & NV20:2020
- 5.0 Fostering Inclusive Growth and Job Creation in Nigeria: The Missing Link
- 6.0 Strategies for Ensuring Inclusive Growth & Development at the Subnational Level
- 7.0 What Role for States' Planning Commissions?



1.0 Introduction

- Inclusive growth & job creation
 - Are critical to the sustained development of any nation
 - Including Nigeria
- In the last 14 years, Nigeria has witnessed the longest period of accelerated GDP growth
 - Growth has been robust across all sectors of the economy, except very few sectors like oil & gas and electricity
- Over 70 per cent of the growth can be explained by agriculture, wholesale & retail trade
 - And relatively new sectors such as telecommunications & construction
 - With minimal contribution from the country's manufacturing sector

1.0 Introduction (Cont'd)



- GDP growth averaged about 8 per cent during 2000-2013 and 7.41 per cent in 2013
 - Yet the rate or level of inclusiveness of growth are of increasing concern
 - Growing number of young people entering the labour market on annual basis cannot be absorbed
 - Growth yet to translate into decent and productive jobs
- The trend is on a global phenomenon
 - With global unemployment rate in the double digit bracket and inequality/Gini Coefficient on the increase
- It is in this context that the concept of inclusive growth has emerged as a key derivative of strategic planning framework
 - As a new development paradigm in many countries
 - Necessary for sustainable development and equitable distribution of wealth and prosperity

1.1 Why Adopt Inclusive Growth Strategy?



- Inclusive growth, defined as growth that is sustained over several years
 - Is broad-based across economic sectors
 - Defined as growth that improves the access of the poor to expanding economic opportunities and reduces inequality
 - And creates productive employment opportunities for the majority of a country's population
- Such growth is expected to result in:
 - Job creating growth & lower incidence of poverty
 - Broad-based and significant improvement in health outcomes
 - Enhanced children access to universal basic education
 - Increased access to higher education
 - Broader social and economic advancement



1.1 Why Adopt Inclusive Growth Strategy? (Cont'd)

- Improved standards of education, including skill development
- Improvement in provision of basic amenities such as water, electricity, roads, sanitation and housing
- The achievement of inclusiveness requires multiple interventions
 - Success depends not only on introducing new policies and government programmes alone
 - But in ensuring that the process of strategic planning is being followed
 - And institutional and attitudinal changes, though takes time

2.0 Relevance of Strategic Planning to Realization of Inclusive Growth



- Strategic plans are critical for inclusive growth and development of any nation
- Serves as a guide for developing sector plans
 - Basis for preparing individual studies or annual organizational plans
- Frameworks for tracking the performance at the States, national and international level
- Guides the short term plan/budgetary preparation process at the level of:
 - Federal Government
 - States Government
 - Local Government

