



Report of the Vision 2020
National Technical Working Group
On
Employment



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Foreword

Acknowledgements

Executive Summary

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INTRODUCTION

A cursory look at our employment and poverty reduction strategies quickly reveals that so many policy initiatives have been undertaken in the last 20 years alone, although only a few, including the NDE and NAPEP are the lucky surviving ones. The high rate of mortality of these initiatives and their general failure to make substantial positive impact in the massive employment crises facing Nigeria in the last two decades can be attributed, amongst others to: the application of flawed policy regimes; collapse of investment ratio and financial intermediation; failure of infrastructural policies; deficient governance structure and mismanagement, poor projects/policy design; problems of the education sector, inadequate mainstreaming of employment issues in guiding policy instruments like NEEDS (National Economic Empowerment and Development Strategy) and the poor implementation, monitoring and evaluation of projects and annual budgets.

1.1 Overview of the Thematic Area

Analysis of links between employment and poverty

The connection running from growth to poverty is linked by an employment nexus. The nexus arises from the fact that growth will only translate to reduction of poverty if it is accompanied by the creation of productive employment; in other words, improved employment and income opportunities for the poor is the principal route to reducing material poverty.

This though requires that poor people get the chance to participate fully and on an equal footing in economic activities and to derive the full benefits from this participation. The poor's chief resource is their labour power which they deploy in either wage employment, as employees in other peoples enterprises or in self employment i.e., in own enterprises or family business.

Whether employment will result in poverty attenuation depends on what factors shape income from employment. There are basically two of such factors – quantity of employment and returns to labour. The former refers to the number of hours and days a person spends on the activity



while the latter represents the wage rate in the case of wage employment or income less cost in situations of self employment.

Underemployment and low returns to labour characterize situations where employment may compromise poverty reduction objectives. Underemployment defined as inadequate quantity of employment is of two types – open underemployment and disguised unemployment. Open underemployment refers to those who work less than full time allowing for rest and leisure and therefore receive income that is less than required to rise above the poverty line while disguised underemployment describe those who apparently work full time but at low intensity akin to the Nurkse-Lewis type surplus labour. Those who receive low returns for their labour despite the absence of open and disguised underemployment can be placed in three categories – those who work for low wages because they have to compete with potential entrants, those who work with poor skills or poor technology or inadequate complementary factors and those who suffer from unfavorable terms of trade due to low product prices or high input cost.

The weakening of factors responsible for underemployment and low labor returns are crucial if growth is to result in poverty reduction. Whether these will happen or not depends on three factors:

- (i) The growth factor: the rate of expansion of the country's production potential;
- (ii) The elasticity factors: The extent to which growth is accompanied by increased employment.
- (iii) The integrability factor: The rate at which the poor are able to integrate into economic processes and therefore able to take advantage of the greater scope for improving the quality and quantity of employment

1.2 Scope of the Thematic Area/Strategic Plan

- Analysis of links between employment and poverty;
- Analysis of the macroeconomic framework; and impacts on growth and employment;
- Analysis of employment potentials in all the key sectors of the economy;



- Labour market institutions e.g. Labour Market Information System (LMIS), Labour Laws, Labour Exchange, etc
- Labour management Relations/ Job protection
- Skill training, acquisition and certification
- Labour and Technological Transfer including local contents, expatriate quota, casualisation of employment, etc.

Macroeconomic framework and impact on growth and employment

There was a remarkable economic recovery between 2000 and 2007, as indicated in GDP growth, attaining an annual average growth rate of 5.7%. However, though the improved growth performance is significant, it is far less than the growth rate of 10.0 % indicated in the NEEDS (The Nigerian Economic Empowerment and Development Strategy), document, as the basis for sustained wealth creation, employment generation and poverty reduction. Also the target growth rate of 7 per cent per annum to meet the Millennium Development Goals, is yet to be achieved.

The improved economic performance demonstrated by the positive growth in the GDP may be attributed to relative macroeconomic stability, particularly the substantial reduction in the level of fiscal deficits. Fiscal deficits dropped from 4.3% in 2001 to less than 1% in 2007, which is within the international acceptable range of 3%. The drastic reduction in the rate of fiscal expansion appears to have resulted in a low rate of inflation. Inflation rate dropped from 18.9% in 2001 to 5.9% in 2007

The financial sector has undergone significant reforms aimed at ensuring a sound financial system through recapitalization and mergers/acquisitions and proactive regulations hinged on risk-based supervision. The reforms helped to position the sector to improve its performance in financial intermediation and enhance its catalytic role in economic development.

The exchange rate has been relatively more stable in recent years thereby providing a suitable basis for investors to plan. The relative stability of the exchange rate could be attributed to the various measures undertaken by the Central bank of Nigeria (CBN) that led to the unification of the exchange rate in the various markets.



The improved trends of inflation and fiscal position were accompanied by positive changes in the external balance. The overall balance of payments has been in surplus since 2004, leading to a sizeable foreign exchange reserves.

Successful implementation of Nigeria's economic reform programmes earned her debt relief in 2005 when it secured a debt relief package from its Paris Club Creditors countries amounting to US\$18 billion write-off, with Nigeria paying off the balance of approximately US\$12.4 billion to exit from the Paris Club of Creditors. This was followed by the redemption of London Club debts. The result of this is an annual saving of US\$1 billion for the next 20 or more years. The debt relief has resulted in an improvement in the country's economic balance sheet and investment climate.

At the end of 2008, and after almost four decades of earning petro-dollars worth over \$US 350 billion, a large proportion of Nigeria's population of 140 million people lack decent paying jobs and are impoverished. The fact that the economy has failed to provide gainful employment opportunities for a significant fraction of the working population is evidence of development failure in Nigeria.

Economic growth in Nigeria propelled mainly by developments in oil and gas sector, which is highly capital intensive with limited labour absorption capacity, has failed to provide a solution to the unemployment problem. Notably, as the capacity of the economy to absorb labour has remained low, the supply of labour has increased steadily, fuelled by rapid annual population growth, of more than 2.5 percent. In addition, the labour market in Nigeria is highly distorted and characterized by significant imbalances and labour segmentation.

Broadly speaking, how fast job opportunities are generated and its sustainability depend on three key factors. These are: the rate of growth of the economy, the sustainability of economic growth and the output elasticity of demand for labour. This emphasizes the need for an employment-sensitive macroeconomic framework.



An employment – sensitive macro-economic framework

The fundamental pre-condition for addressing the current employment crises and moving towards sustainable full employment goal lies in recalibrating the macro-economic framework. The key thrust in the design of the new framework is to ensure an effective alignment of macro, meso (sectoral) and micro policies. Put differently, the meso and micro subsectors should be mainstreamed into the Macro framework.

The key elements of this strategy include the following:

1. Pursuit of monetary policy that targets not only a single digit inflation but employment creation by the relaxation of monetary and credit conditions in the economy. This should include accessible credits to the SME's through the banking system (both commercial banks and microfinance institutions).
2. Pursuit of fiscal prudence in the context of allowing/exploiting fiscal space to accommodate investments with high employment potentials and catalysts. (e.g. massive investment in energy and education.) Nigeria has the fiscal spare room (e.g. excess crude account) to accommodate such productivity-enhancing public investments.
3. Involvement of tripartite institutions (government, trade unions and employers of labour) in the management of the macro-economy. This will facilitate a consultative process of putting in place a non-inflationary productivity-based wage and price regime.
4. Pursuit of the transformation of the huge informal economy by aggressive policies for developing and empowering thousands of entrepreneurs annually. The CBN's six centres of entrepreneurship development need to be strengthened and effectively coordinated, along with other initiatives, such as setting up a private-sector driven EDIN (Entrepreneurship Development Institute of Nigeria). The employment and output boosting impact of entrepreneurial activities will trigger and make vibrant the dormant supply side of the economy hence ease inflationary and exchange rate pressures.
5. Legislate for institutional mechanism for ensuring full implementation of annual budgets, program and projects at the federal, state and local government levels. Full



budget/program implementation ensures full output delivery, hence increased employment and income generation as well as social inclusion.

Labour market information system

Labour Market Information (LMI) refers to descriptive and statistical information about occupations, wage rates, unemployment rates, employment outlooks, education and training, economic trends and conditions. In general, it refers to any information used for labour market related planning and decision-making.

There is no computerized or electronic National Labour Market Information System in Nigeria which provides detailed information on labour markets across the country. Producers of LMI in Nigeria include the National Bureau of Statistics, the National Population Commission, educational institutions, ministries, departments and agencies, etc. Major challenges to an effective LMI system in Nigeria, include financial constraints, limited public access, missing information, poor data production and storage, computer literacy, and lack of coordination, etc

The challenge for Vision 2020 is to develop a functional, computerised LMIS for Nigeria which will be used for the following:

- Tracking and analyzing the economy of a country.
- Determining future workforce training needs,
- Identifying the availability of labour,
- Ascertaining the prevailing wage rates, and
- Exploring potential markets.

National and local governments need labour market information to reduce unemployment, generate employment, or plan training programs to meet the needs of industry.

Labour market studies are also valuable to local and regional planning agencies as well as industries and businesses looking for site locations, seeking ways of attracting and retaining skilled workers, or assessing the scope and size of potential markets.



Labour unions also find these studies useful for determining comparable wage and compensation levels, local working conditions, and training needs.

The main strategies for developing LMIS are:

- advocacy for improving labor market information systems and communication by National Manpower Board;
- use of information and communication technologies (ICTs) for storing these information;
- reinforcement of labor market data production;
- building of capacity for analyzing issues relating to the labor market by upgrading existing information systems; and
- networking to enhance the coordination of production, storage and release of LMI.

Skill Training Acquisition and Certification

Education and Training for Employability

Nigeria is grossly under-schooled with enrolments below the critical levels required for moving the economy to the next level of development. As of 2008, enrolments rates at primary, secondary and tertiary levels are 62%, 46% and 10% respectively. The existence of about 11 million young people out of school and the yawning enrolment gaps portend a colossal waste of human capital.

Declining quality of education, training and skill acquisition has posed serious impediments to the employability of the labour force in many respects. Of the 6 million Nigerians graduating annually from the educational system only about 10% are often employed thereby leaving about 4.5 million to enter into the labour market annually and when this is cumulated over eight years, about 38 million Nigerians are facing different types of employment crises (a combination of unemployment, under-employment, low-wage employment and social exclusion)

Employers of labour in both the public and private sectors have limited confidence in the quality of our school graduates. This is reflected in the proliferation of aptitude testing, and remedial education programmes for school graduates.



