

**IMPERATIVES OF STRATEGIC PLANNING AS A
FRAMEWORK FOR EFFECTIVE POLICY
FORMULATION AND IMPLEMENTATION FOR
NIGERIA'S TRANSFORMATION**

**REPORT OF THE JOINT PLANNING BOARD (JPB) AND THE
NATIONAL COUNCIL ON DEVELOPMENT PLANNING (NCDP)
MEETINGS**

**29TH – 31ST OCTOBER, 2013
AKWA-IBOM STATE.**

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THE NATIONAL COUNCIL ON DEVELOPMENT PLANNING
(NCDP) MEETINGS**

**29TH– 31ST OCTOBER, 2013
LE' MERIDIEN HOTEL & RESORTS, UYO,
AKWA-IBOM STATE.**

**NATIONAL PLANNING COMMISSION, THE PRESIDENCY IN
COLLABORATION WITH GOVERNMENT OF AKWA-IBOM
STATE**

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1.0 Preambles

The meetings of the 10th Joint Planning Board (JPB) and the National Council on Planning Development (NCDP), organized by the National Planning Commission in collaboration with Akwa-Ibom State Government. The theme of the meeting was “**The Imperatives of Strategic Planning as a Framework for Effective Policy Formulation and Implementation for Nigeria’s Transformation**”. The meetings are aimed at actualizing the imperatives of strategic planning as a framework for effective policy formulation and implementation for Nigeria’s Transformation. The meetings will provide a veritable opportunity for all stakeholders to brainstorm on issues of strategic planning, leveraging on Public Private Partnership (PPP) as financing model for the delivery of the National Integrated Infrastructure Master Plan – Plan 2014-2043, capacity building, geo-spatial data gathering for planning , role of research and effective implementation of Monitoring and Evaluation (M&E) tools as keys for performance measurement for economic growth and development of the national as well as sub-national entities. This will also serve as platform for officials of Federal MDAs and State agencies, the Organized Private Sector (OPS), as well as the Development Partners to appraise their strategic roles in the implementation of the National and State Development Plans and the Government’s Transformation Agenda.

COMMUNIQUE

The 10th National Council on Development Planning (NCDP) jointly organised by the National Planning Commission (NPC) and the Akwa-Ibom State Government had the theme “**The Imperatives of Strategic Planning as a Framework for Effective Policy Formulation and Implementation for Nigeria’s Transformation**”. The meeting was preceded by the Joint Planning Board (JPB) meeting for Permanent Secretaries of Ministries of Planning and Budget/State Planning Boards, which was held on October 29-30, 2013 at the same venue.

2. The meeting, chaired by the Honourable Minister of State for Works/Supervising Minister of NPC, ably represented by the Secretary to the National Planning Commission, was attended by delegates drawn from 22 States and the Federal Capital Territory (FCT). Present at the meeting were also representatives of Federal Ministries, Departments and Agencies (MDAs), including National Bureau of Statistics, Centre for Management Development (CMD), Nigeria Institute for Social and Economic Research (NISER), Permanent Secretaries and Directors of PRS Departments in the States Planning Commissions/State Ministries of Budget and Economic Planning, private sector, international development partners and civil society organizations.

3. The Akwa-Ibom State Governor was also ably represented by the Secretary to the State Government, who declared the meeting open. The NCDP meeting was organized to enhance strategic planning in policy formulation and implementation for national transformation.

Eleven (11) Technical papers were presented on the thematic areas of the meeting and extensive deliberations were held with the following observations:

- a.** the absence of sector strategic plans and State plans at the Federal and State levels respectively have hindered the plan-budget linkage.
- b.** the level of political support at all levels of government was very critical for effective policy formulation and implementation of strategic plans;
- c.** no clearly defined legal framework backing Strategic Planning in Nigeria. The Development Planning and Project Continuity Bills were still awaiting passage into Law (at national and sub-national levels). Only Niger State has notified the NPC of its State Project Continuity and Development Planning Law;
- d.** the development of strategic plans was a pre-requisite for the effective policy formulation and implementation of Nigeria's Vision 20:2020 and the Transformation Agenda;
- e.** there are capacity gaps in the areas of strategic planning, policy formulation and monitoring & evaluation of projects and programmes at the sub-national level for effective implementation of development plans.
- f.** while there existed a coordinated approach to M&E at the Federal level, the situation at the state level was different;
- g.** the use of Geographic Information System (GIS) and Geospatial data remained a key instrument for deepening M&E at the sub-national level;

- h.** there existed a weak linkage between research outcomes and policy formulation and planning in Nigeria especially at the sub-national level;
- i.** poor preparation of development plans due to lack of specialisation;
- j.** frequent postings of planning officers away from Planning, Research and Departments (PRSDs);
- k.** it was imperative to establish good governance and fiscal responsibility to entrench responsive, responsible and accountable Government;
- l.** there was a need to establish a Public-Private Partnership (PPP) Unit in all the State MDAs to support the institutionalization of PPP in the public sector, as well as, encourage them to exploit the opportunities embedded in the PPP arrangement;
- m.** there was a need to improve government efforts in community/group driven empowerment with a view to strengthening the demand side and enhance development at the grassroots;
- n.** there was a need to establish sound fiscal governance that will bring about plan-based budgeting; prudent expenditure management; revenue mobilization and cost recovery as well as equitable intergovernmental transfers;
- o.** the review of the ^{1st} NIP was done with the active participation of representatives of public and private sectors as well as Development Partners and NGOs. 23 States had made

submissions on their levels of implementation of projects contained in Volume 3 of the 1stNIP. The States included: Abia, AkwaIbom, Anambra, Bauchi, Cross River, Ebonyi, Edo, Ekiti, Enugu, Gombe, Imo, Kano, Katsina, Kogi, Kwara, Lagos, Nasarawa, Niger, Ogun, Ondo, Osun, Oyo, Plateau and the FCT;