2.1 Relevance of Strategic Planning to Growth and Development At A Glance

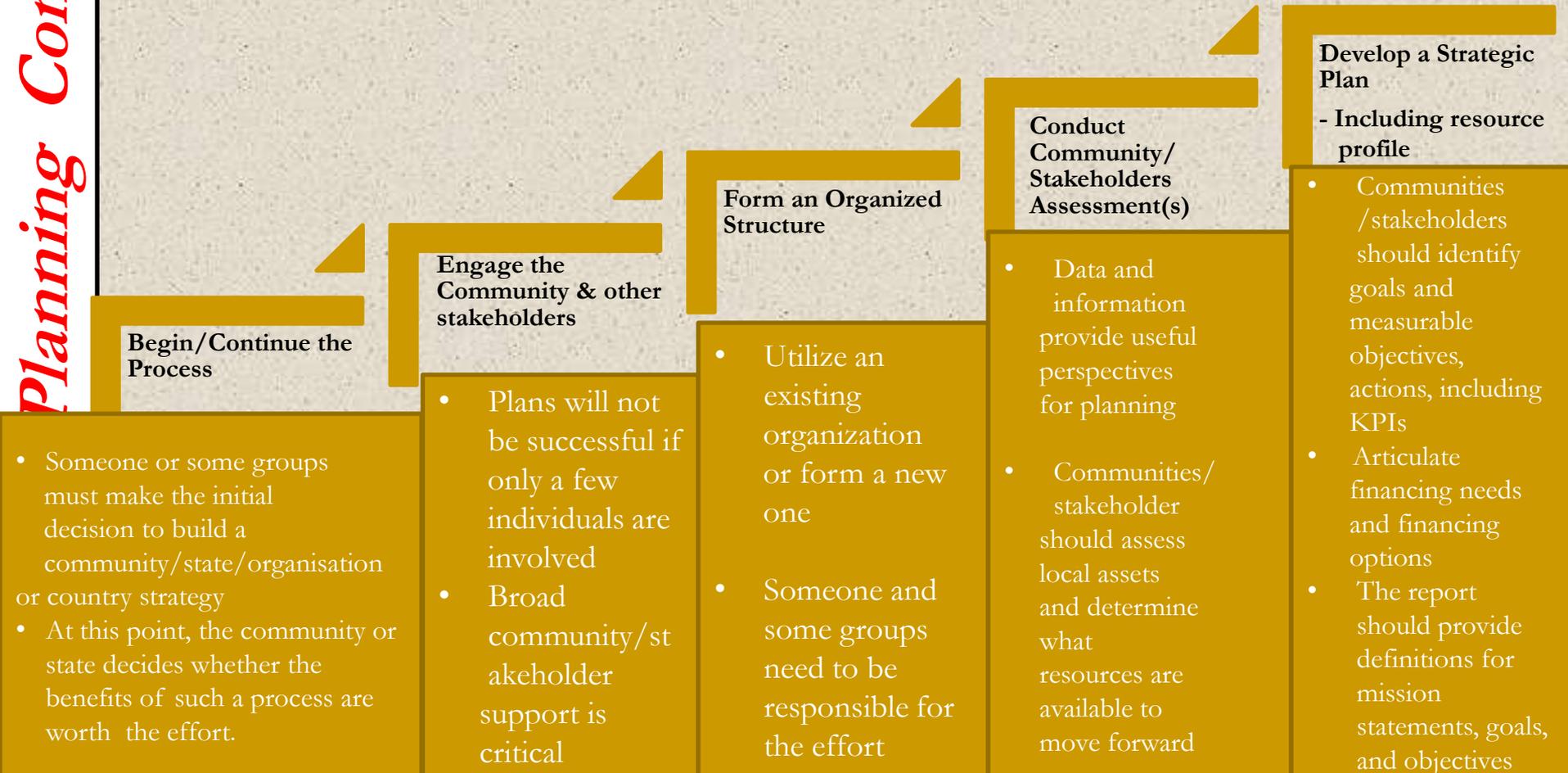


- Identify critical steps to follow
 - Inclusive growth does not just happen
 - Requires the country to identify a number of intermediate steps to actualise its predetermined goals
- Promotes efficient use of resources
 - Provides rational basis for resources allocation
 - Among competing needs
- Facilitate enhanced coordination of policies, programmes and projects
 - To avoid overlap in policies, programmes and projects
 - And activities of groups involved in the development effort
- Allows for consensus building among stakeholders
 - Public & the private sectors must agree on the major issues involved
 - Lead to enhanced implementation of plans
- Facilitates increased public awareness on developmental policies, programmes and projects
 - Without public support, economic development cannot happen
- Strengthen the nation's competitive position
 - A nation with a functional strategic blue print will appear more attractive to potential business or investors
- Encourage forward thinking
 - Strategic blue print will encourage community leaders and other stakeholders to think about the future
 - And not overlook opportunities for development as they arise

2.2 How Do We Achieve It?



- The Strategic Planning Process must be followed
 - The critical steps include



2.3 The Strategic Planning and Coordination Process - Critical Steps (Cont'd)



- In the real world, the steps are not always followed on a sequential basis
- Some steps may not even be included

Seek Community/stake holders Feedback & Commitment

Implement Plan

Monitor & Evaluate the Plan Implementation

Celebrate/ Reward Successes

Create an Ongoing Process

- Share the initial draft of stakeholders/community goals and objectives
- Involve the local media & let local residents know of the effort
- Be prepared for new ideas & be receptive to additional suggestions.

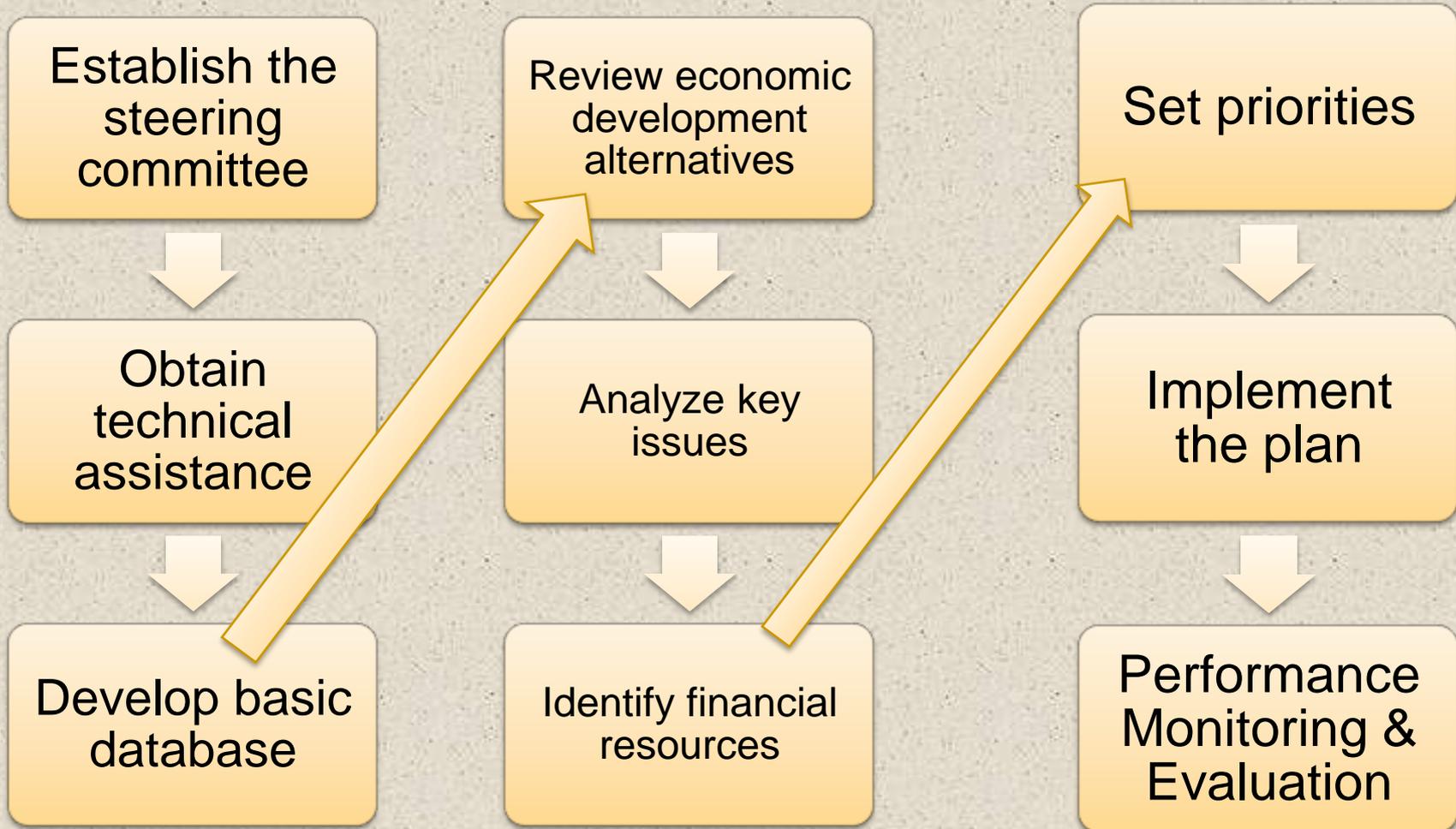
- This is the stage where most plans falter and end up “sitting on the shelf.”
- Lack of adequate resources and political commitment will probably ensure failure & disappointment

- Continue to monitor and evaluate KPIs of the plan to determine whether you are successful or not
- Set benchmarks to measure achievement so that you will be able to document success.