The deficit in educational quality has grossly undermined the competitiveness of the Nigerian labour force in national and global labour markets. There is no reason for instance, why well educated and trained Nigerians cannot access jobs globally, given the emerging global hunt for talents, especially in the ICT sub-sector. The inability of many of our youths to gain access to global centres of learning excellence for the furtherance of their education has further compounded unemployment at home.

Skill mismatch and inadequate skills have constrained economic growth. The nation finds itself coping with the paradox of simultaneous existence of surplus labour and scarcity of skills hence employers are compelled to deal with the problem of trying to fit the proverbial square pegs into round holes.

Duplication of efforts and lack of focus and coordination of some skill acquisition institutions in the country such as National Directorate of Employment (NDE), Industrial Training Fund (ITF) and National Poverty Eradication Programme (NAPEP) raises the need to review the priorities functions and viability of these institutions through an independent external evaluation.

Specific Policy Issues on Education and Skill Training

To enhance employability of the Nigerian youth, concrete policy actions need to be taken. These include the need:

- For a comprehensive educational reform to be undertaken. Such a reform should avoid adhocery and recognize two critical linkages namely: the linkages in the educational structure – from primary to the tertiary sectors; and the linkages of the educational system to the economy. Past reforms have failed to take these into account.
- Adequately equip science and technology laboratories as well give enhanced incentives to all scientists. This will promote the science and technology foundation of development, hence employment.
- Develop a more labour-market relevant curricula. This requires reviewing the entire curricula and making it employment –sensitive.
- Assist the job-seekers by enhancing the information efficiency of the labour market and its institutions.



- Introduce new issues into the curriculum and educational programmes. Such issues should include:
 - Life skill programmes including critical thinking skills, social skills and financial literacy needed in the employment market.
 - Entrepreneurship skills emphasizing motivation and creativity.
- The imperative of giving teachers competitive remuneration and putting in place an incentive structure that reflects the scarcity values of each area of specialization.
- Develop an effective national training and skill acquisition system.
- Avoid talent wastage by expanding educational opportunities to all eligible people in the federation.

Labour and Employment/job protection

The Nigerian labour management relations environment should provide for higher employment, job protection and greater productivity in line with the ILO standards to which Nigeria is signatory.

ILO and Labour Standards

ILO 186 Conventions, 197 Recommendations and 5 Protocols

- Fundamental human rights at work
- Occupational safety and health
- Social security
- Employment policy

ILO's Decent Work Agenda

Promote real opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security, and human dignity.

Four strategic objectives

- Standards and fundamental rights and principles at work
- Promoting employment and enterprises
- Social Protection
- Social dialogue



Declaration of Fundamental Principles and Rights at Work

Four Principles and Rights

- Freedom of association and effective recognition of the right to collective bargaining
- Elimination of all forms of forced or compulsory labour
- Effective abolition of child labour
- Elimination of discrimination in respect of employment and occupation

Organized labour has thus over the decades mounted protests internally and abroad (e.g. ILO), embarked industrial action and written petitions, among others, against;

- Abuse of Federal Character policy
- Blatant disregard of contract of employment by many employers, especially continuous and arbitrary retrenchments in the public sector
- Casualisation of work
- Child labour and Social Clause
- Expanding and precarious Informal Sector
- HIV/AIDS
- Increasing general and structural unemployment
- Increasing subcontracting of labour
- Ineffective regulatory authorities
- Insufficient energy and deficient social amenities
- Labour law bill and amendments
- Limited and ineffectual tripartite fora
- Limited gender mainstreaming
- Non-Decent Work in Telecommunications industry
- Other physically challenged groups
- Pension reforms
- Persistence of Debasing Labour practices (e.g. banking and finance industry)
- Persistent mass poverty
- Political and social instability

Labour and Skills acquisition



- Organize labour is expected, by union constitution, to devote 10% of its funds to educating its members. These take form of in-house programs and consultant-driven programs
- Mount pressure on employers to fund training programs, aside from stepping up on-the-job training schemes
- Encourage tripartite training programs in various vocational training bodies
- Mount pressure continuously on governments (federal, state and local) to fund education and educational facilities more adequately
- Seek assistance from international development agencies, foreign governments and international trade union organizations on skills acquisition (study tours, scholarships, training programs abroad, etc.)

Labour and technology transfer

The labour and technology transfer are important drivers of economic activities, employment creation, income generation and sustainable growth. Part of the process to enhance labour and technology transfer is listed below:

- Indigenization schemes
- Local content
- Expatriate quota
- Apprenticeship/attachment
- Cross-postings



ANALYSIS OF EMPLOYMENT POTENTIALS IN ALL THE KEY SECTORS OF THE ECONOMY

Table 1-Employment Strategies and Targets

Source of Employment	Strategies for Generating	Employment Remarks	Estimated/Additional Number of Jobs To Be Created/Timeframe			Total
			2011	2015	2020	
Agriculture	<ul style="list-style-type: none"> Major shift from subsistence to modernized agric. Production, through storage, processing and marketing. Improved access to credit through linkage with financial institutions. Investment in rural infrastructure to support a dynamic agricultural growth. 	Modernization of Agriculture is likely to reduce agric labour in the production sub-sector	1,500,000	1,900,000	2,100,000	5, 500, 000
Oil and Gas	<ul style="list-style-type: none"> Deregulate the Oil and Gas industry. Implementation of Gas Master Plan. Implementation of Local Content Policy. Expansion of the Oil and Gas industry. 	Employment will stabilize because of privatization	200, 000	500, 000	300, 000	1,000, 000
Education	<ul style="list-style-type: none"> Entrepreneurship development should be given special attention in all components of tertiary curriculum. Ensure that the learning needs of all young people and adults are met by equitable access to appropriate learning and life skills programs. Provide in-service, on-the-job, vocational and professional training for different categories of workers in order to improve their skills and efficiency as well as marketability. 	Accelerated increase in enrolment at all levels and increase in provision of infrastructures and consumables	700, 000	800, 000	1,000,000	2,500, 000
Industry & Manufacturing	<ul style="list-style-type: none"> Increase domestic production. Export excess capacity to ECOWAS and International market. Attract new inflow of FDI by becoming the continental hub. 	Resuscitation of existing industries/Structural shift from manufacturing	1, 000, 000	2,100, 000	2,400, 000	5,500, 000



Source of Employment	Strategies for Generating	Employment Remarks	Estimated/Additional Number of Jobs To Be Created/Timeframe			Total
			2011	2015	2020	
		to services				
Financial sector	<ul style="list-style-type: none"> • Deploy SMEs fund to establish special micro finance banks across the 774 local government areas. ‘ • Enforce micro finance policy that stipulates that local governments shall allocate 1% of their annual budget to micro credit activities. • Linkage with the real sector through credit mechanisms. 	The sector will soon stabilized	200, 000	400, 000	500, 000	1,100, 000
ICT	<ul style="list-style-type: none"> • Government should set up ICT Parks in State Capitals and ICT Halls/corridors in all the 774 LGAs with at least 100 personal computers per local govt. • Create a coordination mechanism to drive ICT sector. • Internet wealth creation curriculum should be well developed for employment promotion 	It is a growing sector	1000, 000	2,000, 000	2,500, 000	5,500, 000
Transport	<ul style="list-style-type: none"> • Encourage a PPP in the provision of ships, motorized boats and canoes on our creeks and rivers. • Accelerate the revitalization of the Nigerian Railways by Public Private Partnerships. • Develop aviation and Mass Transits • Ensure road networks maintenance. 	Take off challenges. We expect more as time goes on.	1, 000 ,000	2, 500, 000	1,500, 000	5,000, 000
Security	<ul style="list-style-type: none"> • Constant training and retraining of personnel. • Upgrading and servicing of equipments to meet with global challenges. 	Increase security challenge/The country is grossly under policed by International best practices	300, 000	700, 000	500,000	1,500, 000
Power	<ul style="list-style-type: none"> • Consolidation of ongoing reforms-Government to divest from 	Only direct employment	60, 000	70,000	50, 000	180, 000



Source of Employment	Strategies for Generating	Employment Remarks	Estimated/Additional Number of Jobs To Be Created/Timeframe			Total
			2011	2015	2020	
	<p>power Generation and Distribution.</p> <ul style="list-style-type: none"> Diversification of the technology mix for power production e.g. removal of Rural Electrification Board from the National Grid. Encourage PPP to strengthen the existing transmission infrastructure and build new ones. 	by the sector				
Health	<ul style="list-style-type: none"> Provide support for local pharmaceutical production and distribution. Promote small scale entrepreneurs to fabricate simple equipments for training and support of health workers. Reform the Health sector to facilitate capacity building. 	To enhance capacity utilization in the sector	500, 000	800, 000	700, 000	2, 000, 000
Commerce, Internal and External Trade	<ul style="list-style-type: none"> Provide support for people with business ideas. Provide entrepreneurial development/training. Provide training in e-Commerce. Provide credit finance for exporters. Provide technical support for export. Provide investment protection guarantee. 	Create enabling environment to attract global outsourcing and off shoring activities	900, 000	800, 000	1,4,00, 000	3,100, 000
Media Communication and Regulatory policies	<ul style="list-style-type: none"> Establish policy regulatory framework Media and Communication Regulators should enforce the rules so that the employment goals and targets set for the sector are achieved on time. Protect works and production of the Independent producers and broadcasters so as to sustain productive employment. Establish a regulator for the Print and Advertising media as is the case in the broadcasting sub-sector. 	Direct employment in the sector	200, 000	300,000	400, 000	900, 000



