

2010 PERFORMANCE MONITORING & EVALUATION REPORT

**FOR FEDERAL MINISTRIES DEPARTMENTS AND
AGENCIES**



*National Planning Commission
Presidency*

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II

LIST OF ACRONYMS AND ABBREVIATIONS

AIAE	African Institute for Applied Economics
ART	Anti Retroviral Therapy
BECANS	Business Environment Competitiveness Across Nigerian States
BOF	Budget Office
BOI	Bank of Industry
bpd	Barrels per day
CBN	Central Bank of Nigeria
CIDA	Canadian International Development Agency
CPC	Consumer Protection Council
CVFF	Cabotage Vessel Finance Fund
DFID	Department for International Development (UK)
DOTS	Directly Observed Treatment Short Course
EPSR	Electric Power Sector Reform
EU	European Union
FAAN	Federal Airports Authority of Nigeria
FCTA	Federal Capital Territory Administration
FELIS	Federal Lands Information System
FEPA	Federal Environmental Protection Agency
FFS	Federal Fire Service
FGN	Federal Government of Nigeria
FGSHLB	Federal Government Staff Housing and Loans Board
FMA&RD	Federal Ministry of Agriculture and Rural Development
FMCI	Federal Ministry of Commerce & Industry
FME	Federal Ministry of Education
FME _{nv}	Federal Ministry of Environment
FMH	Federal Ministry of Health
FMLP	Federal Ministry of Labour and Productivity
FMLHUD	Federal Ministry of Lands, Housing and Urban Development
FMWR	Federal Ministry of Water Resources
FMST	Federal Ministry of Science and Technology
FMT	Federal Ministry of Transport
FMWASD	Federal Ministry of Women Affairs and Social Development
FMYD	Federal Ministry of Youth Development
FRCN	Federal Radio Corporation of Nigeria
FRSC	Federal Road Safety Corps
GB	Galaxy Backbone
GM	Governance Matters
HDI	Human Development Index
ICRC	Infrastructure Concession Regulatory Commission
IFS	International Financial Statistics
IMF	International Monetary Fund
IMNCH	Integrated Maternal Newborn Child Health
IPPIS	Integrated Payroll and Personnel Information System
JICA	Japanese International Cooperation Agency
KOICA	Korean International Cooperation Agency
LAC	Legal Aid Council
MDGs	Millennium Development Goals
MoD	Ministry of Defence
MDAs	Ministries, Departments and Agencies
MFA	Ministry of Foreign Affairs
MMSD	Ministry of Mines and Steel Development

MNDA	Ministry of Niger Delta Affairs
MPA	Ministry of Police Affairs
MPR	Ministry of Petroleum Resources
MSMEs	Medium, Small & Micro Enterprises
NAMA	National Airspace Management Agency
NAPEC	National Action Plan on Employment Creation
NAPEP	National Poverty Eradication Programme
NBC	National Boundary Commission
NBC	National Broadcasting Corporation
NBS	National Bureau of Statistics
NCAA	Nigerian Civil Aviation Authority
NCC	National Communications Commission
NCDC	Non Communicable Disease Control
NEMA	National Emergency Management Agency
NEMIS	National Education Management Information System
NEPA	National Electric Power Authority
NFVCB	National Film & Video Censors Board
NCC	Nigerian Copyright Commission
NDDC	Niger Delta Development Commission
NGO	Non-Governmental Organisation
NIMASA	Nigerian Maritime Administration and Safety Agency
NIP	National Implementation Plan (2010-2013) Volumes 1,2 and 3
NIPOST	Nigerian Postal Service
NITEF	National Information Technology Education Framework
NSCDC	Nigerian Security and Civil Defence Corps
NTA	Nigerian Television Authority
NFC	Nigerian Film Corporation
NPC	National Planning Commission
NPC	Nigerian Press Council
NPS	Nigerian Prison Service
NSC	National Sports Commission
NSHDP	National Strategic Health Development Plan
NV20:2020	Nigeria's Vision 20:2020
OAGF	Office of the Accountant General of the Federation
OAGF	Office of the Auditor General of the Federation
PHCN	Power Holding Corporation of Nigeria
PMS	Premium Motor Spirit
PSR	Public Service Reforms
R&D	Research and Development
SHDP	State Health Development Plan
SMEDAN	Small and Medium Enterprise Development Agency of Nigeria
SSS	State Security Services
STI	Science, Technology and Innovation
SWF	Sovereign Wealth Fund
VON	Voice of Nigeria
WB	World Bank
WEF	World Economic Forum