- Reward yourself & the entire community/stake holder when objectives & tasks are accomplished
- Organize a stakeholder/community wide celebration to acknowledge both short-term & long-term achievements
- This is one way to ensure continued interest & excitement

- Effort doesn't end but is to be continued & evaluated annually on a sustained basis
- In a year or two, you need to re-evaluate and possibly modify or add to the plan
- Of course, you will be removing goals & objectives which have been accomplished

2.4 Critical Steps for Strategic Planning At A Glance



3.0 Global Best Practice on Strategic Planning As Framework for Fostering Inclusive Growth & Job Creation



- Lessons from strategic planning efforts by comparison and emerging economies that:
 - Countries implementation of strategic plans is a prerequisite for the attainment of inclusive growth and job creation
 - Enthronement of credible strategic planning frameworks have produced major milestones and outcomes
 - Countries that have implemented strategic plan on a sustained basis have witnessed robust inclusive growth and job creation
- Milestones and outcomes accomplished in emerging economies are classified in three broad areas:
 - Dramatic reduction in poverty incidence
 - Enhanced rate of employment as percentage of the total labour force
 - Significant structural transformation of the economies

3.1 Major Milestones & Outcomes Achieved



- Sustained implementation of the strategic plans for over 30-55 years by the following countries have yielded improved outcomes:
 - Malaysia
 - South Korea
 - India
 - China
- Significant structural transformation of the economies of the countries, with the shares of manufacturing in GDP rising from single digit in 1970 to the double digit in 2010
 - Malaysia 25%
 - South Korea 31%
 - China 31%
 - India 14%

3.1 Major Milestones & Outcomes Achieved (Cont'd)



- Enhanced employment as ratio of total labour force with the economies able to absorb the labour force at very high rates between 96% and 97% by 2010
 - Malaysia - 96.7%
 - South Korea - 96.8%
 - India - 96.2%
 - China - 95.9%
- Drastic reduction in poverty incidence
 - Rapid rise in per capita income in Malaysia, Korea and China led to disappearance of extreme poverty in Malaysia from 1.6% in 1990 to zero % in 2010
 - Reduction in poverty in China from 60.2% in 1990 to 11.8% in 2010

3.1 Major Milestones & Outcomes Achieved (Cont'd)



- Some poorer & slower-growing economies have also been remarkably successful
 - In alleviating extreme poverty from 49.4% in 1990 to 32.7% in 2010
- There are relatively even distribution of income and wealth in China and India
- Share of employment in manufacturing in Korea is 62%, in China 31% & Malaysia 18.2%
 - As against 11% in Nigeria
- Diversification towards rural non-farm sector and exports is one of the key factors responsible for rural poverty reduction to 3% in China
 - Partly due to high agricultural productivity and investment in physical and human capital
- The details of other key indicators are in Table 3.1 in next slide

3.1 Major Milestones & Outcomes Achieved (Cont'd)



Table 3.1 : Major Milestones and Outcomes Indicators (1970-2010)

Country	Per capita GDP (US\$)		Share of Manufacturing in GDP (%)		Share of Manufacturing in Total Employment (%)		Poverty Head Count Ratio at US\$1.25 a Day (PPP) (%)		Employment Rate (%)		Gini Index	
	1970	2012	1970	2010	1961	2010	1990	2010	1990	2010	1992	2010
Malaysia	343	10,422	15	25	23.3	18.2	1.6	0	95.5	96.7	48	46
SKorea	82	123,052	19	31		62	Na	Na	90.9	96.5	na	Na
India	111	1,516	14	14			49.4	32.7	91.7	96.2	30.8	33.9
China	112	6,070	33	31		31	60.2	11.8	96.1	95.9	32.4	42.1
Nigeria	206	2,972	10	8	6.06	10.64	64.2	62.6	94.7	76.1	42.9	49

Source: World Bank, Trading Economics, United Nations Statistics

3.2 Critical Features & Success Factors



- Strong Political leadership for the sustained implementation of the strategic plans
 - At all levels of Government
- Ensuring that approved budgets are effectively linked with the strategic plans
- High growth rate for several years
 - Sustained growth for several years (for three decades in Korea)
 - Avoiding growth collapse
- Structural transformation in output, non-farm sector and exports diversification
 - Asia, China, Brazil
- Broad-based productive employment
- Significant poverty reduction
- Conducive business environment

3.2 Critical Features & Success Factors (Cont'd)



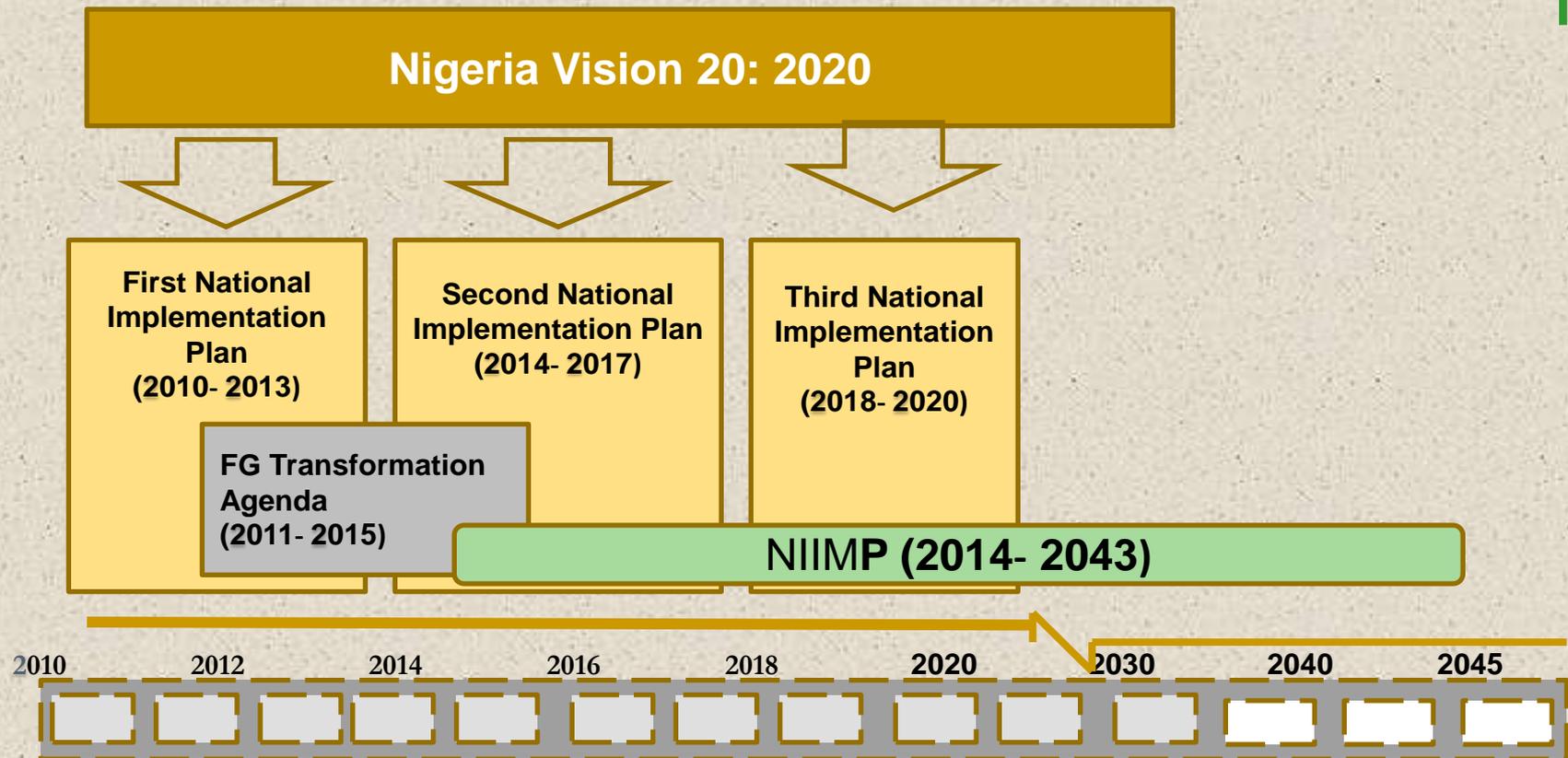
- Develop rural agriculture along value-chain & as a business
- Equity of opportunity through basic education, health, & infrastructure
- Reduction in regional disparities
- Development of people's skills
- Protecting the environment & good governance
- Plan discipline