Source of Employment	Strategies for Generating	Employment Remarks	Estimated/Additional Number of Jobs To Be Created/Timeframe			Total
			2011	2015	2020	
Tourism And Culture	<ul style="list-style-type: none"> • Develop the film and entertainment Industry. • Promote hospitality Industry. • Promote observance of traditional festivals, film festivals, sports festivals, youth festivals, drama, dance etc, etc). • Provide adequate security nationwide. 		1, 000, 000	1,500,000	1,500,000	4, 000, 000
Environment	<ul style="list-style-type: none"> • Erosion Control • Reduce Desertification • Arrest Deforestation • Promote waste management • Pollution Control 	Environmental Awareness	3,00,000	6,00,000	600,000	1,500,000
Urban And Rural Development	<ul style="list-style-type: none"> • Promote adequate funding of Rural Development Infrastructures through PPP or CGP • Labour based Rural public works should be reintroduced • Promote labour intensive Urban Renewal • Promote Housing Construction by relaxing Mortgage Credits • Enhancement of accessibility to Mortgage credits • Optimal management of Rural Urban migration through creation of several suburban cities • Wherever it is possible we should have labour intensive manufacturing 	Relative Neglect of Rural development	1,500,000	2,000,000	2,00,000	6,000,000
Sports Development	<ul style="list-style-type: none"> • Governments should improve investment in Sports • Improve Sports Development in all levels of government • Encourage domestic production of sports equipment • Development of Training Institutes for sports in all states 	High growth of Youth population	200,000	250,000	300,000	750,000



Source of Employment	Strategies for Generating	Employment Remarks	Estimated/Additional Number of Jobs To Be Created/Timeframe			Total
			2011	2015	2020	
	<ul style="list-style-type: none"> Promote development of sports academic programs at all levels of education 					
Offshore employment and Outsourcing	<ul style="list-style-type: none"> Increase participation in global and regional labour markets Encourage foreign companies to come to Nigeria to engage the labour force Encourage government to develop policies of brain gain Promote the marketing of Nigerian services abroad Create a conducive investment environment for those in the Diaspora Create an orderly and equitable process of labour migration in both origin and destination 	To widen employment space for equitable and productive employment	500,000	1,000,000	1,500,000	3,000,000
Mining and Solid Minerals	<ul style="list-style-type: none"> Liberalize and modernize the mining sub sector/policies to include artisanal and communities involvement Establish a regulatory body to regulate the solid mineral sub-sector 	Underexploited sub-sector	200,000	350,000	500,000	1,050,000
	GRAND TOTAL		11,260,000	18,670,000	20,250,000	50,180,000



1.3 Overall Targets for the Thematic Area

Targets set for the different eighteen sectors of the Nigerian economy made us to safely and scientifically project that an estimated **11,260,000** additional jobs could be created in 2011; **18,670,000** in 2015 and **20,250,000** in 2020. The major industrial sectors of the economy will experience unprecedented business expansion and modernization. The agricultural sector in particular is poised to operate through mechanized production and allied activities in storage, processing and marketing. Perhaps, for the first time Nigerians will start witnessing a very strong organic link between agricultural sector and the financial institutions.

Also, the Oil and Gas sector will undergo massive expansion and reorganization, leading to the privatization of business activities in the down stream sub- sector. More jobs will be generated through the medium of increased IT penetration in the states and local governments. The rapid growth and development of entrepreneurial culture shall spur the nation to reclaim its largely untapped industrial potentials and global opportunities.

The use of PPP in the modernization of infrastructure and services will accelerate the tempo of consolidation of the ongoing reforms and the revitalization of the Nigerian Railways in particular. The entertainment and tourism sectors have shown remarkable resilience in the face of gross neglect. However, these two areas are potentially and in actual fact going to be the major sources of employment provision to job seekers in Nigeria. Overall, it is feasible to project that 50 million additional jobs could be created by the year 2020. For some more details of the forecast see the above table.

1.4 Process Involved in Developing the Plan

Members of the Employment Thematic Group used various interactive methods and social techniques to generate sound ideas from members and other sources to facilitate the progress of their constructive deliberations. In brief the following under-listed steps were methodically followed:

Literature surveys and critical review

Books and ample literature on Employment thematic area were distributed to members for critical review and reevaluation in the light of their individual assignments and the overall tasks of the thematic area.



Strategic Thinking and Brainstorming

- We then undertook the division of assignments to members after going through rigorous strategic thinking and brainstorming.

Envisioning, Objectives determination and Goals setting

- The vision statement was arrived at after series of discussions and productive debate on the Nigerian situation and the critical assessment of situations of foreign countries comparative to Nigeria.

Strategy development, plenary sessions and syndication

- Strategy and targets were determined after series of plenary sessions and interactive sessions on the core employment issues and through breaking into syndicates.

Report writing and presentation

- The report was packaged from the submission of members after private research on eighteen (18) sectoral areas pertaining to employment.



CURRENT ASSESSMENT OF THE THEMATIC AREA

The poor performance of the economy in providing gainful employment opportunities for a significant fraction of the working population is arguably one of the most striking manifestations of the socio-economic crisis and development failure in Nigeria. The rising incidence of lack of adequate and remunerative jobs for a large segment of the labour force of which young people constitute the majority, is creating a social time bomb with potential adverse consequences for future social, economic and political development of the country.

Broadly speaking, how fast job opportunities are generated and its sustainability depend on three key factors. These are: the rate of growth of the economy, the sustainability of economic growth and the output elasticity of demand for labour. Sustained growth in productive employment is necessary though not a sufficient condition for a high rate of expansion of productive and remunerative employment and poverty reduction. Unemployment and poverty are closely related and often, people without regular employment are also among the poor. Sustainable reduction in poverty and inequality in developing countries is contingent on the provision of adequate, paying, productive and decent employment opportunities for the poor. The generation of more job opportunities underpinned by economic growth and wider participation in work are essential in reducing the level and incidence of poverty.

Economic growth in Nigeria propelled mainly by developments in oil and gas sector, which is highly capital intensive with limited labour absorption capacity, has failed to provide a solution to the unemployment problem. Paradoxically, as the capacity of the economy to absorb labour has remained low, the supply of labour has increased steadily, fuelled by rapid annual population growth, of more than 2.5%. In addition, the labour market in Nigeria is highly distorted and characterized by significant imbalances and labour segmentation. Furthermore, the labour market problem has been compounded by massive human capital flight (brain drain) in the last two decades.

The ineffectiveness of previous policy measures to make any significant impact on this serious socio-economic malaise, suggests new policy directions and strategies underpinned by ineffective policy implementation.



2.1 Global Trends on the Thematic Area

Labor data on global employment trends strongly indicate that the ongoing international financial crisis is triggering a serious slowdown in economic growth rate, including meltdown in the largest industrialized countries. Consequently, enterprises have stopped hiring and many are laying off workers in considerable numbers. Global unemployment could increase to a range of 210 million to 239 million this year, an increase of between 29 million to 59 million since 2007. Although the projected rise in the level of unemployment is a major global challenge, the potential increase in underemployment is even more alarming. It is estimated that half of the global workforce-7 times more than the number of unemployed- are likely to be in vulnerable employment this year, highlighting the urgent need for policies to address the substantial decent work deficits that are likely to grow even larger as the crisis unfolds.

Economic growth projections have since been revised sharply downward and new national labor market data have become available. For instance, global output worker is expected to decline by between 1.3% and 2.3% this year, which raises concerns given the strong link between labor productivity and working poverty. The most disturbing fact is that more than 1.4 billion workers will be living below the USD 2 poverty line in 2009, an increase of more than 200 million since 2007.

2.1.1 Comparative Benchmarking Analysis

When it comes to comparative benchmarking analysis on employment issues, information obtained on many countries clearly indicates that the picture could not have been more dismal. However, there are some flash points of good examples and promises.

Brazil:

In glancing at employment data from Brazil, it is comforting to state that employment statistics show that in the 5-year period from 2003 to 2008, unemployment fell by a massive 29.4%. The growth in employment continued during 2008 when the country experienced its lowest unemployment rate. And the year's 7.9% rate is expected to fall still further during the course of 2009- a far cry from the escalating unemployment currently being seen in Nigeria and other African nations.



Another area that merits immediate attention in the case of Brazil is the notable increase in purchasing power which went hand in hand with improved employment rates. Since 2003, the average Brazilian annual income has grown by 11.3%, although the urban centers of its major cities all registered 15% or more. Of course, higher purchasing power translates into a wealthier society and since 2003, the number of poor in Brazil has halved. Furthermore, for the first time ever, the middle class now represents the majority with 52% of Brazilians now enjoying middle class status.

India:

In the last two decades, India has turned away from the mixed-economy model of development that traditionally guided its national development and moved to greater reliance on free market and open economy. Reforms that have been carried out in two sectors are of interest to Nigeria. These are in agricultural and ICT sectors.

In agriculture, after the “green revolution” of the 1970’s, grain production shot up from 10 million tons in 1964 to over 150 million tons in 1984 and by 2001 it had reached 280 million tons per year. India has therefore transformed itself from a net importer of food grains to a net exporter. Following the above success, it has embarked on the so called “white revolution” which is the production of milk. This has helped India to achieve the twin goals of raising incomes of the rural poor families and the nutritional status of the population.

In the IT sector, India’s achievements have been impressive in recent years. According to NASSCOM (National Association of Software and Services Company) India’s IT market has grown from about \$2 billion in 1994/1995 to about \$20 billion in 2003/2004, accounting for about 4% of India’s GDP in 2003/4 and providing employment to over 1 million people.

India is able to capitalize on ICT global opportunity because of its emphasis on technical education at tertiary level. According to NASSCOM, India produces about 2.5 million University graduates, including 400, 000 engineers and 200, 000 IT professionals annually enabling it to command 28% of global IT offshore talent. It has established world class universities such as Indian Institute of Technology, Indian Institute of Management, Indian Institute of Science and Regional Engineering Colleges.



Malaysia:

Malaysia has registered sustained high rate of economic growth with low inflation. The reasons for this include the crucial facts (i) that it has invested heavily in education with over 100% enrolment in primary schools, 60% enrolment in the secondary schools and close to 40% enrolment in the tertiary sector. Malaysia in its Vision 2020, aims to reach a developed country status using development in human capital. (ii) it has invested heavily in health and (iii) it has given attention to employment creation, thus economic growth is pro-employment. As a matter of fact, Malaysia achieved full employment in 1994/1995 and was facing labour shortage. Following the 1997/1998 Asian financial crisis, its GDP growth turned negative (-2.4%) in 1998. In addressing the crisis, Malaysia turned down IMF advice and went ahead to introduce capital controls. This turned out to be successful and since then the economy has resumed its pro-employment growth. It remains an attractive haven for FDI's and its global competitive potentials are quite substantial.