III

FOREWORD

The production of this annual monitoring and performance evaluation Report for 2010 is timely. It comes at the heels of the 2011 elections when the entire country was debating the performance of all tiers of government for the purpose of determining their electoral options. It therefore became necessary to produce a document that is not speculative but factual and provides correct information to the public; more so, a document that reports on the successes and challenges of government within the correct context of macroeconomic growth and social development policies, projects and programmes. This report is a credible and up to date record of almost all federal government targets and objectives in Nigeria's Vision 20:2020. The Report presents a measure of how far the government has progressed in delivering its objectives and also what remains to be done.

While the report itself focuses on only the performance of the federal government, and not those of the states or local governments, it still remains invaluable as a model of accountability. The Report provides an overview of progress in the 7 crucial thematic areas of NV20:2020 and the first National Implementation plan i.e. Macroeconomic Developments, Productive Sector, Human Capital and Social Development, Knowledge-based Economy, Regional Development, Governance and Security and General Administration. It also, reports on the projects and programmes of MDAs and how aligned they are with the NV20:2020 priority programmes and projects and the expected outcomes of these projects and programmes. It concludes with a scorecard that indicates whether or not MDAs are on target, above target with planned projects or if the data is insufficient to make any conclusive determination of the progress of the MDAs.

The journey towards this report has not been without a lot of prior hard work. Work that started with the production of several national development and poverty reduction strategies such as the National Economic Empowerment Development Strategy (NEEDS), the States' Economic Empowerment Development Strategy (SEEDS), the Community Economic Empowerment Development Strategy (CEEDS) and the 7-Point Agenda, which were then all incorporated into a the long term, National Strategy document, the "Nigeria Vision 20:2020". The monitoring and evaluation framework was included as part of the NV20:2020 blueprint to ensure effective monitoring and evaluation of government policies, projects and programmes. The first National Implementation plan (1st NIP) was then developed as a medium term plan to ensure that the NV20:2020 is implementable.

All that said a lot still remains to be achieved to make future reports truly national and more robust, such as, capturing the contributions of states, local governments and international donor activities in the report, ensuring the timeliness of reporting, as well as, better data collection and collation by the MDAs to improve the credibility of the report.

As the Honourable Minister and Deputy Chairman of the National Planning Commission, I feel very proud to be associated with the production of the first ever NV20:2020 accountability report and perhaps even, the first publicly available M&E report, in the history of our great country, Nigeria.

Thank you
Dr Shamsuddeen Usman, OFR
Honourable Minister and Deputy Chairman
National Planning Commission

IV ACKNOWLEDGEMENTS

The First Annual progress report on Monitoring & Evaluation (M&E) of Key Performance Indicators (KPIs) of Federal Ministries, Departments and Agencies (MDAs) for the year 2010 has been prepared in accordance with the core mandate of the National Planning Commission. It underscores Government's commitment to adequate monitoring and evaluation of policies, programmes and projects aimed at ensuring effective implementation of the Nigeria Vision 20:2020 (NV20:2020). The Report provides a descriptive overview of Nigeria's performance and the extent to which the specific Key Performance Indicators (KPIs) at the outcome level have changed from those specified against the performance scorecard for each of the MDA at the Federal level.