4.0 Overview of Nigeria's Strategic Planning Framework



- The strategic planning framework of the country is anchored on Nigeria's Vision (NV) 20:2020
 - NV20:2020 was developed in 2009
 - To be actualized through implementation of three medium term strategic plans
 - 1st NIP 2010-2013
 - 2nd NIP 2014-2017
 - 3rd NIP 2018-2020
 - And the Transformation Agenda (TA), 2011-2015
- Overarching objective of NV20:2020 is for Nigeria to become one of the 20 largest economies in the world by 2020
 - Necessary for a takeoff towards inclusive growth & provision of decent jobs
- The NV20:2020 is not all about increasing the size of the economy alone
 - It includes social and environmental dimensions as well

4.0 Overview of Nigeria's Strategic Planning Framework (Cont'd)

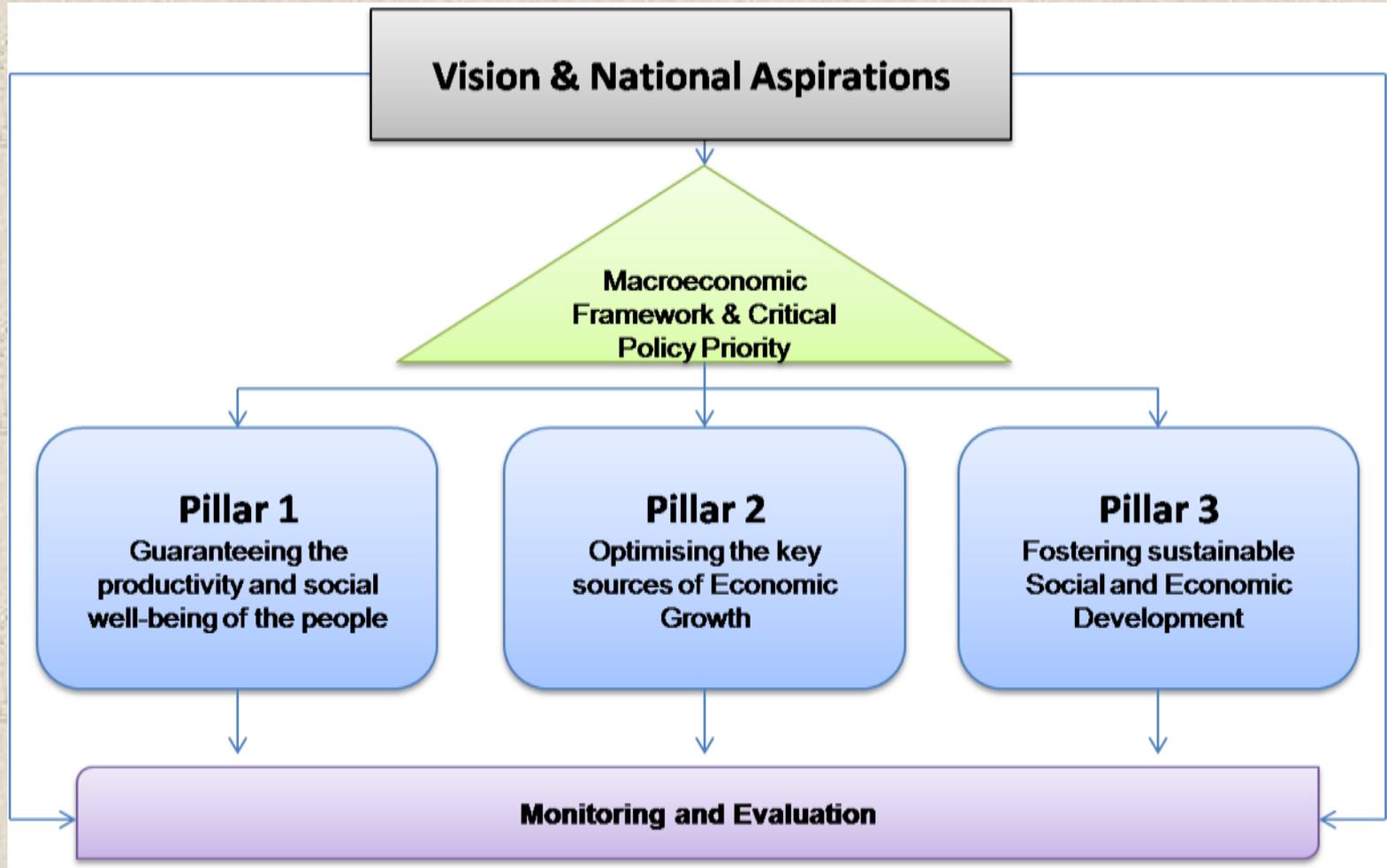


4.1 The Transformation Agenda



Goals of Transformation Agenda

4.1b Pillars of the Strategic Planning Framework in Nigeria (Cont'd)