Some Lessons to Note from Brazil, India and Malaysia

- i. Export capability pays-off especially if/when this is diversified. Note that Malaysia was a two commodity economy (tin and rubber) in 1957.
- ii. Priority in development in human capital pays huge dividend. Its related R&D component is crucial in mapping the way forward for a particular economy.
- iii. Comparative advantage can be created rather than endowed: India is fast creating comparative advantage in IT industry.
- iv. Policy adaptation to the environment matters. Had Malaysia followed IMF advice during the financial crisis, its position would have been worse today.
- v. Investment in **high quality higher education**, especially graduate training in technical and engineering area is critical for the knowledge age.

Table 2: Nigeria Health Sector Employment Related Indicators, 2004-2007

No	Indicators	2004	2005	2006	2007
1	Total health sector employment	3,931,256	3,610,373	3,930,497	3,891,381
2	Total Employment	48,124,440	49,486,362	50,886,826	52,326,923
3	Ratios of health sector	8.17	7.30	7.72	7.44

No	Indicators	2004	2005	2006	2007
	employment to total (%)				
4.	Growth rates in health sector employment (%)	2.43	-8.89	8.14	-1.01
5	Ratios of health sector compensation of employees to total (at current prices) (%)	0.50	0.88	0.47	0.51
6	Ratios of health sector value added to total (at producer prices) (%)	0.052	0.046	0.042	0.043
7	Total health facilities –Public				
7.1	Primary Health Care (PHC)	13703			
7.2	Secondary	845			
7.3	Tertiary	59			
7.4	Total	14,607			
8	Total health facilities –				
8.1	Private	6575			
8.2	Primary Health Care (PHC)	2458			
8.3	Secondary	1			
8.4	Tertiary	9034			
	Total				
9	Total health Care facilities	23,641			
10	Ratios of public sector facilities to total (%)	61.7			
11	Ratios of private sector facilities to total (%)	38.3			
12	Registered Health	-	-		
12.1	Manpower	-	--		
12.2	Medical Practitioners	-	-		
12.3	Dentists	205	205		
12.4	Veterinary Doctors	1754	2138		



No	Indicators	2004	2005	2006	2007
12.5	Midwives	3430	3284		
12.6	Nurses	112	133		
12.7	Public Health Nurses	112	141		
12.8	Preoperative Nurses	55	55		
12.9	Orthopedic Nurses	34	27		
12.10	Anesthetist Nurses	22	16		
12.11	Nurse Administrators	7	17		
12.12	Midwife Educators	41	65		
12.13	Nurse Educators	220	207		
12.14	Psychiatric Nurses	5,992	6,288		
	Total Registered Health Manpower				
13	Total Population	134,131,224	138,468,013	140,003,544	144,483,655
14	Total Labour Force	55,538,881	56,170,672	58,933,891	61,249,485

Sources: (1) National Bureau of Statistics, 2007 and
(2) Central Bank of Nigeria, 2007

1.1.1 Key Learning Points

Although Nigeria's development path has been replete with daunting obstacles, it is appropriate to stress that with regard to employment generation, some hard lessons have been learned. Such lessons of experience, couched in terms of guiding principle/hypotheses and illustrated with real life/anecdotal evidence include some of the following:

- Policies and programs anchored on viable investment stand the best chance of generating productive employment. Disabling environmental factors as captured by the Ease of Doing Business Index (EDBI) undermine investment. Nigeria's position in EDBI global ranking is lamentably 118 out of 181 countries, thereby indicating the presence of limited investment.
- Stand-alone employment policies have very limited impact on the country's mass employment crises. 22 years of NDE operation and 8 years of NAPEP are clearly illustrative of this.



- Centrality of Employment Policy is required for addressing mass unemployment. Nigeria's Development Plans and Budgets are yet to position employment generation as a policy pivot.
- Policy coordination is critical for success. Over 95% failed employment initiatives have no coordination mechanism.
- Failure to align Macro, Meso (sectoral) and Micro policies lead to limited sectoral/spatial impact. CBN's monetary policy has missed most of its targets (informal economy).
- Alignment of Macro, Meso and Micro economic policies is essential for sustainable employment-sensitive growth. The jobless growth experienced in the Nigerian economy is largely attributable to this misalignment.
- Existence of regulatory lapses undermines employment generation efforts. Such lapses occur when there is absence of implementation, monitoring and evaluation (IME) framework, e.g. National Assembly enquiry into energy contracts of 2003-2007 and low levels of budget implementation reveal clear absence of this veritable framework.
- Existence of weak or corrupt regulatory policies weakens the productive sectors of the economy and lead to low capacity utilization and limited employment generation, e.g. Nigeria's manufacturing sector's capacity utilization remains perennially very low (40%).
- Regulatory responsibility without authority weakens employment generating programs. Examples include: failure of Microfinance Banks to get support of some governments and their limited locations in rural areas.
- Failure of policies to reflect environmental realities defeats policy intent. The stubbornly high interest rate is a reflection of high cost/high risk business environment in Nigeria, hence failure to boost investment.
- Policy summersaults and regulatory inconsistency scare away investors e.g. effect of liberalization policy of government on cassava production program, petroleum pricing and tariffs (folding up of Dunlop and Michelin tyre manufacturers with resultant job losses).



- The alignment of good (robust) policies, efficient implementation and regulatory effectiveness yield significant positive employment impact, e.g. high growth of Nigerian Telecommunications sector with high employment elasticity.

2.2 Local Context of the Thematic Area

Nigeria's socio-economic conditions in the last two decades have been characterized by unemployment crises and mass poverty. Although, significant progress has been made in achieving appreciable growth in our development indices, it has been noted that this is at the expense of job creation and poverty reduction.

In order to provide urgent solution to the twin problem of poverty and unemployment, the Yar 'adua administration has unfurled a 7-point agenda with employment creation as one of its pivotal points. This, in addition to the ongoing reform as encapsulated in NEEDS and the targets being setup in the Millennium Development Goals are expected to drastically reverse this negative trend and set Nigeria on the path of sustainable growth and national development. Within a short period of time, therefore, Nigeria must face the challenge of confronting all manifestations of unemployment, underemployment, wage employment and social exclusion.

2.2.1 Local Trends and Recent Developments

Nigeria's labour force has continued to grow in line with the growth in population and natural age-specific transition in the economy. The labour force grew from 47million of which 87% were employed in 1999, to 54million of which 88.9% were employed in 2005. Aggregate wage employment in industries and businesses increased from about 3.66million in 1999 to about 4.52million in 2005. Overall, aggregate employment in Nigeria grew at 3.76% per annum, between 1999 and 2005.

It has also been observed that Nigeria's unemployment rate of over 11% is higher than the average rate of 9.5% for sub-Saharan Africa in 2004. There are two major characteristics of the unemployed in Nigeria: their youthfulness and their high level of education. While the youth account for roughly one-third of the labour force, they account for between 60 and 75% of the labour force. The higher incidence of youth unemployment is as a result of their lack of sufficient work experience, vocational skills and maturity. Unemployment has also increased among the



tertiary graduates in Nigeria. This represents a negative social return on the massive investment of the Nigerian government on tertiary education.

2.2. 2 Current Plans and programs of Nigeria

Nigeria is currently pursuing multifaceted reforms in the economic, political and socio-cultural spheres aimed at arresting the persistent developmental stagnation, into which, it has been enmeshed. In this wise, the broad objectives of government are to place the country on a new path of stability, sustainable development, economic growth and prosperity. One particular adapted policy option and articulated solution, under the acronym NEEDS, (National Economic Empowerment Development Strategy), was launched in 2004 as Nigeria's home-grown growth and poverty reduction strategy. It was developed to refocus government policies and programs towards enhancing the provisions of basic social services and support for private initiatives in the productive sectors of the economy.

As an all-encompassing strategy, NEEDS has succeeded in redefining the role of government as an enabler, facilitator and regulator, thus, shrinking the domain of the state without making it any less potent in the development process. The core thrust of this veritable economic strategy include; empowerment, wealth creation, employment generation and poverty reduction as well as value reorientation.

However, half a decade after its adoption this laudable strategy could be said to be highly impactful, except in one key area, employment generation. It is paradoxical to concede, that although appreciable economic growth was achieved in the course of implementing the strategies outlined in NEEDS, this positive development was not accompanied by employment generation. Against the background of massive unemployment, underemployment and extreme poverty which NEEDS was meant to drastically reduce; the failure to create more jobs has been its albatross.

Nonetheless, it is a sign of good omen, that, this major drawback of the strategy has been the main focus of ongoing efforts at reappraisal of this development policy, as encapsulated in NEEDS 2.



2.3 Issues and Challenges

- Effects of global economic meltdown and its import on foreign remittances:
- Lack of stable polity, policy and political will;
- Inadequate managerial capability;
- Program Performance And Budgeting System PPBS no longer in place;
- Permanent Secretaries have lost courage as one of the ethics of the civil service, vis-à-vis Ministers as political appointees. There is need to revert to status quo ante, to check the incidence of personal interest in influencing decisions.
- Due process and rule of law hitherto circumvented, need to be religiously adhered to;
- The procurement Act is not quite effective, there is the need for its strict implementation to reduce wastages and delays in implementation;
- Lack of infrastructural facilities, especially, energy, transportation and quality education.
- Lack of relevant skills, with value added jobs taken by foreigners. This should be addressed through training to create jobs for Nigerians;
- Loans are inaccessible to SMEs. There is a compelling need to solve the problems of inaccessibility of loans for small scale businesses and informal sector economic operators;
- Attitudinal change on the part of the leadership is critical to sustainable economic growth and employment creation
- Power and Gas have the potentials as catalysts to the growth of the economy, but SMEs are dying due to near absence of power. There is need to put in place, a power policy to address the problem of sub-standard equipment, distribution gaps and reduce pressure on the national grid.
- Exploitation of Labor: Employees work for 8 hours but are paid very meager wages/salaries. The only conventionally effective antidote against corruption is good remuneration. Nigeria should borrow a leaf from countries like Singapore and Malaysia, where workers are handsomely compensated, if it must extricate itself from the corruption morass.