The key message of the report is that, the Nigerian economy registered a modest improvement in the performance of the economy during 2010 with the overall real GDP growth rate at 7.8%. However, the performance still falls short of the double digit growth required to achieve the NV20:2020 target. There were nonetheless, challenges with respect to attaining some specific KPI targets by the Federal MDAs during the period. These are expected to be addressed in year 2011 and beyond.

As part of the efforts towards ensuring inclusiveness of the process, all relevant stakeholders in the Federal MDAs were involved in the production of the M&E report. Altogether, over 250 staff from 90 Federal MDAs participated painstakingly in the production of the report. It is in this context that, we deeply appreciate the effort of the MDAs in undertaking this important exercise. We remain grateful to Mr. President and the Vice President for providing total support for the project. The effort of the Honourable Minister/Deputy Chairman of NPC in driving the process cannot be overstated, but simply deeply appreciated. We equally, acknowledge the role of other Ministers and Permanent Secretaries of the Federal MDAs for cooperating with the NPC towards the production of the report.

In concluding, we are grateful to the entire staff of the National Planning Commission for their role towards the production of this report. It is our expectation that the staff would build on the current momentum towards ensuring the timely production of subsequent editions of the M&E report.

**Prof. Sylvester Monye, MFR
Secretary to the Commission**

V

EXECUTIVE SUMMARY

Focus and Background

With Nigeria's return to strategic planning after about three decades, the need for an effective National Monitoring and Evaluation (M&E) System has emerged as one of the key outcomes of the NV20:2020 Economic Transformation Blueprint and development process and identified as a critical success factor for NV20:2020. Accordingly, a comprehensive M&E framework was thus developed as part of the deliverables from the visioning exercise. On February 22nd 2010, as part of a deliberate effort by this administration to institutionalize M&E, the Federal Executive Council (FEC) approved the M&E framework for monitoring and evaluating public expenditure and investment, with NPC as the main overseer of the National M&E function. It also approved the establishment of a Committee on Managing Results (CMR), to meet quarterly to review the work of the M&E department and to ensure it adheres to the fulfilment of its mandate. In the approved M&E roll-out plan, periodic reports/scorecards are to be generated and published in the public domain to enable objective assessment of the progress of the nation at the Federal, State and Local government levels.

This report which represents the first M&E report in this regard, therefore fulfils both part of the mandate of the NPC as empowered by its Act and approved by FEC and demonstrates this administration's commitment to adequate monitoring and evaluation of policies, programmes and projects embarked upon by the government for fostering sustainable social and economic growth, guaranteeing the productivity and wellbeing of the people and for optimizing the key sources of economic growth. The Report covers the period January – December 2010 and elucidates the two main avenues through which value has been created for Nigeria for the year 2010:

1. **Progress against the broad sectors:** a detailed, descriptive overview of Nigeria's performance in relation to each sector underpinning the NV20:2020 aspirations are provided.
2. **Progress against the key strategic outcomes:** performance information focuses on strategic thrusts and outcomes and the extent to which the specific Key Performance Indicators (KPIs) at the outcome level have changed from those specified against the performance scorecard for each of the Ministries, Departments & Agencies (MDAs) at the Federal level.

Methodology and Conceptual Framework

This Report is the product of painstaking and diligent efforts by over 250 staff, representing over 90 Federal MDAs. The outcome is a valuable tool for assessing programme impact that conforms to international best practices in M&E. The report uses performance benchmarks. In other words, indicators' current statuses were assessed against targets and where available, baseline information and prior trends of indicators were examined. Additionally, benchmark values were reviewed for reasonableness and feasibility and annual benchmark levels were projected. The report also ensured the active inclusion of all key stakeholders and used different methods for process analysis and qualitative evaluations. The report also incorporates the use of the **5-M&E criteria of impact, effectiveness, efficiency, relevance and sustainability**. It is however, acknowledged that more needs to be done to tighten the current KPIs, in supporting MDAs to collate relevant data, developing more robust tools, systems and processes for M&E and in agreeing the data sources.