- p.** all the States of the Federation including the FCT has adopted the generic Statistical Master Plan; a total of 13 States had established their Bureau of Statistics, while 23 others were at the various stages of doing s;
- q.** the process of computing SGDP had reached an advanced stage and sensitization flagged-off in six pilot States. The needs Assessment of the State Statistical and Planning Agencies had taken place in 12 States and FCT, while field work activities in the seven pilot states were completed and analysis of returns finalized by the NBS. The results of the computed GDP for the 7 pilot States had been presented to States Statisticians' General and the National Steering Committee and would be validated by Executive State Governors of Pilot States before they are formally released to the public. The 7 pilot States included: Niger (NC), Kano (NW), Rivers (SS), Cross River (SS), Lagos (SW), Gombe (NE), Anambra (SE);
- r.** the Federal Agencies namely NPC, CBN, NBS, UNDP, 21 State Governments and the FCT, had made significant financial and technical contributions towards the States' GDP computation project. The States that had paid the mandatory sum of N14.1 million each are: Anambra, AkwaIbom, Bauch, Cross River,

- Delta, Ebonyi, Ekiti, Enugu, Gombe, Jigawa, Kano, Kogi, Lagos, Niger, Ogun, Ondo, Osun, Oyo, Rivers, Sokoto, Taraba and Yobe;
- s. the report of the needs assessment on the State GDP computation identified significant capacity and infrastructure gaps that needed to be bridged for the States' GDP computation project to be sustainable;
 - t. dearth of Infrastructure to Support Growth and Development; and
 - u. lack of robust institutional framework to explore PPP as alternative funding option for the development of physical infrastructure.

CONCLUSIONS

4. Arising from the above observations, the following recommendations were made:
- i. there was need to intensify advocacy for the support of the political class to ensure full implementation of JPB/NCDP decisions;
 - ii. the relevant stakeholders at the national and sub-national levels should expedite actions on the passage of the Development Planning and Project Continuity Bill into Law at both tiers of Government;
 - iii. there was need to strengthen both human and institutional capacities at the national and sub-national levels to enhance effective policy formulation, implementation and monitoring of strategic plans. In this regard, the NPC should work closely with the CMD in collaborative capacity building with State Governments and develop a roadmap for the exercise for onward transmission to the State Governments;

- iv. the annual budgets should derive from both the medium term and long term development agenda. The NPC should work closely with the State Governments in communicating development aspirations, plans and programmes of governments at all levels to facilitate the actualization of the NV 20:2020 and the State strategic plans/programmes;
- v. MDAs at all levels are expected to plan and start ahead of time to prepare projects that are suitable for PPP to ensure that all processes are duly followed in good time;
- vi. States Planning Commissions should work closely with the NPC towards the successful completion of the 1st NIP review. The remaining 13 States that are yet to submit their data template on the 1st NIP review are expected to do so before mid-November, 2013; The States are: Adamawa, Bayelsa, Benue, Borno, Delta, Jigawa, Kaduna, Kebbi, Rivers, Sokoto, Taraba, Yobe and Zamfara;
- vii. the 13 States that are yet to make submissions on the review of 1st NIP were urged to fast track the process to enable the conclusion of the review and commencement of the formulation of the 2nd NIP.
- viii. public-private dialogue should be institutionalized at the State and Local Government levels to maximize the benefits of PPPs, especially in actualizing infrastructural development;
- ix. States Planning Commissions/relevant Ministries should be empowered to appropriately coordinate the development and implementation of Infrastructure Master Plan as well as Monitoring and Evaluation at the sub-national level;

- x. States are to work in collaboration with the NPC to develop M&E Manual for effective implementation of the M&E system at the national and sub-national levels;
- xi. States are expected to embrace and support the State GDP computation project to facilitate the production of quality data, critical for national development.
- xii. States are enjoined to implement recommendations arising from the Needs Assessment Survey of States Statistical Agencies and Planning Commissions;
- xiii. States that are yet to establish their Statistical Bureau are encouraged to do so;
- xiv. 15 States namely: Abia, Adamawa, Bauchi, Bayelsa, Benue, Borno, Edo, Imo, Kaduna, Katsina, Kebbi, Kwara, Nassarawa, Plateau, and Zamfara are encouraged to pay their outstanding contribution of N14.1 million each towards the States GDP Computation Project.
- xv. federal and state Governments are charged to adopt the GIS and remote sensing technology in generating geospatial data on projects and programmes to enhance data credibility.
- xvi. the on-going professionalization exercise being undertaken by NPC and the Head of Service of the Federation should be fast tracked to address the observed shortcoming in manpower in the area of planning and M&E.
- xvii. Council endorsed the structure of States' Planning Commissions as follows:
 - i. the State Planning Commissions should compose of the Governor as the Chairman, the Chief Executive Officer of

the Commission as the Vice Chairman and member of the State Executive Council, some full time Commissioner Members and a Secretary to the Commission; and

- ii. the State Bureau of Statistics should be a Parastatal of the State Planning Commission headed by the State Statistician General (SSG);
 - xviii. States should work closely with the NPC and NBS to address the capacity and infrastructure gaps to ensure the sustainability of the States' GDP computation project in Nigeria;
 - xix. States are enjoined to work closely with the NPC to ensure that they key into the NIIMP for the development of state versions Infrastructure Master Plan and ensure effective implementation at the sub-national level.
12. The above observations and recommendations were made by the delegates at the 10th NCDP meeting held on Thursday, October 31, 2013. The Council endorsed the hosting of the next JPB/NCDP meeting in 2014 in Bauchi, Bauchi State.

REPORT OF THE NATIONAL COUNCIL ON PLANNING DEVELOPMENT, MEETINGS.