2.4 Strategic Imperatives

- Institutionalization of policy and regulatory analysis by setting up inter-sectoral policy analysis institute (for ensuring policy surveillance robustness, coordination and consistency) as well as supporting development of independent (private) policy think-tanks. The case for institutionalizing policy analysis arises from the necessity to fill yawning gaps in this area. Most public policies have not had the benefit of going through rigorous evidence-based analysis which should spell out all the ramifications of policy showing both intended and unintended benefits/effects as well as stress testing it for operational feasibility. The result is that half-baked and *ad hoc* policies are sometimes applied to address complex issues. This fails to work because most of policies are applied in complex adaptive systems whose responses are sometimes highly unpredictable. Except for a few instances, most policies for example hardly address the employment implications of their actions. And this is happening at a time that employment issue is of central concern to most governments. Similarly most of our regulations, new and ongoing, have not been analyzed to bring out their costs and benefits, inter-sectoral conflicts and coordination with a view to resolving them in the interest of the public. In some cases outmoded and or toxic policies and regulations are still applied to current problems (some tariff and multiple tax policies, for instance). These are issues that an institutionalized policy analysis can address.
- Legally institutionalizing implementation, monitoring and evaluation framework across all MDAs at all levels of government.
- Making employment creation a central policy issue in all plans and budgets. The case for making employment a central policy issue arises from four main considerations. First, the resolution of employment crises (open unemployment, underemployment, low wage employment and social exclusion) directly addresses the poverty challenge. This is from the simple fact that no one can meaningfully walk out of poverty without productive (paid or self) employment. Second, employment creation implies wealth creation since it enhances asset accumulation. Third, it enhances equity in income distribution since it leads to an inclusive growth process and fourthly, it guarantees socio-political peace.
- Growing a modern entrepreneurial economy for generation of millions of jobs annually.



- Reviewing and coordinating extant employment and regulatory institutions to refocus their employment generation strategies.
- Designing policies for integration and efficiency of Nigerian labor market.
- Designing effective national skill training/development regulatory agencies.
- Designing time-bound regulatory policies for economic diversification.
- Designing regulatory policies for addressing high cost of doing business environment; and
- Designing good governance policy and mainstreaming this into all institutions.

2.5 Opportunities for Nigeria

- Opportunities capable of generating employment in the economy have been identified by the group as follows:
- That credit facilities if availed at the community level, would not only solve the problem of collaterals, but also facilitate the informal sector economic activities, promote entrepreneurship and reduce pressure on government to provide jobs;
- The cultural, community-based thrift and cooperative societies are being recommended as a reliable safety net for SMEs;
- Subsidies can be added to bank credits without hiking the interest rate, as is the case in Bangladesh;
- Facilitation of financing/credit channels will foster creation of micro enterprises as well as promote movement of labor from agriculture to other sectors;
- Specialized skills acquisition from the educational sector [e.g.] polytechnics will enhance job creation; as used by India and other nations to export labor;
- The NYSC program should be re-designed to take corps members through specialized training, for immediate job placement after the service year;
- Entrepreneurship and career counseling should be given a pride of place in the secondary and tertiary institutions. Universities should have an eye to the demands of the labor market in designing their curricula;
- The National Universities commission should award licenses based on the relevance of courses to the demands of the labor market;



- There are abundant untapped resources. We need full scale industrialization to achieve full employment.
- The foregoing are opportunities that could enhance the visioning process if properly harnessed.

2.6 Key Success Factors

The success factors identified in the growth of employment in countries such as India, Brazil, Indonesia and Malaysia are:

- High degree of implementation of their budgets and plans;
- Use of appropriate technology;
- Development of informal sector;
- Correct alignment of performance and rewards system. Motivation/reward for excellent performance include increased budgetary allocation or slashed budgetary allocation to the relevant MDA as reward and punishment respectively;
- Use of a viable monitoring and evaluation system;
- Upgrading of skills;
- Work ethic [e.g.] hard work of East Asians is a fillip to growth of employment;
- Use of reliable statistics to determine various employment indicators;
- Synergy between education and employment sector; the former produces and feeds the later with right work force;
- Institutional strengthening of skills upgrade that led to surplus technical manpower leading to its exportation.



VISION, OBJECTIVES, GOALS AND KEY INITIATIVES/STRATEGIES OF EMPLOYMENT GROUP

3.1 Vision: - To achieve productive and full employment for ALL by 2020.

3.2. (Table 4) Objectives, goals and key initiatives/strategies of employment group

S/N	OBJECTIVES	GOALS	INITIATIVES	2011	2015	2020	RESPONSIBLE STAKEHOLDERS	EXPECTED OUTCOMES
1	To promote employment – intensive economic growth	To raise the contribution of non-oil GDP to 90% by 2020	Increase in agricultural production and diversification of the economy through agro-industrialization;	80%	85%	90%	FMA, FMCI, FMST, NPC, CBN, FMF.	A well diversified economy that is not dependent on oil and that promotes local Manufacturing and Agro-Allied industries.
			Increase in Manufacturing contribution to GDP to be 40% by 2020;	50%	65%	80%		
			Encourage mass utilization of ICT:-					
			<ul style="list-style-type: none"> Increase Teledensity of GSM to be increased from 27% to 80% 	40%	60%	80%		
			<ul style="list-style-type: none"> Increase the density of computers from 1:80 to 1:60 to 1:40 by 2020 	1:80	1:60	1:40		
		Development and financing of the SMEs						
		To enhance the efficiency of labour market information system	To collaborate with Development Partners towards institutionalizing labour market information system in Nigeria	100%			NBS,NPC FMLP,CBN	An effective, well functioning and reliable LMIS system is now in place



S/N	OBJECTIVES	GOALS	INITIATIVES	2011	2015	2020	RESPONSIBLE STAKEHOLDERS	EXPECTED OUTCOMES
		To promote the development of SMEs in Nigeria.	Provide access to micro finance and finance to entrepreneurs.				FMCI,NPC, SMEDAN,CBN and OPS	Increased growth of the SME sector, higher employment, higher productivity, poverty reduction and increased revenue to governments.
								Expansion in SMEs business activities as a result of easy access to credit facilities. Promotion and integration of the informal sector into the main economy.
		Macro Economic Management should involve key stakeholders in the economy. [Government, Labour and employers]	National Planning Commission should initiate action towards the implementation of the goal	100%			NPC, NCS,NCE, CBN	Enthronement of good industrial relations that will as well promote peaceful co-existence and higher labor productivity.
2	To address short, medium and long term employability of the workforce	Developing skills and competencies of the workforce by 10% annually up to 2020.	Government should strengthen existing Institutions responsible for skills acquisition and training.	30%	60%	100%	FMCI, SMEDAN, NDE, FMLP, CBN, OPS	Improved Human capacity leading to effective stakeholder participation and ownership of National development programs and enhancement of economic growth.
		Expose 50% of students to Entrepreneurship Development programme [EDP] at all levels of education, especially in the tertiary institutions.	Government should strengthen the Entrepreneurship Development Programme/curricula at all levels of education.	15%	30%	50%	FME and its parastatals, FMST	



S/N	OBJECTIVES	GOALS	INITIATIVES	2011	2015	2020	RESPONSIBLE STAKEHOLDERS	EXPECTED OUTCOMES
3	To enhance employment generation through growing an entrepreneurial economy	To develop 74,000 to 100,000 new entrepreneurs annually.	SMEDAN should be strengthened to coordinate and enhance entrepreneurial skills development	2011			FMCI, SMEDAN, NPC, CBN, CMD, ITF and FME	Over 1 million empowered entrepreneurs creating millions of jobs in the economy.
		Enhance the stock of Science and Technology graduates through increase in enrollment by 7% annually.	Build more Science Laboratories	20%	50%	70%	FME, FMST, NTEC, NBTC	Increased no of Science & Technology professionals.
			Train more Science teachers.					High ICT penetration.
			Provide greater incentives to Science & Technology Professionals.					
Deepen ICT penetration by 10% annually.	Infrastructural development and Capacity building on ICT for the workforce.	30%	60%	100%	FMST, FMIC, FME, NITDA and OPS	80% literacy in ICT		
4	To transform the informal economy so as to further boost productive employment.	90% of domestic intermediate input requirement of formal sector to be derived from informal sector by 2020.	Patronage of products and services produced by informal sector operators	18%	30%	90%	OPS and Government at all levels	Effective linkage of MSMES with large scale manufacturing industries as engine of economic growth.
		By 2020, 70% of all Government requirements should be sourced from the informal sector.	The relevant Government agencies especially Bureau for Public Procurement should initiate policy towards the realization of this goal.	21%	42%	70%	OPS, Government at all levels and their agencies.	Enhanced poverty reduction to the barest minimum so as to guarantee improved quality of life.
		By 2020, government at all levels should pursue complete registration of all of informal operators.	Tax rebate should be given to all informal operators as a strategy of attracting their registration.	30%	60%	100%	OPS, Government at all levels and their agencies, BPP	Increased easy access to micro-finance SMEs through designated financial institutions.

S/N	OBJECTIVES	GOALS	INITIATIVES	2011	2015	2020	RESPONSIBLE STAKEHOLDERS	EXPECTED OUTCOMES
		90% of formal sector products should be distributed by local economy [informal operators]	The Bureau for Public Procurement should ensure compliance with this goal.	27%	54%	90%	OPS, government and all its agencies.	Accessibility to markets guaranteed for small businesses & operators.
		Ensure credit access to all informal operators by 2020.	Credit and other resources should be made accessible to informal sector operators through microfinance and Cooperative societies.	30%	60%	100%	NACRDB, BOI, Micro-finance Institutions and other Government Credit agencies.	90% informal economy transformed into formal one with significant employment impact.
		Provide skills upgrade to 70% of informal operators by 2020.	Government at all levels, OPS and NGOs to provide skills upgrade to informal operators.	21%	40%	70%	OPS, NGO's government at all levels and all its agencies.	Ditto
5	To create enabling environment that would make Nigeria a destination of first choice for investors and international employers of labour.	Ensure that government enacts adequate laws to protect the rights of all investors and employers of labour by 2020.	Review of the Nigeria Investment Promotion Act.	2011			NASS, NIPC, FMJ	Increased investment flows and economic competitiveness Reduced cost of doing business Improved quality of products, lower prices of goods and more efficient delivery of services. More involvement of the private sector in driving the economy achieved.
		2. Complete improvement of ease of doing business in Nigerian environment.	Review of the Nigeria Investment Promotion Act to sharpen its impact.	2011			The Presidency, NPC, NIPC and National Assembly.	Nigeria to be leading recipient of foreign domestic investment (FDIs). Further boost to employment generation.