Macroeconomic Performance

A significant observation in the report is that Nigeria's global GDP ranking improved during the period under consideration. As presented in the report, the country's ranking on the basis of nominal GDP edged up from 44th position in 2009 to 41st position in 2010. On the basis of purchasing power parity, which eliminates the effects of exchange rate price variations in goods and services across countries, Nigeria's GDP ranking edged up from 37 in 2009 to 31 in 2010. This implies that Nigeria has made significant progress in line with our vision to rank among the top 20 economies in the world by moving up 3 and 6 steps respectively in the one year since Mr President's assumed his current role as president of Nigeria. A number of internal and external factors contributed to the improvement. In particular, Nigeria benefitted from the impact of the Global Economic Crisis on many of the countries it plans to overtake as shown in table 3.1a. Internally, Nigeria's strong growth continued even stronger in 2010 with Real GDP growth of 7.87% compared to 6.96% in 2009 and Real GDP per capita growing by 4.67% in 2010 from 3.67% in 2009. This growth as shown in table 3.2a, despite representing one of the fastest in the world, however, fell slightly short of the target of 8.20% for GDP growth and 5.20% for GDP per capita set in the First National Implementation Plan for NV20:2020 (1st NIP 2010-13). Given the effect of the Global Crisis on Nigeria, however, these growth results are impressive and encouraging.

The sectoral growth performance in 2010 reveals that only three sectors, namely oil and gas, transportation and wholesale and retail trade were able to meet the growth targets set in the 1st NIP (2010-13) for them in 2010. The manufacturing sector, utilities (including electricity), and building and construction sectors, which are critical to achieving NV20:2020, performed very poorly, in relation to the targets set. Their performance can be worse in the future, unless fundamental steps are taken to address the binding constraints to growth, so that the growth potentials of these sectors can be unleashed.

The structure of real GDP in 2009 with the targets set in line with the envisaged goal and the actual performance in 2010, as set out in the report, reveals that for the most part, set targets were achieved. The goal of policy with respect to the structure of the economy as outlined in NV20:2020 is to restructure the economy by diversifying the productive base to enhance domestic content and value. Principal among the growth inhibiting factors in the Nigerian economy is the poor business environment. A survey carried out by African Institute of Applied Economics (AIAE) in 2010 revealed that in the business environment, the country performed as worse in Security and Business Development Support and Investment Promotion and slightly better in Regulatory Service and Infrastructure others,

Sectoral Review

Analysis of performance of key indicators showed that real agricultural GDP grew by 5.88% and 5.64% respectively in 2009 and 2010. This fell below the 6.6% growth rate target in the 1st NIP of NV20:2020 set for sector in 2010. The massive floods in Sokoto and some other locations in the Northern part of the country in 2010 largely contributed to the decline in output growth. The sector accounted for 48% and 41.7% of total employment and GDP respectively in 2009, while its share in employment and GDP stood at 47.5% and 40.84% respectively in 2010. The marginal decline of the sector's contribution is a welcome development as it is expected that, as the economy develops, the contribution of agriculture to GDP will decline.

An evaluation of the manufacturing sector showed that its growth rate declined marginally from 7.94% in 2009 to 7.64% in 2010. The actual performance of 7.64% for 2010 is lower than the target of 10% set in the 1st NIP of NV20:2020 for the sector. At the current rate of growth, the sector may not meet the target growth rate of 13% for the sector by 2013. Poor

infrastructure, the sub-optimal business environment, and high cost of funding are contributing factors to the low growth. The sector also failed to meet the targets set for contribution to GDP and capacity utilization among others. There is therefore the need for government to direct special intervention to the sector if it is to meet most of the targets set for it in NV20:2020 in coming years.