3.0 INTRODUCTION

3.1 The meeting of the Joint Planning Board (JPB) jointly organised by the National Planning Commission (NPC) and the AkwalbomState Government was held at the Le' MeridienIbom Hotel & Resorts Uyo, Akwalbom State. The theme of the meeting was **“The Imperatives of Strategic Planning as a Framework for Effective Policy Formulation and Implementation for Nigeria’s Transformation”**. The Secretary to the National Planning Commission, Ntufam Fidelis Ugbo, *Esq* chaired the meeting which was attended by **236 delegates** drawn from **22 States** and the FCT

4.0 Participants at the Session

4.1 Delegates from the Federal Ministries, Departments and Agencies (MDAs), National Bureau of Statistics, Centre for Management Development (CMD), Directors of Planning Research & Statistics (PRS) Departments in the States Planning Commissions/State Ministries of Budget and Economic Planning, representatives of the Private Sector, Development Partners and Civil Society Organizations attended the meeting, while the opening ceremony witnessed adequate media coverage. The States in attendance included: Abia, Akwalbom, Bauchi, Bayelsa, Benue, Cross River, Delta, Edo, Ekiti, Enugu, Jigawa, Kano, Kogi, Kwara, Nassarawa, Niger, Ogun, Ondo, Oyo, Plateau, Rivers, Taraba, and FCT. The breakdown of the attendance is as follows:

- The Secretary to the Commission - 1
- Hon. Commissioners - 26

▪ State Permanent Secretaries	-	34
▪ DGs of NISER and CMD	-	2
▪ Directors of NPC	-	7
▪ Directors of State MDAs	-	45
▪ Directors (PRS) of Federal MDAs	-	55
▪ Other key delegates	-	185

5.0 Objectives of the JPB Meeting

The JPB meeting was organized to:

- i. Provide a veritable opportunity for all stakeholders to brainstorm on issues of strategic planning, while leveraging on Public Private Partnership (PPP) as a financing model for the delivery of the National Integrated Infrastructure Master Plan (NIIMP) 2014 – 2043;
- ii. Sensitize delegates on the relevance of geospatial data to the delivery of the National Integrated Infrastructure Master Plan;
- iii. Broaden delegates understanding of the role of research and effective monitoring and evaluation tools as key ingredients for performance measurement towards sustainable economic growth and development;
- iv. Serve as a platform for officials of the Federal and State MDAs as well as the Organised Private Sector (OPS) to appraise their strategic roles in the implementation of the National and State development plans as well as the Government’s Transformation Agenda; and
- v. Sensitize stakeholders on the imperatives of using reliable and timely statistical data for effective project formulation and implementation to enhance evidence-based decision making;

6.0 Opening of Proceedings

6.1 The meeting commenced at 10.30 am and was presided over by the Secretary to the Commission, Ntufam Fidelis Ugbo, Esq. The official opening prayers (National Anthem) was jointly recited by all the participants in attendance.

6.2 **Welcome Remarks - Mrs. AritIbanga,*mni***

The Permanent Secretary, AkwaIbom State Ministry of Economic Planning, Mrs. AritIbanga, *mni*, in her remarks conveyed the goodwill message of her Ministry and the good people of AkwaIbom State to her colleagues and other delegates from across the nation to the meeting. She expressed appreciation that participants were able to honour the invitation to the meeting despite their busy schedule at a very short notice.

Continuing, she stated that the meeting was organized at a very important time in the course of the Nation's Development in view of the fact that the year 2013 marked the end of the first National Implementation Plan (2010-2013) of the NV 20:2020 and expressed hope that the meeting would provide opportunity for the review of achievements on the 1st NIP in order to share experiences. She further noted that the review would no doubt assist the country as the nation was in the process of commencing the development of the 2nd NIP based on the country's peculiarities. The Permanent Secretary, however, informed the meeting that the dwindling revenue, due largely to crude oil theft in the Niger Delta, and incidences of insecurity in the North had implications for sustainable development in the Country.

In addition, she mentioned other issues such as current review of the revenue allocation formula, the national dialogue and the on-going constitutional review as critical variables the outcome of which would impact on the country's planning processes and noted that by 2015, there would be changes in the leadership position in most of the States in the Federation, adding that this calls for the development of a robust framework and response capability that could easily be amendable to fit any possible distortion that the new leadership changes may bring.

She also stated that the theme of the meeting “Imperative of strategic planning as a framework for effective policy formulation and implementation for Nigeria’s Transformation” was appropriate as it brought to focus the relevance of strategic planning in addressing the perceived challenges in Economic Development and re-affirmed the belief that the future of the country lies in effective Policy formulation, Coordination and implementation.

She, therefore, commended the National Planning Commission for the leadership role being played and for the efforts at directing planning activities in the country. She reiterated the commitment of the State to work with the National Planning Commission and other Stakeholders in an effort to build a better future.

The Permanent Secretary further enjoined participant to take time and look around the State to see the development efforts in an attempt to build a better future for the people. Concluding, she welcomed everybody to the meeting and wished the participants a fruitful deliberation.

6.3 Chairman’s Opening Address- BarristerNtufam Fidel Ugbo

In his opening address, the Secretary to the National Planning Commission and chairman of the Board, welcomed all delegates to the meeting and thanked the Government and people of Akwa-Ibom States for their warm hospitality. He underscored the uniqueness of the theme of the meeting which was “*Imperatives of Strategic Planning as a Framework for Effective Policy Formulation and Implementation for Nigeria’s Transformation*”. He stated that the first two days of the meeting would be dedicated to technical level discussions with the Secretary to the NPC and the Permanent Secretaries and Directors from the States’ Planning Agencies as well as representatives of Federal MDAs and the private sector and added that the outcome of the two-day deliberations would form a critical input into the meeting of the NCDP which would take place on Thursday 31st October, 2013.

Continuing, the Secretary toNPC stated that the meeting was basically to review the extent of the implementation of the key recommendations which arose from the last meeting of the JPB held in Benue State and also interact on

the modalities for strengthening strategic planning for enhanced policy formulation and implementation. This, he noted, was expected to pave way for the realization of the objectives of the Transformation Agenda and the NV20:2020. Speaking further, he expressed confidence in the caliber of delegates in attendance, and hoped that far reaching recommendations on institutionalization of strategic plans, policy formulation and performance at all levels of Government would be arrived at. He also highlighted current efforts of government in improving strategic planning and transformation process of the economy which included the development of the National Integrated Infrastructure Master Plan (NIIMP) and further urged members to make valuable contributions during the technical sessions.