S/N	OBJECTIVES	GOALS	INITIATIVES	2011	2015	2020	RESPONSIBLE STAKEHOLDERS	EXPECTED OUTCOMES
								Enhanced technology transfer and capacity building for Nigerians.
		Ensure that 70% of labour force is skilled in different areas by 2020.	Develop national skill training system; Intervention to create more vocational institutions; Strengthen skill development institutions.	21%	42%	70%	FME and its agencies	
		By 2020, conditions should be created for attracting 1 million jobs out-sourced from abroad.	Ministry of Foreign Affairs should strengthen its Economic Diplomacy programme National Investment Promotion commission should strengthen its efforts to attract foreign investors.	30 million	60 million	100 million	NISER, FMFA, NISER, NIIA, FMLP, NCR, NAPHT, Presidency and Universities	Would coordinate and institutionalize LMIS, interface in labor market with producer/users of skills; provide relevant data on manpower and industries etc.
		National Manpower Board should be repositioned as an institution to assume its mandates in the area of employment and transfer issues.	Pull National Manpower Board out of NISER B. Upgrade National Manpower Board to a National Manpower Commission. (NMC) and empower it appropriately.	By 2011			Presidency, NASS, NPC, NISER, FMLP	



4.1. IMPLEMENTATION PLAN

SN	STRATEGY	INITIATIVES	TIMELINE			Implementing Agencies	Collaborating Agencies	Funding sources
			Short Term	Medium Term	Long Term			
1.	Set up Labour Market Information System	Set up state labour market coordinators	2010			NISER and National Planning Commission	Federal ministry of Labour and Employment National Bureau of Statistics ,National population Commission, Nigerian Employers Consultative Association, Central Bank of Nigeria	Federal Government of Nigeria, Donor Agencies especially ILO and UNDP
2.	Create National Manpower Commission	Demerge National Manpower Board from NISER	2010			Presidency	National Assembly, NISER, Federal ministry of Labour, National Planning Commission	PRESIDENCY
3.	Create Intervention Funds to support ailing industries with high employment potentials e.g. Textile and manufacturing	Break the existing bottlenecks that are delaying the disbursement of the Intervention Funds to textile and manufacturing Encourage industries with forward and backward integration	2010			Presidency	Federal Ministry of Commerce and Industry, Central Bank of Nigeria, organized Private sector, national assembly	PRESIDENCY



4.	Remove Infrastructural Constraints facing Investors	<p>Improve power generation, transmission and distribution</p> <p>Provide adequate security</p> <p>Revive the Rail system</p> <p>Reform Justice Administration, Property rights and Ease of process of Land Acquisition</p>	<p>2010</p> <p>2010</p> <p>2010</p>	2012		Presidency, state and local governments	Nigeria Electricity regulatory commission, Federal Ministry of Transport, Nigerian Railway Corporation, Federal and state governments	Presidency and MDAs and Organized Private sector
5.	Development of National Skills and Training system	<p>Assessment of national skills need to identify skills gap and mismatches</p> <p>Strengthen the National Skills development institutions</p> <p>Review NYSC programmes to emphasis skills development</p> <p>Review and update the existing curricular to ensure labour market relevance</p> <p>Encourage Graduate</p>	2010			National Manpower commission, NYSC, Federal ministry of Labour, Industrial Training Fund, SMEDAN, Federal ministry of Labour	Donor Agencies ,Federal Ministry of Commerce and Industry, MDAs, Organized Private Sector, NBTE, NUC, NTI, National commission for Colleges of Education	Federal/State/Local governments and ,Development Partners



		<p>attachment programme for Skills acquisitions</p> <p>Strengthen National Skills certification system</p> <p>Strengthen the existing vocational Institutions</p>						
6.	Improvement of employment related Regulatory Agencies(Federal and States Civil Service Commissions, NECA and MAN)	<p>Strengthen the one stop investment agencies at the Federal and State levels</p> <p>Review existing laws and policies constraining employment</p> <p>Create /strengthen policy analysis desks in all MDAs</p>	2010	2012		CAC, NIPC, CBN, Nigerian Ports Authority, federal and States civil service Commissions	MDAs, Organized Private Sector	Federal and States Governments and Donor agencies
			2010					
7.	Strengthen Tripartism (Trade Unions, Employers of Labour and Government) and bipartism (Management and labour at the Industrial level)	Reactivate and strengthen the National Labour Advisory Council	2010			Federal Government		NGOs, Donor agencies, The Tripartites, Development partners
8.	Review labour laws	Set up a national conciliation	2010			Federal government ,National Assembly,		



		commission				National Economic Council		
9.	Promoting decent work	<p>Generate productive employment</p> <p>Provide for social protections and rights at work</p> <p>Review /update labour laws to be decent work compliant</p>	2010	2012	2020	Federal government ,National Assembly, National Economic Council	Federal government , National Assembly, National Economic Council	Federal and States Governments and Donor agencies
10.	Prioritize capacity building in the MDAs for effective/efficient implementation of government programmes and policies	<p>Undertake needs assessment initiatives</p> <p>Strengthen existing training programmes</p> <p>Set performance Benchmark for the MDAs link with appropriate incentives</p>	2010			<p>Office o f Head of Service at Federal and State levels</p> <p>Federal/states civil service Commission</p>	Private consultants	Federal and state governments and development partners
11.	Accelerate human capital/professional development in ICT	<p>Develop ICT curriculum</p> <p>Train Nigerians in ICT across the educational spectrum</p> <p>Provide adequate incentives to</p>	2010			FMCI,NITDA,FNST,, NCC,NPC,FME	DEVELOPMENT PARTNERS, ORGANISE PRIVATE SECTORS NBTE,NUC	Federal Government State Governments, LGAs Donor Agencies



		ICT professionals;	2010					
12.	Fast track ICT penetration in public and informal sectors;	Encourage mass computer usages and literacy through advocacy Short term/Targeted training of stakeholders	2010 2010			FMCI,NITDA,FNST, NCC,NPC,FME	DEVELOPMENT PARTNERS, ORGANISE PRIVATE SECTORS NBTE,NUC	Federal Government State Governments, LGAs Donor Agencies
13.	Foster effective linkages of agriculture with industry to increase value added	Facilitate growth and establishment of agro allied industries Promotion of extension services	2010	2012		FMA AND ALL PARASTATALS UNDER FMA,CBN	FAO,IFAD,EU,CBN, FACULTIES OF AGRICULTURE IN UNIVERSITIES AND UNIVERSITIES OF AGRICULTURE	FMA AND DEVELOPMENT PARTNERS INCLUDING EUROPEAN UNION
14.	Professionalize agricultural process with the aim of encouraging new entrants in the sector	Train in all agricultural subsectors Creating incentives to encourage new entrants to agriculture	2010 2010			FMA AND ALL PARASTATALS UNDER FMA,CBN	FAO,IFAD,EU,CBN, FACULTIES OF AGRICULTURE IN UNIVERSITIES AND UNIVERSITIES OF AGRICULTURE	FMA AND DEVELOPMENT PARTNERS INCLUDING EUROPEAN UNION
15.	Modernise agriculture production processes	Encourage use of technology in agriculture	2010			FMA AND ALL PARASTATALS UNDER FMA,CBN	FAO,IFAD,EU,CBN, FACULTIES OF AGRICULTURE IN UNIVERSITIES	FMA AND DEVELOPMENT



		Train in all agricultural subsectors					AND UNIVERSITIES OF AGRICULTURE	PARTNERS INCLUDING EUROPEAN UNION
16.	Increase building and construction through Public Private Partnerships	<p>Fund mortgage Finance</p> <p>Promote access to mortgage finance</p> <p>Encourage the use of local building materials for construction</p> <p>Training of relevant Artisans and Technicians for the Construction sector</p>	2010	2020	<p>Federal Ministry of Urban Development, Works and Housing</p> <p>Federal Mortgage Bank, Mortgage Financing Institutions, Concession Institutions, Nigerian Building</p>	<p>Organized Private sector, CBN</p>	<p>Mortgage Institutions,</p>	
17.	Facilitate Financial intermediation to link with the real sector for employment generation	<p>Banks should finance micro businesses that will generate employment</p> <p>Give incentives to banks to lend to the real sectors</p>						
18.	Encouraging Macroeconomic Framework to link with meso and microeconomic issues for employment sensitive growth;	<p>Budget should reflect the linkages by including sectoral and microeconomic issues</p> <p>Monetary policies should be designed to assist the</p>	2010 2010		<p>Federal Ministry of Finance, central Bank of Nigeria and National Planning Commission</p>	<p>Organized Private Sector, World Bank, IMF and other relevant International Institutions, ADB, IFC,</p>	<p>Federal Government, International Institutions</p>	



		development of key sectors on micro enterprises						
19.	Create a critical mass of entrepreneurs that can generate productive employment	Introduce entrepreneurship programmes into secondary and vocational curricular	2010			Federal ministry of Commerce and Industry, SMEDAN,	UNESCO,ILO,UNICEF	
20.	Promote entrepreneurship education	Introduce entrepreneurship programmes into secondary and vocational curricular Introduce innovative programmes such as ICT skills, Life skills Social skills and others	2010 2010			Federal , States and Local Ministries of education and the relevant parastatals Government Education Boards, NUC,NBTE	UNESCO,ILO,UNICEF	Federal Government UNDP British Council/ DFID
21.	Develop National Skills/Vocational Training System	Train stakeholders Make the system accessible to stakeholders	2010			Federal , States and Local Government Ministries of education and their relevant parastatals, NUC, NBTE, ITF,NISER/Proposed National Manpower Commission	UNESCO,ILO,	Federal Government UNDP British Council /DFID
22.	Promote the education and training of all categories of health personnel to meet the WHO standards	Provide adequate facilities including laboratories in the health sector	2010			Federal and States Ministries of Health and their parastatals	WHO	Federal Government