4.1c Key Focal Areas of Transformation Agenda

- Government will focus on the following key areas:

4.2 Major Reform Based Initiatives & Strategies in Nigeria's Strategic Planning Framework



- Adopt a deliberate policy of industrialization
 - To increase the share of manufacturing in GDP and exports
 - Lay a solid foundation for Nigeria's inclusive growth and provision of decent jobs
- Various multi-year Sector Strategic Plans have been developed and being implemented
 - The Nigeria Industrial Revolution Plan (NIRP)
 - National Integrated Infrastructure Master Plan (NIIMP)
 - Power Sector Road Map
 - Education Sector Road Map
 - Health Sector Road Map
 - Agricultural Transformation Agenda,
 - Petroleum Industry Bill (PIB)
 - Social Protection Policy currently being developed

4.2 Major Reform Based Initiatives & Strategies in Nigeria's Strategic Planning Framework (Cont'd)



- Direct interventions to address the job creation & manage exclusion in the short run
 - YouWin Programme
 - Public Works Programme
 - Graduate internship programme
 - Skills development (NDE, and other vocational training)
 - Massive investment in human and physical infrastructure
 - Promotion of import substitution and local content
 - Linking agriculture with industry and market
 - Affirmative order for women
 - Better target of inefficient petrol subsidies using SURE-P
 - Maternal and infant health
 - Mass transportation system (urban Mass Transit Scheme)
 - E-Wallet System for accessing farm inputs

4.2 Major Reform Based Initiatives & Strategies in Nigeria's Strategic Planning Framework (Cont'd)



- Initiatives and strategies to ensure social opportunities in Nigeria include:
 - Debt Relief Fund for MDGS
 - Financial inclusion strategy by CBN
 - Labour market reforms (e.g. Minimum wage legislation and harmonization)
 - Governance and institution of government (correcting serious problem of leakages in public treasury)
 - UBEC
 - Safety Net
 - Tackling regulatory and infrastructural barriers (rail, road, electrification, telephoning, cargo airports for perishable goods, port reforms, etc)
 - Improving quality and access to education

4.3 Implementation Status of the TA & NV20:2020



- Significant progress made in implementation of reform based initiatives in the TA and the NV20:2020
 - The TA is currently being implemented
 - Tenure of 1st NIP ended in 2013
 - Plans are on the way to develop the 2nd NIP and we will require the support of the States
- Detailed achievements on the TA contained in the mid-term report on the Transformation Agenda
 - Formally launched by HE, Mr. President in May 2013
- Made several priority investments in physical and human infrastructure across the country
- Current stable macroeconomic environment provided the platform for the strong performance observed across the various sectors of the economy

4.4 Macroeconomic Performance



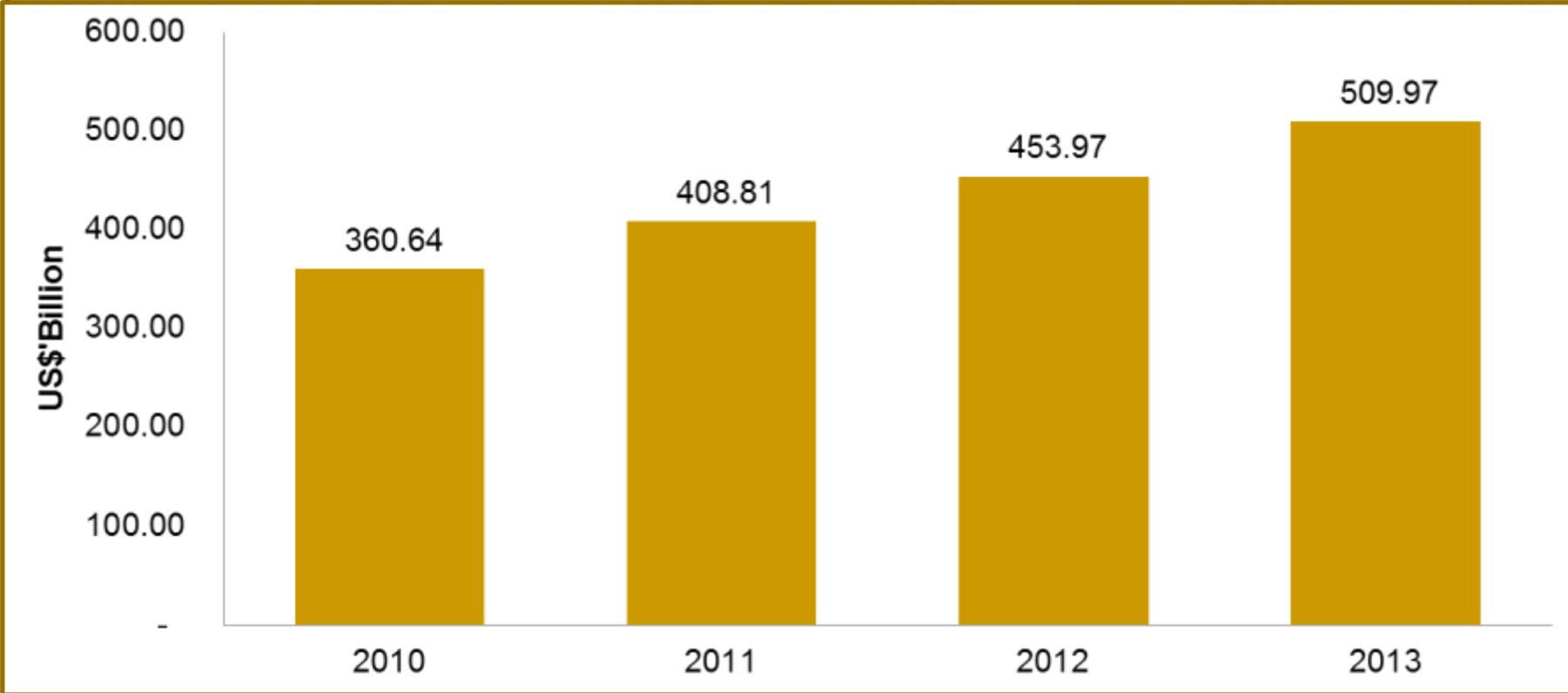
- Robust economic growth over last three years based on the old GDP series
 - 7.43% in 2011, 6.58% in 2012 and 6.89% in 2013
- The nominal GDP (old series) grew from US\$226.13 billion in 2010 to
 - US\$243.99 billion in 2011, \$257.42 billion in 2012 and \$271.36 billion
 - The country earned an improved global GDP ranking from 44th position in 2010 to 36th in 2012
 - The ranking for Nigeria was 37th in 2013
- Inflation remained in single-digit at 8.0% in December 2013
- Exchange rate has remained relatively stable within the target band of N155-160 per dollar
- Budget deficit-to-GDP on old series is one of the lowest in the world
 - 7.84% in 2010, 3.1% in 2011, 2.41% in 2012 and 2.7% in 2013