According to the Secretary to the Commission, the technical level presentations would be on seven (7) major topical issues namely:

- (i) Aligning the Budgets with the National Plans: Federal and States' Experiences
- (ii) The relevance of Geospatial Data in the delivery of Infrastructure Master Plan (2014-2043)
- (iii) Leveraging on Public Private Partnership (PPP) as a financing model for the delivery of National Integrated infrastructural Master Plan (2014-2043) in Nigeria
- (iv) Evolving robust Monitoring and Evaluation System at the National and Sub- national levels
- (v) Resetting the Nigerian Statistical System for Evidenced based Policy, Programme and Project Implementation
- (vi) The Role of Research in Policy Formulation and Implementation
- (vii) The Role of Capacity Building in the formulation, implementation and monitoring of Strategic plans

Concluding his remarks, he thanked His Excellency, Chief (Dr.) Godswill Akpabio, the Governor of Akwalbom State, ably represented by the Secretary to the State Government and the good people of Akwalbom State for the hospitality extended to the Permanent Secretaries and all the delegates

from the various States. He equally thanked the Hon. Commissioner and Permanent Secretary responsible for planning in AkwaIbom State for their efforts in ensuring that the event was a huge success.

7.0 Updates on the Resolutions of Last JPB/NCDP Meetings

7.1 Updates on the resolutions of the last JPB meeting held at Makurdi, Benue State were provided. These were subjected to discussion with the following conclusions:

Committee on Appropriate Framework for the Establishment of States Planning Commissions Chaired by Prof. NdemAyara of Cross River state Planning Commission.

The report of the committee was presented by Prof. E. Ayara as follows:

- a) The Committee listed the following as the core values in development planning
 - (i) Good Governance and Fiscal responsibility
 - (ii) Public Private Partnership
 - (iii) Grants, Technical and other support to communities
 - (iv) Community/Group Empowerment
 - (v) Sound Fiscal Governance which included the following: plan based budgeting, prudent expenditure management, revenue mobilization and equitable inter-governmental transfers.
- (b) The Committee also noted that for success to be achieved, the following must be taken into consideration: Good Vision, Strategy, Capability, Resource and Good Incentives.
- (c) In addition, an ideal State Planning Commission's logical framework which should consist of the following under listed Departments must be put in place:
 - i. Policy Coordination and Economic Management;

- ii. Development Planning;
- iii. Development Coordination;
- iv. Budget and Fiscal Strategy;
- v. Monitoring and Evaluation;
- vi. Administration and Finance; and
- vii. State Bureau of Statistics.

(d) The SPC should have the Governor as the Chairman, while the Vice Chairman should be a member of the State Executive Council, some full time Commission members and a Secretary to the Commission are also necessary;

(e) The State Bureau of Statistics should be a parastatals of the State Planning Commission and should be headed by the State Statistician-General;

(f) The complete organogram of SPC should have the Governor as the Chairman as highlighted in (d) above;

(g) The State Planning Commission should be structured in such a way that the States is able to relate effectively with Internal and External development Partners for maximum benefit without conflicts;

(h) Effective Strategy should be put in place for the achievement of the following:

- i. Capacity building
- ii. Processes – this include innovation, partnering, service and enforcement.
- iii. Stewardship – this include professionalism, accountability, discipline and dignity.
- iv. Citizens – this includes creation of awareness, empowerment, achievement and sustainability;

(i) The Committee stressed the need for the Chief Executive of the State Planning Commission to be a cabinet rank member (Vice Chairman) to ensure alignment of plan with budget in order to ensure sustainability of plans;

(j) Fiscal Strategy – the Committee noted that the following should be considered under Fiscal Strategy:

- i. Medium Term Revenue Framework should be taken seriously;
- ii. Plan based budgeting should be ensured;
- iii. Government policies must be integrated into development plans;
- iv. Evaluation Committee should consist of Commissioner of Finance and Economic Planning;
- v. approval must be sought from the Chief Executive of the State and State’s House of Assembly.

(k) To ensure the sustainability and continuity of plans and programmes, the Committee also believed that there should be a supporting legislation. In addition, the Committee noted that there was a need for Centre for Management Development to be established at State levels for policy research and capacity building.

Update on States that have Submitted Draft Legislation to their State Assemblies in line with the Project Continuity & Development Planning Bill - *Mrs. Martina Suleiman*

While briefing the delegates, the Head of Legal Unit (NPC), Mrs. Martina Suleiman stated that though letters were written and sent out to States to furnish the Commission on the status of States’ Project Continuity and Development Bill, the NPC was yet to receive any submission in that regard. Commenting on the development, the Secretary to NPC noted that Niger State had put in place the Project Continuity and Development Act and added that the NPC would continue to encourage the States to follow suit as doing so would ensure continuity of projects even with changes in government for the maximum benefits of the citizens/tax payers.

Update on the Status of National Implementation Plan (NIP) Implementation in States - *Mr. Tundelawal*

Presenting the update, the Director (Macro/NPC), Mr. TundeLawal stated that the 1st NIP was the first segment of implementation plans for the NV20:2020. He stated that the review of the 1st NIP commenced in September, 2012 and the draft report was presented to the Federal Executive Council in July, 2013. He, however, noted that the NPC was asked to go back and revalidate the report due to gaps resulting from non-submission of inputs by Federal MDAs and States. He further stated that at the moment, only 23 States had made submissions, which was higher than the 18 received before the presentation to FEC. He, therefore, called on States and MDAs that have not made presentations to do so as the validation of the review report was expected to be concluded in December, 2013 to pave way for the commencement of the development of the successor plan (2nd NIP) in the same month to be concluded in early 2014.