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23.	Take Measures to check brain drain in the health sector	Provide adequate/ competitive remuneration to health professionals to check brain drain	2010			Federal and States Ministries of Health and their parastatals	WHO, Community based organizations (CBOs) and NGOs in the Health sector	
24.	Design policies to facilitate the growth of the film Industry	Protect intellectual property right Strengthen the regulatory agencies in the film industry Provide adequate infrastructure for the growth of the film industry	2010			Federal State Government and their parastatals, Centre for Black arts and Culture	UNESCO, Development Partners	
25.	Promote diversification of sports in schools	Acceleration of manpower development Development of various sporting activities Professionalized sports	2010			Ministry of Youth and sports in the Federation And their parastatals	UNESCO and Development Partners	
26.	Formalise operations in the solid mineral sector	Register operators Facilitate access to finances for operators	2010			Federal Ministry of solid Minerals and their parastatals	NGOs and Development Partners	
27.	Prioritise employment creating environmental programmes	Promote programmes on reforestations, waste management, urban renewal,	2010	2012	2020	Federal ministry of Environment at the \Federal and State level and their parastatals	NGOs, Development Partners	



		sanitation						
28.	Promote employment in the security sector	Addressing Manpower deficit in all arm of security	2010			Federal Ministry of Police Affairs, Police Service commission, Federal ministry of Internal affairs		
29.	Improve the value chain applicable from raw materials to manufactured goods that is employment incentive	Provide financial and technical support for people with business ideas Provide entrepreneurial training Provide stable and sound legal ,tax and regulatory framework Provide credit finance to exporters Enhance technical support to exporters so as to comply with quality and health standards	2010	2012	2020	Federal Ministry of Trade and SMEDAN,CBN, NPCBOI,NEXIM, Federal Ministry of Solid Minerals	NIPC, Chambers of Commerce, Organised Private Sector.	Federal Government, Development Partners
30.	Enhance integrated urban and rural development that is employment intensive	Enhance the construction and maintenance of rural roads through labour intensive methods Develop rural-urban settlement using small, intermediate and	2010	2012	2020	Federal states and Local governments, Federal ministry of Industry, Federal Ministry of Urban and Rural	Organized Private sector and Development Partners	Federal Government and



		large (mega) city (SIL) strategy Provide infrastructures to encourage rural industrialization Encourage rural industrialization				development, Works and Transport, FHA, RMDC		Development Partners
31.	Promote .Integrated mass transportation system	PPP investment initiative in urban mass transportation system	2010			Federal Ministry of transport and parastatals	Presidency, CBN	

4.2 IMPLEMENTATION MONITORING TOOL

STATUS	initiatives/ activities/ projects	Monitoring Agency	KPI	% Completion	Issues	Risks	Mitigation
Non Existent	Set up state labour market coordinators	NISER/Proposed National Manpower Commission	Consolidated data base on labour market activities published on as many media as possible	Zero per cent	Reliable, easily accessible, available and comprehensive data base on labour market	Cultural bias, illiteracy, underestimation, government attitude	Enlightenment Programme, Legislation



<p>NMB IS Currently merged with NISER; Enabling Act of NMB is subsist</p>	<p>Demerge National Manpower Board from NISER</p>	<p>National Planning Commission</p>	<p>Sett Number of employment generated in the sector ing up of NMC</p>	<p>Zero per cent</p>	<p>Pull NMB out of NISER Upgrade NMB to NMC set up NMC and empower it appropriately</p>	<p>Initial logistics problems and take off difficulties</p>	<p>Appropriate funding and legislative instrument</p>
<p>70 billion naira earmarked yet to be sourced</p>	<p>Break the existing bottlenecks that are delaying the disbursement of the Intervention Funds to textile and manufacturing</p>	<p>Presidency, CBN, BOI, Federal ministry of Finance</p>	<p>Resuscitation of ailing Textile factories Number of employment generated in the sector</p>	<p>Zero per cent</p>	<p>Source and disburse the proposed funds</p>	<p>Capital Flight Problem of identifying those who will benefit from the fund</p>	<p>Tie the disbursement of the funds to the degree of local content utilization</p>



<p>Weak forward and backward linkage effect</p>	<p>Encourage industries with forward and backward integration</p>	<p>Federal ministry of Commerce and Industry</p>	<p>Number of employment generated in the sector</p> <p>The proportion of intermediate input requirement</p>	<p>Between 10 and 20 per cent</p>	<p>Quality and price of intermediate inputs</p>	<p>Resistance from foreign investors</p> <p>Possibilities of Dumping and smuggling</p>	<p>Improve the capacity of CUSTOMS, NAFDAC, SON to be effective</p>
<p>We can generate 6,000 MW but only 2,000MW is available</p>	<p>Improve power generation, transmission and distribution</p> <p>Provide adequate security</p>	<p>Nigeria Electricity Regulatory Commission</p>	<p>Number of hours electricity available each day</p> <p>Number of employment generated in the sector</p>	<p>30% on the National Average</p>	<p>Generating, Transmission and Distribution Issues</p> <p>Funding and Procurement issue</p> <p>Planning and skills gap</p>	<p>Lack of supply of Gas, Vandalisation, Militancy, theft of Electricity</p>	<p>More Funding, Incentives tied to performance, liberalise</p>



Unsatisfactory		Ministry of Internal Affairs, Corporate Affairs Commission, Law Enforcement Agencies, Judiciary, National assembly, National Intelligence Agency, State Security Service, Presidency	Statistics on Crime reduction Number of employment generated in the sector	Between 20 and 30%	Manpower, equipment Infrastructure, Skill Gap, and Funding	Discourage investments and Investors	Create enabling environment Value reorientation
Comatose	Revive the Rail system Reform Justice Administration, Property	The Presidency Federal Ministry of Transport, Nigerian Railway Corporation,	Resuscitation of Railway systems, Number of coaches, Cargos and Passengers, New Rail lines	Less than 5%	Funding, Modernization, Low Managerial capacity, serious skill gap	Endangered I General/Industrial Development Cost of doing business Competitiveness with Articulated Vehicles (trailers)	Political will Greater Investment in the Rail System Modernization of the Rail system



Weak and unsatisfactory	rights and Ease of process of Land Acquisition	Judicial Reform Commission, Federal Ministry of Justice, National Assembly, Corporate affairs commission, state and Local government authorities	<p>Number of employment generated in the sector</p> <p>Number of employment generated in the sector</p> <p>Ease of obtaining Right to obtaining lands and property</p>	15%	Bureaucratic delays, Corruption, Cost and duration of litigations, Protection of International property Rights	<p>High cost and duration of litigation stifles initiatives ,innovations and discourages investments,</p> <p>Land Use act, lack of respect for Intellectual property</p>	<p>Reform the Judiciary System</p> <p>Liberalize access to Land and land titles</p> <p>Prosecution and sanction</p>
Weak and unacceptable	Assessment of national skills need to identify skills gap and mismatches	Federal Ministry of Labour, NISER the proposed National Manpower Commission, National Bureau of Statistics and National Planning Commission	<p>Compilation on skills gap and mismatches</p> <p>Number of employment generated in the</p>	10-20%	Skills gap, Skills types, patterns, Characteristics, Skills Gender dimensions	<p>Logistics of accomplishing the assessment, Funding</p>	<p>Adequate Funding</p> <p>Enlightenment programme</p>



Satisfactory	Strengthen the National Skills development institutions	Federal Ministry of Labour, National Planning Commission, Office of the Head of the Civil service of the Federation,	sector	40%	Funding, Capacity building, coordination of activities,	Insufficiency of competent Trainers High job turnover among Trainers	Incentives to Trainers Improvement in Conditions of services
Unsatisfactory	Review NYSC programmes to emphasis skills development	Ministry of Youth and the Presidency, Relevant employers agencies	Quality and quantity of output Number of employment generated in the sector	Not applicable	Harmonization of curriculum Designing an appropriate skills acquisition programme	Resistance on the part of participation	Enlightenment, Involvement of Relevant Employers Agencies and professional bodies
Irrelevant	Review and update the existing curricular to ensure labour market relevance	Manpower Board in NISER subsequently it should be the proposed	Introduction of skills acquisition programme and the number of	Less than 10 per cent	Restoration of		



Unsatisfactory	Accelerate Graduate attachment programme for Skills acquisitions	National Manpower Commission	Youth corps exposed to the scheme	Less than 10 per cent	Manpower Commission Strengthen the forum for deliberating on the curricular		
	Strengthen National Skills certification system	NBTE, NUC, Teaching Hospital, Professional Associations	Skill Gap Index Number of employment generated in the sector		Funding Lack of facilities and technology	Availability of relevant Technology	Use relevant regulatory mechanisms
Fairly satisfactory	Strengthen the existing vocational Institutions	professional Bodies, Ministry of Labour, Office of Head of Service of the Federation	Ratio of Graduates trained to those admitted Number of	50 per cent	Quality control	Issues of Intellectual property Shortage of Trainers Lack of cooperation by stakeholders	Give incentives for Complying



			employment generated in the sector				
			Number of certificated graduands			resistance	Proper coordination
			Number of employment generated in the sector				Advocacy and publicity
Fair	Strengthen the one stop investment agencies at the Federal and State levels	National Planning Commission, NIPC	number of annual new investment	40%	Interagency collaborations Transparency Corporate governance	Possibility of speculative investment Moral Issues Speculative	Put in place effective Regulatory mechanisms and institutions
Unsatisfactory	Review existing laws and policies constraining employment	National assembly, Federal Ministry of Justice ,Federal ministry of labour National Planning Commission,	Number of employment generated in the sector Number of people employed per annum	20%	Lift embargo on employment critical review of extant labour/employment laws and policies	Performance of the economy Sluggish economic growth	Strong and effective regulatory institutions



Weak	Create /strengthen policy analysis desks in all MDAs	MDAs and NPC to design monitoring templates	Number and quality of employment enabling policy generated per desk	30%	Review of extant policies	Shortage of manpower, lack of commitment Quality of manpower in the department	Training and empowerment
Moribund and dormant	Reactivate and strengthen the National Labour Advisory Council	Presidency and Federal ministry of labour, NECA, TUC,NLC,MAN,NACCIM A	Frequency of meetings and outcome/output of meeting Reductions in Industrial disputes Number of employment generated in the sector	5%	All labor relations issues of national importance	Orientation and strategies of state authorities	Strong and very effective regulatory institutions Policy formulation on National Economic Issues
Very close to passing the Act Work in progress	Set up a national conciliation commission	Presidency, National Assembly, Federal	Number of disputes resolved Number of employment generated in the sector	70%	Speedy settlements of disputes Reduction in cost of utilizing dispute settlement issues	Institutional Resistance from segment of Judiciary	Advocacy Make NIC a superior institution to National conciliation commission



Unsatisfactory	Generate productive employment	National Planning commission Federal Ministry of Labour	Employment /Unemployment rate Wage rate Number of employment generated in the sector	15%	Failure of Infrastructures Employment policy on the ground not well defined	Implementation Funding Governance Deficit Misallocation of resources	Good governance Adequate funding
Fair	Provide for social protections and rights at work Review /update labour laws to be decent work compliant	Federal ministry of labour NSITF	Percentage of coverage attained by PENCOM Number of employment generated in the sector	50%	Comprehensive National social security policy Enforcement of existing laws and egal provisions	Resistance from employers Inadequate funding	Tripartite Collaboration
Below average	Undertake needs assessment initiatives	Office of Head of service of the Federation	Productivity Rate Number of employment generated in the sector	30%	Collaboration Funding Commitment Standardizing	Resistance Lack of Information Information distortion	Education Training Post training evaluation