The performance of the Water resources sector, with respect to its key performance indicators, showed that it did not meet most of the targets set for it in NV20:2020 in 2010. The fact that the Federal Ministry of Water Resources was only de-merged from the Federal Ministry of Agriculture in May 2010 may have been the reason for this. It is expected that, having experienced a transitional period, the Ministry will improve its performance towards meeting the targets set for it in NV20:2020 and 1st NIP in 2011.

Analysis of the trade and commerce sector depicted that wholesale & retail trade sector grew by 11.19% in 2010 compared to 11.48% experienced in 2009. The performance in 2010 was lower than that in 2009. The marginal decline in the sector's growth rate may have largely been due to low liquidity/credit in the banking system. However, the sector met the other targets set for it in the 1st NIP of NV20:2020.

In evaluating the minerals and metals sector, it is noteworthy that although the sector experienced some improved growth in recent years (12.9% in 2010), its contribution to GDP remains very meagre, at 0.33% and 0.34% in 2009 and 2010, respectively. The sector also failed to meet the 2010 targets set for it in NV20:2020 and 1st NIP. Obtaining reliable data on Nigeria's minerals and metals sector remains a fundamental problem, especially in the area of mineral reserves mapping.

The oil and gas sector's contribution to GDP in 2009 and 2010 was 16.22% and 15.79% respectively. The oil and gas sector witnessed significant improvement in real growth rate that stood at 0.45% and 4.98% in 2009 and 2010 respectively. An analysis of the performance of the key indicators for the sector showed that the production capacity rose from 1.7 million barrels daily (mbd) in 2009 to 2.8 mbd in 2010 as against a target of 2.8 mbd set for 2010 in the NV20:2020 and 1st NIP. Proven oil reserves increased from 31.8 billion barrels in 2009 to 40 billion barrels in 2010. This analysis shows that the sector met most of the targets set for it in 2010 in the NV20:2020 and 1st NIP. The improved performance of the hitherto lagging crude oil sector in 2010 may be due largely to rising oil prices in the world oil market, and improved oil production, associated with relative peace in the Niger Delta Region, occasioned by the successful implementation of the Amnesty programme. An analysis of the performance of the key indicators for the Tourism sector shows, that it met most of the targets set for it in 2010 in NV20:2020 and 1st NIP of NV20:2020. The sector now accounts for 1.4% of employment in the country.

Progress against strategic thrusts and outcomes

The progress of Government's strategic policy thrusts and the social, political, infrastructural, economic and administrative outcomes against outputs i.e. the programmes and projects carried out by the MDAs in 2010, is illustrated in the MDAs scorecard, which provides a full and detailed list of the strategic thrusts, outcomes, sub-outcomes, all relevant KPIs and the MDAs responsible for delivering those outcomes. With respect to affordable healthcare, the 6 most relevant KPIs are life expectancy (47.9%), Infant mortality rate (138/1,000), births/maternal mortality rate (800/100,000), percentage of population with access to affordable essential drugs on a sustainable basis (80.13%), number of hospital beds per 10,000 (3 beds) and percentage of population with NHIS coverage (3%) in 2009. When the baseline values indicated for 2009 are compared with the actual values for 2010 (50.9%, 90/1000 births, 550, 80.13%, 3 beds and 3% respectively), it can be concluded that the healthcare targets were met to a large extent.

The performance of the education sector between 2008 and 2010 indicates an increase in primary school enrolment in the period from 18,519,733 to 20,291,709 representing a 9.6% increase. Also, while there were increases in tertiary education enrolment (polytechnics and universities), there was a decrease in tertiary education enrolment (monotechnics) in the same period. This was as a result of decreasing interest in monotechnics and increasing desire for polytechnics and university education. When the actual value of 2010 is compared with the 2008 baseline value it can be concluded that only a marginal percentage of the population are accessing education. For 2009, there is a worrying decrease in the number of enrolment versus number of graduates for that year, for example, 1,079,720 were enrolled into Colleges of Education, while only 66,824 graduated in the same year. There are no figures for 2010 graduates but the FME may need to monitor this, if it is found to be a general yearly trend.