**Update on Number of States that have established Statistical Agencies-
*Representative (NBS)***

The representative of the National Bureau of Statistics briefed the meeting that currently, thirteen (13) States had established their Statistical Bureaux while the remaining 23 were at various stages of passage of the Bill for the establishment of their Statistical Bureau. He also added that virtually all the States have adopted the National Statistical Master Plan (NSMP) and noted that with effect from 2014, all States and Federal MDAs would commence the implementation of the National Strategy for Development of Statistics which was expected to strengthen the statistical process in the country.

Update on States' GDP Computation Project- *Mr. TundeLawal*

Briefing the meeting on the States' Gross Domestic Product (SGDP) computation project, the Director (Macro/NPC), Mr. TundeLawal chronicled the background of the project including the methodology, the workplan and associated cost, progress made so far and the next steps. He stated that the total cost of the project was distributed among the major stakeholders, namely the Federal Government, States and Development partners in the ratio of 30%:50%:20%. He explained that at the moment, only 21 States had paid their contributions of N14.1 million each. He also added that the Federal Government had paid its contribution while the development partners, particularly the UNDP had been very supportive. He then called on States that have not paid their contributions to do so immediately to enhance the commencement of the 2nd phase of the project which was expected to commence in December, 2013 and end in August 2014.

On the level of work done so far with respect to the implementation of the project, the Director (Macro) NPC stated that sensitization and flag-off ceremonies were held in six states in the six geopolitical zones of the country. Continuing, he stated that the CMD was engaged to conduct Needs assessment of the States Planning Commissions (SPCs) and States Statistical Agencies (SSAs) in 12 pilot states including FCT to ascertain their weaknesses and strengths in carrying out the SGDP. The report of the Needs Assessment was validated by stakeholders in November, 2012 and would be replicated in other states as soon as funds were available. He equally stated that the NBS had concluded the SGDP survey in seven pilot states (Gombe, Kano, Niger, Lagos, Port Harcourt, Cross River and Anambra). The report of the pilot survey was expected to be taken to the Pilot states for validation by the State Executive Councils as agreed at the National Economic Council (NEC) meeting after which the second phase of the project involving the entire country would commence.

While commenting, a delegate from Bauchi State noted that the State had paid its N14.1 million contribution, but its name was not in the list of States that had paid. The Director (Macro) NPC responded and promised that the deposit would be confirmed and the information made available to the State. Other

delegates stressed the need for NPC to leverage on the NEC to appeal to states to pay their contributions in order to fast track the commencement of the second phase of the SGDP project considering its enormous benefits to planning and national development.

8.0 Technical level presentations

8.1 A total of 11 technical papers were presented by resource persons. The thematic areas of presentations were as follows:

- i. Aligning the Budgets with the National Plans: Federal Experience by Director (Macro) NPC;
- ii. Aligning the Budgets with the National Plans: Enugu State Experience by the Executive Secretary Enugu State Planning Commission;
- iii. The Relevance of Geospatial Data in the Delivery of Infrastructure Master Plan (2014 – 2043) by Deputy Director (Monitoring and Evaluation) NPC;
- iv. Leveraging on Private Sector resources for the financing of the National Integrated Infrastructure Master Plan (2014 – 2043) by Infrastructure Bank
- v. Leveraging on Public private partnership (PPP) as a financing model for the delivery of the National Integrated Infrastructure Master Plan (2014 – 2043)
- vi. Evolving a robust Monitoring and Evaluation System at the national and Sub-national levels: Government’s Perspective by Director (monitoring & Evaluation) NPC

- vii. Evolving a robust Monitoring and Evaluation System at the National and Sub-national levels: Donors Perspective
- viii. Resetting the Nigerian Statistical System for Evidenced-based Policy making, Programme and Project Implementation by The Statistician General, National Bureau of Statistics (NBS)
- ix. The Role of Research in policy formulation and Implementation By Director General, Nigeria Social & Economic Research (NISER)
- x. The Role of Capacity building in the formulation, implementation and monitoring of strategic plans by Director General, Centre for Management Development (CMD)
- xi. National Integrated Infrastructure Master Plan (NIIMP) presented by D(Infrastructure/NPC)

9.0 Observations

9.1 The technical papers were extensively discussed and the following observations were made:

- a. the level of political support at all levels of government was very critical for effective policy formulation and implementation of strategic plans;
- b. the development of strategic plans is a pre-requisite for the effective policy formulation implementation of Nigeria Vision 20:2020 and the Transformation Agenda;
- c. The 1st NIP review process is to be concluded in December 2013. States Planning Commissions will need to join hands with the NPC in ensuring the successful validation of the final draft of the report as the outcome

of the review is expected to feed into the 2nd NIP (2014-2017) development process;

- d. States to work closely with NPC in ensuring that they key into the NIIMP for effective implementation at the sub-national level;
- e. It is imperative to bridge the capacity gaps in the areas of strategic planning, policy formulation and monitoring & evaluation of projects and programmes at the sub-national levels for effective implementation of development plans;
- f. There is weak capacity within the MDAs to drive the implementation of the PPP
- g. Timely preparation of PPP projects is critical for a successful implementation in the MDAs;
- h. lack of robust institutional framework to explore PPP as alternative funding option for the development of physical infrastructure;
- i. development and management of M&E systems at the sub-national level is critical for efficient service delivery;
- j. Development of operational M&E manual is critical for the institutionalization of the M&E system both at the National and sub-national level.
- k. significant capacity and infrastructure gaps exist at the sub-national level and this needs to be bridged in order to sustain the State GDP computation over time;
- l. The use of Geographic Information System (GIS) and geospatial data remains a key instrument for deepening M&E at sub-national level;
- m. There exist a weak linkage between research outcomes and policy formulation and planning in Nigeria especially at the sub-national level;