4.5 The Nigeria's Economy and the Implications of the GDP Rebased Estimates



- Result of the GDP rebasing shows that the nominal GDP stood at
 - US\$360.64 billion in 2010
 - US\$408.81 billion in 2011
 - US\$453.97 billion in 2012
 - US\$509.97 billion in 2013
- The real GDP growth was impressive
 - Grew by 5.09 per cent in 2011, 6.66 per cent in 2012 and 7.41 per cent in 2013
- The country earned an improved global GDP ranking from 30th position in 2010
 - To 39th in 2011, 28th in 2012 and
 - The ranking was 26th for 2013
 - This makes Nigeria the largest economy in the African continent
 - Thus making the prospect for actualizing the NV20:2020 brighter

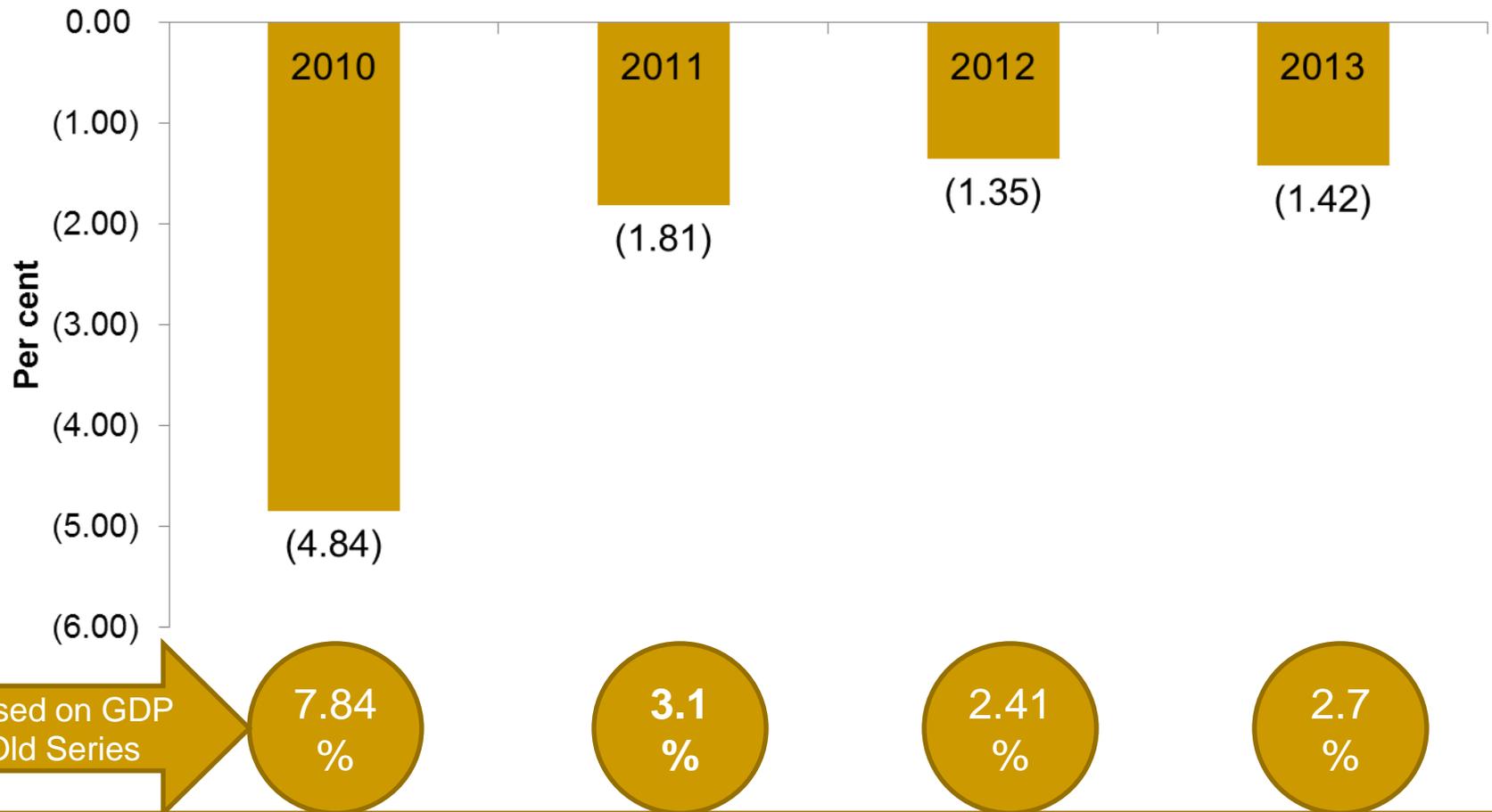
4.6 Nominal Rebased GDP Estimates for Nigeria, 2010-2013



Sources: IMF and NBS



4.7 Implications of the Rebased GDP Estimates on the Budget Deficit to GDP Ratio, 2010-2013



4.8 Job Creation Initiatives



- A total of 1.6 million jobs were created in the fiscal year 2013
 - Over 250,000 farmers and youths were engaged in 10 Northern States and even during the dry season in 2013
 - Onne Oil and Gas Free Zone created an estimated 30,000 direct and indirect jobs
 - YouWiN program has supported young Nigerian entrepreneurs and created over 18,000 jobs
 - SURE-P Community Services Scheme has also created 120,000 job opportunities across the country

4.9 Infrastructure



- Concerted effort made by Government to improve the physical infrastructure in the country
 - A 30 year National Integrated Infrastructure Master Plan (NIIMP) developed and awaiting FEC approval
 - For more coordinated approach to infrastructure development
 - All stakeholders are involved, including the Armed Forces and Security Services
 - To be implemented through
 - 6 no. 5 year operational plans beginning with 2014 – 2018
 - 10 no. 10 year strategic plans
 - To guide annual budgetary process
- Proposed investment outlay is \$2.90 million
 - \$25 billion required on annual basis to implement the 1st 5 year operational plan, 2014-2018