There was a decline in the number of jobs created from 200,809 in 2009 to 95,997 in 2010. This is a serious trend, bearing in mind that the Nigerian population increases annually. The situation is further compounded by the increase in total man/days lost from 483,530 in 2009 to 593,530 in 2010. This decline can translate into decreased productivity and eventual decline in economic activities. Up-to-date data is required for employment and labour market information and this is not manifest in the MDAs submission. The Federal Ministry of Labour and Productivity would need to partner with the private sector for accelerated performance of its set targets by 2013 and the attainment of NV20:2020.

With respect to internal security, the Ministry of Police Affairs and its agencies, recorded a marginal increase in the overall crime rate (per 10,000 populations) from 6.67 per 10,000 populations in 2009 to 7 per 10,000 populations in 2010. The targets set for 2011-2012 are due to the expectation of increase in criminal cases as a result of the 2011 election. A survey conducted in 2009 by an independent body, Clean Foundation reported that the percentage of respondent who feel safe in their neighbourhoods decreased from 90% in 2009 to 61.10% in 2010. This may be attributed to religious crises in some parts of the country and bombing witnessed in some other areas of the country. In addition, the number of criminal cases successfully prosecuted decreased from 57,695 in 2009 to 24,971 in 2010. The figure is expected to increase to 40,000 and 35,000 respectively in 2010 and 2011. The police response time to emergencies was 25-30 minutes in 2009 and 2010 in line with the targets set while the target set for 2011 and 2012 is 25 and 20 minutes respectively. Another achievement of the Ministry was the commencement of the implementation of the Financial Component of the Nigeria Police Force Reform Programme in 2010. The Planning Research and Statistics unit of the NPF will also be properly developed and managed to sustain the current tempo of information generation. These activities fit quite neatly with the strategies in the 1st NIP.

On external security, the level of engagement in international fora by the Ministry of Defence improved remarkably as Nigeria was the 4th World's ranking contributor to peace support operations in 2010. The survey to determine the public confidence in the military is yet to be carried out but is being noted for future attention. Other KPIs to measure the percentage mobilisation within timing requirement and armament incidents could not be obtained as they are regarded as classified information. Other notable achievements of the Ministry in 2010 include the ability to meet international obligations to peace operations, assisting internal security with military aids and improved interoperability in joint operation exercises.

For quality infrastructure, the available power supply generated increased from 3,700 MW in 2009 to 4000 MW in 2010. This was achieved through rehabilitation of existing assets. Though this was an increase, it fell short of the 8,000 MW target for 2010. The percentage of power generated capacity utilization also rose from 78.4% in 2009 to 82% in 2010 thus signifying a reduction in transmission loss. The reduction was as a result of increase in

power transmission capacity following the construction of transmission lines and procurement of transformers.

With respect to transportation, the total stock of roads in good condition was put at thirty% in 2009. As at the end of 2010 this only increased by 1%, making total roads in good condition to be only 31%. This fell short of the 12% target for recovery of bad roads for 2010. In the rail sector, about 28.8% of the existing 3,500 railway lines have been rehabilitated. The rehabilitated lines increased by 632 km from 378 km in 2009 to 1,010 km in 2010. In this regard, the rehabilitation of the km 0 – km 488 (Lagos – Jebba) narrow gauge rail line as well as 82% of km 488 – km 1125 (Jebba – Kano) narrow gauge rail line were completed. In the Air transport sector, available information showed that passenger traffic grew from 12,553,438 persons in 2009 to 13,720,000 in 2010. Aircraft traffic also witnessed a growth from 220,625 aircrafts in 2009 to 241,373 in 2010. There was also increase in air freight tonnage which grew from 170,282 tonnes in 2009 to 178,306 tonnes in 2010.