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Satisfactory	Strengthen existing training programmes	Federal Ministry of labour, MDAs, ITF, Productivity improvement Centre, NUC, Proposed NMC	Effectiveness Productivity Index Number of employment generated in the sector Budgetary performance	40%	Insufficient Trainers Accessibility Inadequate budget provision	Low performance Low Productivity	Reward
Very satisfactory	Set performance Benchmark for the MDAs link with appropriate incentives	National Planning Commission, Proposed NMC	Number of employment generated in the sector	60%	Track budget performance	Problems of Technical measurement of performance	Adequate funding Improve accessibility Training The trainers Programmed based budgeting should be introduced
Poor in terms of ICT penetration	Develop ICT curriculum	Ministry of Science and Technology, NITDA	ICT literacy rate Number of	20%	Low penetration especially at the primary	Awareness risk Facilitators	Promotion of penetration



Poor	Train Nigerians in ICT across the educational spectrum	Ministry of Science and Technology, NITDA, FME	employment generated in the sector ICT literacy rate Number of employment generated in the sector Wage rate	20%	and secondary school levels Lack of manpower Lack of funding Poor power supply Inadequate Funding	Poor funding Technological Stagnation Technology gap deepening Brain drain	Provision of facilities Adequate funding Awareness Commitment to accelerated Training increasing awareness to embrace ICT culture Effective regulatory system Competitive remunerations
Satisfactory	Provide adequate incentives to ICT professionals;	Ministry of Science and Technology, NITDA, FME	Number of employment generated in the sector	45%			
Poor	Encourage mass computer usages and literacy through advocacy	Ministry of Science and Technology, NITDA, FME, FMIC	Number of computers per population Number of	15%	advocacy Inadequate Funding		



	Short term/Targeted training of stakeholders		employment generated in the sector				
Poor Poor	Facilitate growth and establishment of agro allied industries Promotion of extension services in agriculture	Federal Ministry of Agriculture, federal ministry of Industry, NISER Federal Ministry of Agriculture, universities and Colleges of agriculture	Percentage of agro allied and cottage industries Number of employment generated in the sector Farmers extension worker ratio Number of employment generated in the sector	15% 10%	Finance Technological Manpower Entrepreneurial Managerial Funding Training of extension workers Commitment to training	Low employment Low productivity Wastages Weak linkages Technological absorption	Infrastructural Entrepreneurship Access to finance Good corporate governance Commitment to training for extension workers Awareness of farmers
Fair	Train in all agricultural subsectors Creating incentives to encourage new entrants to agriculture	Federal Ministry of Agriculture,	Number of measurable Output Number of employment generated in the sector	40%	Training Funding Good practical approach	Inadequate trainers, training institutions and facilities Apathy by trainees	E4nhnace Incentives Promote Train the trainers Programme

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Very Low	Promote the adoption of modern technology in agriculture Train in all agricultural subsectors	Federal Ministry of Agriculture,	Technology adoption index Number of employment generated in the sector	15%	Acquisition of modern technology Technology diffusion	Lack of education Cultural factors Inappropriate technology	Access to Appropriate technology Utilization o Domestically produced researches
Poor	Fund mortgage Finance Promote access to mortgage finance	CBN, Federal Mortgage Bank, CBN, Federal Mortgage Bank, Primary Mortgage institutions	Ratio of recipient to applicants of mortgage finance Number of employment generated in the sector Ratio of beneficiary to applicants	15% 15%	Availability of mortgage funds Issue of access to mortgage funds Poverty	Loan Default Risk Default risks	Effective regulatory agencies Law Enforcement Enforce the statutory percentage of PENCOM investment in mortgage Finance
Weak							

<p>Poor</p>	<p>Encourage the use of local building materials for construction</p>	<p>NIBRRI, COREN, FMWH, CBN, Federal Mortgage Bank</p>	<p>Number of employment generated in the sector</p>	<p>15%</p>	<p>High local cost of production of local building materials</p>	<p>Poor interest rate Import dependency</p>	<p>Single digit interest rate Promotion of Domestic building materials</p>
<p>Poor and unorganized</p>	<p>Training of relevant Artisans and Technicians for the Construction sector</p>	<p>NMC, NISER, NBTE,</p>	<p>Reduction of foreign input Ratio of imported to local building materials Numbers of artisan Trained and certified in different building trades Number of employment</p>	<p>15%</p>	<p>Paucity of competent trainers and training institutions Funding issues</p>	<p>General apathy on the part of the trainees</p>	<p>advocacy</p>



			generated in the sector				
Low	Banks should finance micro businesses that will generate employment Review and strengthen regulatory measures to ensure access to credit in the real sector	CBN Federal Ministry of Finance	Proportion of bank loans that goes to the real sector Number of employment generated in the sector	40%	Governance	Increase in employment crisis	Strengthen relevant regulatory institutions
Fairly satisfactory	Budget should reflect the linkages by including sectoral and microeconomic issues Monetary policies should be designed to assist the development of key sectors on micro enterprises	CBN,NPC and its parastatals, FMF	Ratio of key sectoral issues to the GDP Number of employment generated in the sector	35%	Poor implementation of the budget Improper Budgeting corruption	Risks associated with implementation Inadequate capacity	Enhance Capacity
Low	Introduce entrepreneurship programmes into	FME,NBTE, NUC,UBEC	Measuring EDP literacy rate	5%	Low penetration Funding	Lack of competent teachers and	Promote teacher training



	secondary and vocational curricular		Number of students undergoing EDP		Infrastructures	trainers	on EDP
zero	Introduce innovative programmes such as ICT skills, Life skills Social skills and others		Number of employment generated in the sector				
Inadequate	Provide adequate/ competitive remuneration to health professionals to check brain drain	Presidency, FMF, Office of the Head of service for the Federation, FML, FMH, States Ministries of Health, National Salaries and Wages commission, NMA	Health workers retention rate Reverse Brain Drain Relative wage rate Number of employment generated in the sector	20%	Improvement in facilities Improving the conditions of service	Relevant policy framework	Improve the policy framework
Good	Provide relevant infrastructure including protection of intellectual property and access to finance	Nigerian Film Corporation, Federal Ministry of culture, film and Video censor Board, Ministry of Information and Communication, Broadcasting organization of Nigeria	Number of Films produced Market penetration Number of employment generated in the sector	60%	Adequate remuneration	Regulatory Funding	Strengthen Regulatory framework



Fair	Acceleration of manpower Development for diversification in the sports sector	Ministry of Youths and Sports National Sports Commission	Number of laurels in Sports both International and local Number of employment generated in the sector	50%	Import Dependency Weak Investment in Sports	Investment Risk	Provide effective incentive framework
Poor	Formalize liberalize and modernize solid mineral operations	Federal Government, Ministry of Solid minerals Mining Associations(MSMC), world Bank	Number of people employed in solid mineral sector Index of solid minerals production Output of solid minerals to GDP ratio	40%	Informality of the sector Infrastructure Funding	Regulatory framework	Strengthen Regulator framework and deal with issues
Poor	Promote programmes on reforestations, waste management, urban renewal, sanitation	FME,NESTRA, States Ministries of Environment	Number of employment generated by environmental activities Various measures of environmental degradation	25%	Policy mainstreaming Advocacy issues	Regulatory Environmental Degradation	Strengthen Regulatory Framework



			For example Emission Indices Desert Encroachment Oil spillages Hydro carbon emission index				
Inadequate	Addressing Manpower deficit in all arm of security	Presidency, All state Governors, All chairmen of Local councils Ministry of Internal Affairs, All security agencies	Crime rate Employment generated by activities security sector	60%	Inadequate remuneration Training Equipment	Civil disobedience Insecurity of lives and property Low level of investment	Address the issues and strengthen regulatory framework
Poor	Enhance the construction and maintenance of rural roads through labour intensive methods		Number of employment generated in the sector	25%	Policy framework Funding through PPP	Uncontrolled urban drift	Policy framework and regulatory mechanisms
Poor	Develop rural-urban settlement using small, intermediate and mega city Strategy	Federal Ministry of Urban and rural development, Federal state and Local governments, all the relevant MDAs		20%	Inadequate policy framework and implementation	Uncontrolled urbanization	



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Poor	PPP investment initiative in urban mass transportation system	Federal Ministry of transport and parastatals, ministry of Transports at State level	Number of employment generated through urban mass transportation system	30%	Policy, planning and implementation Funding through PPP	Unproductive growth of informal sector especially motor cycle riders(okada riders)	Strengthen regulatory mechanisms Robust regulatory Framework including funding
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ACRONYMS

BOI- Bank of Industry
BPP- Bureau for Public Procurement
CBN-Central Bank of Nigeria
CMD- Centre for Management Development
EDIN – Entrepreneurship Development Institute of Nigeria
FMA-Federal Ministry of Agriculture
FMCI- Federal Ministry of Commerce & Industry
FME- Federal Ministry of Education
FMF- Federal Ministry of Finance
FMFA- Federal Ministry of Foreign Affairs
FMIC- Federal Ministry of Information & Communication
FMJ-Federal Ministry of Justice
FMLP- Federal Ministry of Labour & Productivity
FMST- Federal Ministry of Science & Technology
ITF- Industrial Training Fund
LMIS – Labor Market Information System
MSME- Micro, Small and Medium Enterprises
NACRDB- Nigeria Agricultural Cooperative & Rural Development Agency
NAPEP- National Poverty Eradication Programme
NAPTIP- National Agency for the Prohibition of Traffic in Persons
NASS- National Assembly
NCE- National Council on Employment
NCR- National Commission for Refugees
NCS- National Council of State
NDE- National Directorate for Employment
NIIA-Nigeria Institute of International Affairs
NIPC- Nigeria Investment Promotion Commission
NITDA- National Institute for Technology Development Agency
NMC- National Manpower Commission.



NPC- National Planning Commission

NTEC- National Technical Education Commission

OPS- Organized Private Sector

SMEDAN- Small & Medium Enterprises Development Agency of Nigeria

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