4.10 Power



- Completed one of the most comprehensive and ambitious power sector privatization and liberalization globally
 - 4 power generation companies
 - 10 power distribution companies
 - Virtually settled all claims and entitlements of PHCN workers
 - Some major cities get an average of 16-18 hrs of electricity per day in 2013
 - However, dropped slightly in Nov & Dec 2013 and Q1-Q2 of 2014, due to transmission and gas supply problem
 - Expected some teething problems at the initial stages
 - In 2013, mobilised US\$1.5 billion in financing for investment & upgrading of the transmission network in 2014
 - Commenced construction of the 700MW Zungeru Hydro-Power Plant
 - Strengthen the Nigeria Bulk Electricity Trading PLC with N120 billion in financing to stimulate private investment in the sector
 - Strong regulatory body – NERC put in place

4.11 Road



- Progress in the construction of various roads projects
 - Kano- Maiduguri road
 - Abuja-Lokoja road
 - Apapa-Oshodi road
 - Benin-Ore-Shagamu road
 - Onitsha-Enugu-Port Harcourt road
 - Onitsha-Owerri road, etc
 - Work commenced on Lagos-Ibadan road
 - Preliminary work commenced on the 2nd Niger Bridge (Ground Breaking done by H.E. Dr. Goodluck Ebele Jonathan, GCFR in March 2014

4.12 Railway



- The Railway Modernization Programme underway
 - Involving the construction of standard gauge lines
 - 1,124 km Western line linking Lagos and Kano is now functional
 - Eastern line linking Port Harcourt to Maiduguri is about 36% completed
 - Abuja-Kaduna standard gauge lines has attained 68% completion
 - Itakpe-Ajaokuta-Wari lines is presently 77% completed, will be ready next year
 - The annual passenger traffic on our railways has increased steadily
 - Rising from 1 million to 5 million in 2013
 - Rising trend is expected to be sustained in 2014 and beyond

4.13 Aviation



- Remodeling and upgrading of 22 airports
 - Completed the upgrading of 11 airport terminals
 - Work on the remaining terminals is in progress
 - Modern navigation and meteorological systems were installed at our airports to improve air safety
- 6 airports have been designated as perishable cargo airports and international standard perishable cargo facilities
 - Jos
 - Markurdi
 - Yola
 - Ilorin
- Commenced work on the construction of three new international airport terminals
 - Lagos
 - Kano
 - Abuja
- A new Cargo Development Division has been established

4.14 Communications Technology



- Continued strategic focus on investing in modern ICT technologies
 - Constructed 500 km of fiber-optic cable to rural areas
 - 3,000 km targeted for deployment in 2013/2014
 - 266 Public Access Venues were established in 2013
 - 156 Rural IT Centres & 110 Community Communications Centers
 - Facilitated the deployment of mobile communications base stations in rural areas
 - 56 Base Stations have been installed thus far
 - With an additional 1,000 planned for 2014
 - Provided wholesale internet bandwidth to Internet Service Providers, Cyber cafes, and ICT centres
 - Connectivity to 12 out of 18 pilot sites completed
 - Deployed a fiber-optic high speed internet network to connect 27 Federal Universities
 - Provided computing facilities to 74 tertiary institutions & 218 public schools
 - Established innovation centres to support entrepreneurs in the ICT sector
 - Launched a Venture Capital fund of US\$15 million for ICT businesses

4.15 The Oil and Gas Sector



- Work completed on important Gas pipeline transportation infrastructure projects in 2013
 - 136 km gas pipeline from Obe to Geregu
 - 31 km pipeline from Itoki to Olorunshogo
- Acquisition of 250 square kilometers of 3D-seismic data for the chad basin oil exploration
- Initiated the Ogidigben Gas Industrialisation Project
 - To provide a petrochemical complex in Delta State
- Support greater indigenous participation in the oil & gas sector
 - E.g. Ebok Terminal with a daily crude oil output of 7000 b/d is operated by an indigenous firm

4.16 The Agricultural Sector



- Many achievements in the sector following the implementation of the ATA
 - Inflation fell to 8.0% in December 2013 partly due to increased domestic food production
 - Growth Enhancement Scheme (GES) is providing subsidized inputs to farmers
 - Via E-Wallet programme
 - In 2013, an estimated 4.2 million farmers received subsidized inputs
 - 1.1 million metric tonnes of dry season rice was produced in 10 Northern states in 2013
 - Over 250,000 farmers and youths in these States are now profitably engaged in farming
 - Launched Staple Processing Zones to support investments in the entire agricultural value-chain

4.17 Industry, Trade and Investments



- Launched the National Industrial Revolution Plan (NIRP)
 - Focuses on industrializing Nigeria and diversifying our economy
 - Agro-processing
 - Light manufacturing
 - Petrochemicals
 - In 2013, Nigeria was named the #1 destination for investments in Africa by UNCTAD
 - Attracting over \$7 billion in FDI
 - A large number of both foreign and domestic investments in the economy
 - \$250m investments by Procter and Gamble in Ogun State
 - \$40 million in agricultural projects by Dominion Farms in Taraba State
 - \$1.2 billion in fertilizer and petrochemicals by Indorama
 - A \$200 million steel plant by Kam Industries
 - A \$9 billion investment in a petrochemicals and refinery complex by the Dangote Group in Q4 of 2013

4.18 The Health Sector



- Recruited 11,300 frontline health workers
- Reached over 10,000 women and children with Conditional Cash Transfer Programmes across 8 States
 - Anambra, Bauchi, Bayelsa, Ebonyi, Kaduna, Niger, Ogun, Zamfara) and the FCT
 - Intend to scale up this successful initiative to cover more States
- Over 400,000 lives have been saved through our various interventions
- National immunization coverage has now exceeded 80% and is yielding demonstrable results
 - Type-3 Wild Polio virus has been contained
 - Guinea worm has been eradicated
- Facilities at various medical centers across the country upgraded
 - E.g. University of Nigeria Teaching Hospital in Enugu, and the University College Hospital in Ibadan

4.19 The Education Sector



- A number of priority investments were made to improve access to education
 - Construction of 125 Almajiri schools
 - Establishment of 3 additional Federal Universities, to bring the total number of new Federal Universities to 12
 - Special girls' schools were constructed in 13 States of the Federation
 - Rehabilitated 352 science and technical laboratories
 - 72 new libraries have been constructed in the Federal Unity Schools
 - The Presidential Special Scholarship programme for first class graduates has commenced with an initial set of 101 beneficiaries
 - Over 7,000 lecturers from Universities, Polytechnics and Colleges of Education are benefitting from scholarships to support their doctoral training
 - Committed N200 billion to the upgrade and reconstruction of infrastructure for in tertiary institutions