A lot was achieved in the women affairs KPIs, especially in the areas of political awareness of women and support for women aspirants towards the 2011 Nigeria general election such as creating a database of women political aspirants and setting up a women political trust fund. Government's intervention activities saw marked improvement in gender mainstreaming between 2007 and 2010 as the percentage of women in the Senate and House of Representatives increased from 3.1% to 7.5%. Also, the percentage of women in the State Houses of Assembly improved, and number of women as Deputy Governors increased. More women sought senatorial and gubernatorial positions in 2010. The implications of these were increased proportion of women in decision making in Nigeria and the progress made towards achieving the NV20:2020, 1st NIP and MDG3 target by 2015.

Organization of the Main Report

The report is divided into two Parts. Part 2 illuminates the MDAs Scorecards. The rest of this Report in Part 1 articulates the issues summarized above. Thus, **Chapter 1** presents an introduction to the report by setting the context for the report. It highlights the background to the report and links it with the NV20:2020 and the 1st NIP. The chapter also gives an overview of the approved M&E framework, including the roles and responsibilities of all stakeholders and the Key Performance Indicators (KPIs). **Chapter 2** focuses on elucidating the methodology adopted in completing the report. These include the approach and scope of the report, the data sources used in the report including data challenges and the reporting format adopted for the MDAs. The chapter also highlights the various challenges encountered in putting the report together. **Chapter 3** gives an overview and analysis of the Nigerian economy in the context of the global economy. It explored the performance of the Nigerian economy relative to the global economy and relative to the benchmarks set and required to attain the goals of the NV20:2020. In addition to examining the performance of each key sector of the macro economy, this chapter explores progress towards human and social development. **Chapter 4** gives a thorough review of the progress made during the review period against the strategic thrusts and key outcomes outlined in the NV20:2020. In **Chapter 5**, the focus of the report shifts to the issues and challenges encountered by MDAs in meeting the M&E targets. The challenges were identified as:

1. Political
2. Human capital
3. Legal
4. Economic
5. Social
6. Institutional and others

Finally, **Chapter 6** articulates the main conclusions of the report and highlights recommendations to address the challenges. The chapter further specifies the key policies and instruments and actions for promoting the goals enshrined in the NV20:2020 and 1st NIP economic Transformation Blueprints.

CHAPTER 1

INTRODUCTION: SETTING THE CONTEXT FOR THE FIRST ANNUAL PROGRESS REPORT

1.1 BACKGROUND TO THE REPORT

Section 4(e) of the National Planning Commission Act, No.71 of 1993 empowers the Commission to monitor government projects and progress on implementation of development plans.

In 2009, the National Economic Management Team (NEMT) mandated the National Planning Commission to develop a results-based, national M&E system. To start the process, an Inter-ministerial Committee was set up to articulate the M&E framework.

In March 2010, the Federal Executive Council (FEC) and the National Economic Council (NEC) approved the M&E framework for monitoring and evaluating public expenditure and investment, with NPC as the main overseer of the national M&E function. The idea is to produce a National Report, ultimately. It also approved the establishment of a Committee on Managing Results (CMR), to meet quarterly to review the work of the M&E department and to ensure it adheres to the fulfillment of its mandate.

This Report, however, is a pilot M&E report covering just the federal Ministries, Departments and Agencies (MDAs). The Report, both fulfils the mandate of the NPC and demonstrates the Government's commitment to adequate monitoring and evaluation of policies, programmes and projects embarked upon by the government for fostering sustainable social and economic growth, guaranteeing the productivity and wellbeing of the people and for optimizing the key sources of economic growth.

The Report covers the two main avenues through which value has been created for Nigeria for the year 2010:

1. Progress against the broad sectors: a detailed, descriptive overview of Nigeria's performance in relation to each sector underpinning the NV20:2020 aspirations are provided.

2. Progress against the key strategic outcomes: the performance information focuses on strategic thrusts and outcomes and the extent to which the specific Key Performance Indicators (KPIs) at the outcome level have changed from those specified against the performance scorecard for each of the Ministries, Departments & Agencies at the federal level.