10.0 Recommendations

10.1 The following recommendations were made:

- xx. There is a need to strengthen institutions at the national and sub-national level to allow for effective policy formulation and implementation of strategic plans.
- xxi. States are expected to embrace and support the States' GDP computation project to enable the production of quality data that is critical for national development.
- xxii. There is a need for States to implement recommendations arising from the Needs Assessment Survey of States Statistical Agencies and Planning Commissions.
- xxiii. States are to identify M&E champions (Commissioners/Permanent Secretaries) that will drive the demand for M&E within the States.
- xxiv. States are to work in collaboration with the NPC to develop M&E Manual for effective implementation of the M&E system in the National and Sub-national levels of government.
- xxv. The NPC should work closely with the State Governments in communicating development aspirations, plans and programmes of governments at all levels to facilitate the actualization of the NV 20:2020 and the State strategic plans/programmes.
- xxvi. The NIIMP currently in progress should be embraced by the States and Local Governments to ensure a well-coordinated infrastructural development at all levels.
- xxvii. It is imperative for States to kick start the process for establishing Key Performance Indicators as well as develop data collection tools and instruments/MDA scorecards.

- xxviii. MDAs at all levels are expected to plan and start ahead of time to prepare projects that are suitable for PPP to ensure that all processes are duly followed in good time.
- xxix. The public-private dialogue should be institutionalized at the State and Local Government levels to maximize the benefits of Public Private Partnership especially in actualizing infrastructural development.
- xxx. There is need to intensify advocacy for the support of the political class to ensure full implementation of JPB/NCDP decisions.
- xxxi. States that are yet to establish their Statistical Bureaux are encouraged to do so.
- xxxii. The following 15 States namely: Abia, Adamawa, Imo, Bayelsa, Bauchi, Borno, Kwara, Kaduna, Katsina, Benue, Plateau, Kebbi, Edo, Nasarawa and Zamfara are encouraged to pay their outstanding contribution of N14.1 million each towards the States GDP Computation Project.
- xxxiii. The need to strengthen the capacity building of Staff at the sub-national level. In this regard, the NPC is to work closely with CMD in collaborative capacity building with State Governments and to develop a roadmap for the exercise for onward transmission to the State Governments.
- xxxiv. States Planning Commissions/relevant Ministries should be empowered to appropriately coordinate the development and implementation of Infrastructure Master Plan as well as Monitoring and Evaluation at the Sub-national Level.
- xxxv. States Planning Commissions should work closely with the NPC towards the successful completion of the 1st NIP review programme expected to

be completed by December 2013 and the outcome of which will feed into the 2nd NIP (2014-2017).

- xxxvi. Consequently, the remaining 13 States that are yet to submit their data template on the 1st NIP review are expected to do so before mid-November 2013; The States are: Adamawa, Borno, Yobe, Taraba, Kebbi, Benue, Kaduna, Jigawa, Rivers, Delta, Sokoto, Zamfara and Bayelsa.
- xxxvii. There is a need for both Federal and State Governments to adopt the GIS and remote sensing technology in generating geospatial data on projects and programmes to enhance data credibility.
- xxxviii. There is a need to strengthen the linkage between research, policy making and development planning at the sub-national level. In this regard, the NPC is to work closely with NISER in collaborative research with State Governments and to develop a roadmap for the exercise for onward transmission to the State Governments.
- xxxix. The National Planning Commission should encourage State Agencies/institutions responsible for the coordination of the state monitoring and evaluation process; and
 - xl. There should be an M&E/GIS sensitization/training workshop for the State Commissioners of Economic Planning, Permanent Secretaries and Directors of Planning Research and M&E focal officers.

11.0 Conclusion

11.1 The recommendations/resolutions at this meeting shall be presented to the National Council on Development Planning for consideration and endorsement. Dated this 30th Day of October, 2013.

PART TWO

NATIONAL COUNCIL ON DEVELOPMENT PLANNING (NCDP) MEETING PROCEEDINGS

1.0 Background to the NCDP Meeting

1.1 The meeting of the National Council on Development Planning (NCDP) was preceded by the JPB meeting. The meeting provided opportunities for Honourable Commissioners of Budget and Economic Planning and Executive Secretaries of State Planning Commissions in the 36 States of the Federation and the FCT to deliberate particularly on the recommendations presented at the Joint Planning Board meeting held earlier from Tuesday-Wednesday 29th - 30th October, 2013.

2.0 Participation at the NCDP Meeting

2.1 The NCDP meeting was attended by heads of planning ministries and agencies at the Federal and State levels. This included Honourable Minister of State for Works/Supervising Minister of National Planning, ably represented by the Secretary to the National Planning Commission, Directors-General of Centre for Management Development (CMD) and Nigeria Institute for Social and Economic Research (NISER), Statistician-General (NBS) represented by the Technical Assistant to the SG and top management staff of NPC. Twenty two States and the FCT were represented by Honourable Commissioners of Budget and Economic Planning and Executive Secretaries of State Planning Commissions.

3.0 Opening Session

3.1 Opening Remarks - Engr. I. O. Adegun, *mni*

3.1.1 The Secretary to the Commission and Chairman of the JPB, represented by the Director (infrastructure) NPC, Engr. I. O Adegun, *mni*, welcomed members of Council to the meeting. He noted that devoting a day for technical level discussions and another for deliberation of the conclusions of the technical sessions will deepen the quality of recommendations arising from the JPB and NCDP meetings. Furthermore, the Secretary to the Commission highlighted the technical presentations at the JPB meeting and urged delegates to learn from their collective experiences in the deployment of strategic planning tools and to further entrench the significance of Strategic Planning as a Framework for policy formulation and implementation for Nigeria's transformation and noted that the Council meeting represented a new vista in our collective efforts to evolve a workable synergy to position our country, Nigeria among the top 20 developed economies in the world by the year 2020 and the attainment of the goals of the Transformation Agenda of the present Administration.