4.20 Good Governance



- Addressing new security challenges
- Deepening electoral and overall democratic process
- Building and strengthening institutions
- Blocking leakages and loopholes for:
 - Greater transparency in the conduct of government business (Good Governance Tour, etc)
 - Clean up of the subsidy scheme
 - Clean up of pension fraud
 - Establishment of Pension Transition Arrangement Department (PTAD)
 - Government Integrated Financial Management Information System (GFMIS)
 - Integrated Personnel & Payroll Information System (IPPIS)
 - Sustaining momentum on anti-corruption
 - Treasury Single Account (TSA)
- Thus reducing overall cost of governance

5.0 Fostering Inclusive Growth and Job Creation in Nigeria: The Missing Link



- A review of both the TA and 1st NIP reveals that several challenges remain, especially in:
 - Creating jobs for the growing youth population
 - unemployment remains in double digit in the States
 - Tackling income inequality and eradication of poverty
 - Gini coefficient in Nigeria is 4.9
 - Insecurity, especially in North-East and North-West
 - Crude oil theft
 - Climate change issues (e.g. flooding)
 - Government social protection programmes to tackle poverty and inequality
 - Poverty incidence remains above 60%
 - Share of manufacturing in GDP remains at single digit of 7%
 - share of manufacturing in total employment is 10%

5.0 Fostering Inclusive Growth and Job Creation in Nigeria: The Missing Link (Cont'd)



- This suggest that the plan has not fully led to inclusive growth and enhanced job creation
- The major areas of concern are
 - The deviations between the Plans' allocation estimates and the annual budgets
 - Gap between the annual budget estimates and actual annual financial performance
 - This variance is a major course of discrepancy between the various plans and development
 - This also applies to the State Governments
 - Need to strengthen the links between the two
- Another critical missing link is the lack of development and operationalisation of sector strategic plans in the country and States' level over a sustained period of time (30-50 years)
- Inadequate synergy among Governments' economic blueprints such as:

5.0 Fostering Inclusive Growth and Job Creation in Nigeria: The Missing Link (Cont'd)



- The MTSS
- MTEF
- TA
- And the Annual budgets
- Linking up is the only way to ensure the improved relationship between the strategic plans and nation's developmental outcome
- Bridging skills gap in the areas of Planning, Monitoring, Research and regular data collection at all levels of government
 - Poor project implementation skills
- Lack of commitments to plans implementation
 - The secret behind the success recorded in the Asian (Tiger) countries is the fact that they develop strategic plans and stick to it
- Ineffective framework for monitoring of plans and budget performance
- Lack of baseline data for most of the socio economic statistics at the subnational level

5.0 Fostering Inclusive Growth and Job Creation: The Missing Link (Cont'd)



- There is a need to transform the structure of job opportunities in the country
 - We provide more of low quality jobs because of the high rate of informality in the system
- Challenge of graduates not being employable
 - Need to review the education curriculum

Table : Share in Employment and output by sectors in 1991 and 2010

Sector	% Share in GDP		% share in Employment	
	1991	2010	1991	2010
Agriculture	32.97	23.96	12.36	30.57
Industry	42.88	25.81	25.28	14.14
Manufacture	6.06	6.6	15.85	10.64
Services	24.15	50.22	62.36	55.29

Source: NBS

- There is also a need to invest more in primary and secondary education
 - This will take the children off the street
- Absence of credible communication strategy on strategic planning and plans

6.0 Strategies for Ensuring Inclusive Growth & Development at the Subnational Level



- Political will and commitment by leadership of States
 - Good news is at the Federal level, H.E Mr. President has given his full support to the process
 - Need for such to be sustained support by State Governors, State Hon. Commissioners & Perm Sec of Economic Planning
 - And other stakeholders to ensure effective implementation of the medium-term strategic plans
- Development and operationalisation of robust sector strategic plans that are consistent with the aspirations of medium to long term plans
 - States yet to develop their strategic plans are to do so quickly.
 - The NPC stands ready to provide technical support to the States in this regard
- Need for effective collaboration between the planning and budgeting Ministries/Agencies at all levels of Government
- Strengthening of capacity of officials in the areas of planning, monitoring, research and regular data collection at all levels of government

6.0 Strategies for Ensuring Inclusive Growth & Development at the Subnational Level (Cont'd)



- Development of credible databanks in the MDAs and also the Organized Private Sector is highly essential
- Need to institutionalise the strategic planning and M&E system at the State level
- Need to balance strategic plan goals and aspirations against resource availability based on both economic and non-economic considerations
 - To ensure effective implementation of the plans at the subnational level
- There is a need for State Governments to prepare Bill on Development Planning and Project continuity
 - The State Assemblies should also quicken the passage of such Bills
- States to emulate the Federal Government by developing social protection policy for their States
- States to develop credible communication strategies for the strategic plans

7.0 What Role for States Planning Commissions?



- The States' Planning Commissions (SPCs) are key drivers of our strategic planning framework at the sub-national level
- The SPCs are expected to work closely with the NPC in ensuring effective implementation of plans that will lead to inclusive growth and job creation at the State level.
- SPCs to work closely with their statistical agencies and other MDAs in their respective States
- Perm Secs of States' Planning Commissions that are yet to develop strategic plans should commence **TODAY**
 - By interacting with NPC senior colleagues in the next 3 days at Bauchi
- SPCs to lead the process of developing the social protection policy for the States
 - To develop credible communication strategy for strategic plans
 - Put in place effective M&E system

7.0 What Role for States Planning Commissions? (Cont'd)



- In designing the plans, the States Planning Commission should focus on areas where they have comparative advantage such as:
 - Agricultural Development and non-farm sectors
 - And ensure structural change that align with agriculture-industry-services sequence
 - Development of manufacturing for the creation of decent work
 - Ensure increased opportunities in education, particularly primary & secondary education
 - Support the Nigeria Industrial Revolution Plan & NIIMP
- Take steps towards establishing an M&E and effective delivery system in the States
- Arrange capacity building programmes for the staff of the States' Planning Commissions and other MDAs in the area of strategic planning, policy formulation and research development



Thank You