3.2 Keynote Address by the Supervising Minister of National Planning - Barrister Bashir Yuguda

3.2.1 The Honourable Minister of State for Works/Supervising Minister of National Planning, Ambassador Bashir Yuguda, ably represented by the Secretary to the National Planning Commission, in his keynote address, commended His Excellency, the Executive Governor of Akwalbom State, Chief (Dr.) Godswill Akpabio, CON, for transforming the State especially in terms of infrastructural development. He noted that the NCDP was one of

the key statutory bodies constituted to facilitate and coordinate the economic development process at the national and sub-national levels in the country and added that the recommendations of the NCDP, would serve as inputs to the meetings of the National Economic Council, the States and the National budgets.

3.2.2 Highlighting the theme of the meeting, the Supervising Minister of National Planning stressed that there can be no meaningful and sustainable development without strategic planning at all levels of government. He added that the theme of the NCDP meeting was quite apt considering the fact that the application of strategic planning in the public sector was relatively new, but that Nigeria was making appreciable progress in this regard. This, he mentioned, could be reflected in the performance of the Nigerian economy using global GDP ranking, with Nigeria moving from 44th position in 2010 to 36th position in 2012.

3.3.3 However, the Supervising Minister noted that the high rates of unemployment, poverty and income inequality in the country made it imperative for the governments at all levels to adopt strategic planning approach in the management of resources. He stressed further that experience worldwide showed that several countries that embraced the principle of strategic planning recorded significant achievements in economic growth and development. This, he noted, was the logic behind the current Administration's commitment to the sustained formulation and implementation of strategic plans, including Nigeria's Vision 20:2020, the First National Implementation Plan (1st NIP) for the period 2010-2013, the Transformation Agenda (2011-2015) and the draft National Integrated

Infrastructure Master Plan (NIIMP). In line with this practice, federal MDAs worked with the NPC in the development of sector strategic plans such as Agricultural Transformation Agenda, Aviation Sector Roadmap, Gas Master Plan, Housing Sector Roadmap, Power Sector Roadmap, Solid Mineral Roadmap, Education Sector Plan and National Health Sector Development Plan.

3.3.4 Given the importance of infrastructural development to national development, the Supervising Minister, NPC, provided an overview of the draft NIIMP for the period 2014-2043, which has an investment outlay of N464 trillion (USD2.9 trillion). To this end, he urged States to work towards developing their version of the NIIMP and indicated NPC's readiness to provide assistance to States in this respect. He further noted that the NPC has been providing similar assistance to Federal MDAs and States in its effort towards institutionalizing strategic planning Nigeria.

3.3.5 Concluding, the Supervising Minister (NPC) urged Federal MDAs and States to align their medium term plans with the NV 20:2020 and the Transformation Agenda in order to consolidate the progress recorded in the area of strategic planning and public policy implementation in the country. He therefore urged participants to use the NCDP meeting to share experiences and exchange ideas on how to use the strategic planning approach in addressing the development challenges in the country. As the end of the implementation period of the 1st NIP approaches, the Supervising Minister (NPC) urged States that were yet to submit progress report on the status of implementation of the 1st NIP to do so preparatory to the process for the development of the 2nd NIP.

4.0 Formal Opening - His Excellency, Chief GodswillObotAkpabio, CON

4.1 The Executive Governor of the Akwalbom State, His Excellency, Chief GodswillObotAkpabio, CON, ably represented by the Secretary to the State Government, welcomed delegates to the 10th NCDP meeting in the State. The State, according to His Excellency, has become the number one preferred spot in Nigeria, playing host to serious decisions and issues bothering on national and international development. He acknowledged the role of NPC in reinforcing this reality by choosing to hold the JPB/NCDP meeting in the State.

4.2 The Executive Governor considered the theme of the NCDP meeting as concise and apt. He emphasized that there cannot be success without planning as espoused by Paul J Meyer: “Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning and focused effort”, and further noted that effective transformation begins with proper budgeting, which underscores the imperative for effective synergy between planning and budget. And therefore urged governments at all levels to give due and adequate consideration to strengthening the budget-plan link in order to actualize the NV 20:2020. He also stressed that budget/programme structure should provide a stable framework linking successive plans and strategic priorities to budget allocations and performance indicators that track delivery over the medium to long term period.

4.3 Furthermore, the Executive Governor noted that the successful transformation and development in the State was embedded in proper planning and budgeting. This was, according to His Excellency, the secret of the Uncommon Transformation of his Administration, over which he implored

delegates to take as a major lesson learnt. The maintenance of 20%:80% recurrent to capital budget allocation made it possible for achievement recorded by the State Government including construction of 2,500km of roads, connection of 85% of the communities to national electricity grid, establishment of E-Library with 16 million downloadable books, implementation of free compulsory education, free healthcare service for children under-5 years of age, pregnant women and the aged; the first pipe-jacking drainage system,, international hospital and the construction Ibom Tropicana Entertainment Galleria.

4.4 Concluding, His Excellency Chief Godswill O. Akpabio urged delegates to learn from the Akwa-Ibom experience. He wished them a successful deliberation and hoped that their ideas, experiences and perspectives will provide new inroad and direction towards national development.

5.0 Technical Session

5.1 The resolutions of the JPB meeting that preceded the NCDP were presented to members by the Chairman of the NCDP. These resolutions were discussed and the following major observations and recommendations were made:

6.0 Key Observations

- a) The absence of sector strategic plans at the federal and state levels has hindered the plan-budget linkage;
- b) The level of political support at all levels of government was very critical to effective policy formulation and implementation of strategic plans;

- c) There was no clearly defined legal framework backing strategic planning in Nigeria. The Development Planning and Project Continuity Bill was awaiting passage into law at national and sub-national levels. Only Niger State reportedly passed its version of the Bill into law;
- d) The development of strategic plans was a pre-requisite for the effective policy formulation and implementation of NV 20:2020 and the Transformation Agenda;
- e) There existed a weak linkage between research outcomes and policy formulation and planning in Nigeria especially at the sub-national levels;
- f) There are capacity gaps in the area of strategic planning, policy formulation and monitoring and evaluation (M&E), which was more pronounced at the sub-national level;
- g) Frequent postings of planning officers out of Planning, Research and Statistics Departments hampered effective performance of these strategic departments;
- h) While there existed a coordinated approach to M&E at the federal level, the situation at the sub-national level was different;
- i) The use of Geographic Information System (GIS) and geospatial data remained a key instrument for deepening M&E at the national and sub-national levels;
- j) The review of the 1st NIP was done with active participation of all stakeholders. In all, 23 States and the FCT made submissions on the

status of implementation of the projects in the 1st NIP. The States were Abia, Akwa-Ibom, Anambra, Bauchi, Cross-River, Ebonyi, Edo, Ekiti, Enugu, Gombe, Imo, Kano, Katsina, Kogi, Kwara, Lagos, Nasrawa, Niger, Ogun, Ondo, Osun, Oyo and Plateau;

- k) All the 36 States and the FCT adopted the generic Statistical Master Plan. Only 13 States have established Bureau of Statistics while 23 States were at different stages of establishment of their Statistical Bureaux;
- l) The State GDP Computation project has reached an advanced stage, with sensitization and flag off in 7 pilot States; needs assessment of State Statistical Bureaux and planning agencies conducted in 12 States; data collection in the pilots States conducted and data analysis finalized. The computed GDP of the 7 pilot States have been presented to States Statistician-Generals and the National Steering Committee, and it would be presented to the affected State Governors and wider spectrum of stakeholders for validation;
- m) The NPC, NBS, Central Bank of Nigeria, UNDP, 21 States and the FCT made significant financial and technical contributions towards implementation of the States GDP Computation Project. The States that paid the N14.1million were Anambra, Akwa-Ibom, Bauchi, Cross-River, Delta, Ebonyi, Ekiti, Gombe, Jigawa, Kano, Kogi, Lagos, Niger, Ogun, Ondo, Osun, Oyo, Rivers, Sokoto, Taraba and Yobe;
- n) The report on the Needs Assessment for the States GDP computation identified significant capacity and infrastructure gaps that needed to be bridged for the computation of the States GDP to be sustainable; and

- o) The NPC is developing the NIIMP for the period 2014-2043. The draft NIIMP has an investment outlay USD2.9 trillion, in which governments at all levels are expected to invest. The implementation of the NIIMP would require States to develop their Plans for infrastructure development in line with NIIMP.

7.0 Recommendations

7.1 Following due deliberations, the following recommendations were made:

- a) There was need to intensify advocacy for the support of the political class to ensure full implementation of JPB/NCDP decisions
- b) All relevant stakeholders at national and sub-national levels should expedite action in the passage of the Development Planning and Project Continuity Bill into law at the federal and State levels.
- c) There was urgent need to strengthen human and institutional capacity at national and sub-national levels to enhance policy formulation, implementation and monitoring and evaluation of strategic plans. In this regard, the NPC would work closely with the CMD in collaborative capacity building programme with State Governments and develop a roadmap for the exercise for onward transmission to the State Governments;
- d) The annual budgets should derive from both the medium term and long term development agenda. The NPC should work closely with the State Governments in community development aspirations, plans and

programmes of governments at all levels to facilitate the actualization of the NV20:2020 and State strategic plan/programmes;

- e) MDAs at all levels are expected to plan and start ahead of time to prepare projects that are suitable for PPP to ensure that all processes are duly followed in good time;
- f) The public-private dialogue should be institutionalized at the State and Local Government levels to maximize the benefits of PPPs, especially in actualizing infrastructural development;
- g) State Planning Commissions/relevant Ministries should be empowered to appropriately coordinate the development and implementation of Infrastructure Master Plans;
- h) States should work with the NPC to develop M&E Manual for effective functioning of the National M&E System at the national and sub-national levels;
- i) States are enjoined to embrace and support the State GDP computation project to enable the production of quality data that were critical for national development. The following States were urged to pay their N14.1million contribution for the State GDP Computation project: Abia, Bayelsa, Benue, Borno, Edo, Imo, Kaduna, Katsina, Kebbi, Kwara, Nasarawa, Plateau and Zamfara;
- j) There was need for States to strategize the implementation of recommendations of Needs Assessment Survey of States Statistical agencies and Planning Commissions to bridging the huge capacity and

infrastructure gaps. States should work closely with the NBS in this regard.

- k) There was need to fast-track the implementation of the initiative of the professionalization and pooling of planning officer cadre, being undertaken by the NPC and Office of the Head of Civil Service of the Federation to address human capacity gaps in the areas of planning and M&E;
- l) The 13 States that were yet to submit the reports on the status of implementation of the 1st NIP were urged to fast track the process to enable the conclusion of the review of the 1st NIP and ensure the commencement of the formulation of the 2nd NIP. These States were Adamawa, Bayelsa, Benue, Borno, Delta, Jigawa, Kaduna, Kebbi, Rivers, Sokoto, Taraba, Yobe and Zamfara.
- m) There was need for Federal MDAs and States to adopt the GIS and Remote Sensing technology in generating and utilization of geospatial data in project and programme management;
 - a. The NCDP endorsed the structure of the State Planning Commissions as follows:
 - b. The Commissions should compose of the Governor as the Chairman, the Chief Executive Officer of the Commission as the Vice-Chairman, some members of the State Executive Council, some full time Commissioners and a Secretary to the Commission.
 - c. The State Bureau of Statistics should be a parastatal of the State Planning Commission headed by the State Statistician-General.

8.0 Vote of Thanks

8.1 The Special Adviser on Budget and Planning, Bauchi State, thanked all in attendance, especially the Chairman of the NCDP and the NPC as well as all delegates. He promised to surpass the arrangement made by the Akwa-Ibom State for hosting the meetings

9.0 Conclusion

9.1 The observations and recommendations made were adopted by the NCDP members to be conveyed to the National Economic Council and respective governments. The Council endorsed the hosting of the next JPB/NCDP meetings in 2014 in Bauchi, Bauchi State.

**Secretariat
National Planning Commission**

October 31, 2013