This Report is the product of painstaking and diligent efforts by roughly 250 staff, representing over 90 Federal MDAs. The outcome is a valuable tool for assessing programme impact that conforms to international best practices in M&E¹. The report used benchmark values were reviewed for reasonableness and feasibility and annual performance benchmarks i.e. indicators' current statuses were assessed against targets; where available, baseline information and prior trends of indicators were examined; benchmark levels values were reviewed for reasonableness and feasibility and the annual benchmark levels were also projected.

¹ "Best Practices in Monitoring & Evaluation: Lessons from USAID Turkey Population Programme" by Jill Mathis, Pinar Senlet, Ersin Topcuoglu, Rifat Kose and Amy Tsui, October 2001

The Report also ensured the active inclusion of all key stakeholders, used different methods for process analysis and qualitative evaluations and incorporated the use of the **5 M&E criteria² of impact, effectiveness, efficiency, relevance and sustainability.**

It is however, acknowledged that more needs to be done to tighten the current KPIs, in supporting MDAs to collate relevant data, in developing more robust tools, systems and processes for M&E and in agreeing the data sources.

1.2 PURPOSE OF THE REPORT

The institutionalisation and reinforcement of Results Based Management across all levels of government improves the capacity, capability and effectiveness to translate strategic plans and programmes into outcomes and impact, including those of Nigeria Vision 20:2020.

The purpose of any M&E Report is to monitor and evaluate performance at the operational level. It is a tool for examining progress, solving implementation problems and, at appropriate stages, evaluating performance and impact against design. It provides a record of implementation with factual details on inputs, outputs and outcomes. Performance is assessed through comparing planned results with those actually achieved and by using a standardised rating system to compare progress between different operations, sectors, and types of operation. It also measures the effects of the operation on the target beneficiaries.

Although several structures exist to support M&E in Nigeria and, despite separate efforts at creating monitoring and evaluation information for public use, the extent of public decision making that is based on performance evidence or results is still very low. This Report will enable Government executives and leaders, in the future, to define programmes and projects required to accomplish the defined outputs and outcomes of NV20:2020. The Report would provide the Government with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results, as part of accountability to key stakeholders.

Finally, the M&E report will enable a facts-based assessment of Nigeria's performance and enhance the execution capacity of Government, as the nation strives to achieve accelerated economic development. Significant value can be created by better decision making, with regard to the strategies to pursue, on the one hand, and more efficient government operations, on the other hand.

1.3 NIGERIA VISION 20:2020

The NV20:2020 economic transformation blueprint is the long term plan for stimulating Nigeria's economic growth and launching the country onto a path of sustained and rapid socio-economic development. The blueprint articulates Nigeria's economic growth and development strategies for the eleven-year period between 2009 and 2020.

The visioning process involved active participation and input from a broad spectrum of Nigerians. Experts from various Ministries, Departments and Agencies of the federal, state and local governments, as well as representatives of the private sector, development consultants and non-governmental organisations, all participated in developing the blueprint.

The process commenced with the development of comprehensive strategic plans for each sector of the economy at the conclusion of detailed diagnostic assessments and visioning sessions. The country was analysed across 29 thematic areas for this purpose and the effort was delivered through 29 National Technical Working Groups (NTWGs), comprising leading

² "Monitoring and Evaluation Policies and Procedures" by Global Environmental Facilities (GEF), January 2002

experts on each thematic area. Each of the NTWGs submitted strategic plans that included sector specific visions, policy targets, objectives and priorities for their respective thematic areas and formulated strategies, initiatives and implementation plans. The rigorous strategy development effort, undertaken by the NTWGs, was also replicated in each state of the federation and each Ministry, Department and Agency (MDA) at the federal level, by Stakeholder Development Committees (SDCs) set up for this purpose. The development of strategic plans at the state and MDA levels, involved the facilitation of several interactive SDC workshops across the six geopolitical zones of the country, and was designed with a view to generating sufficient public dialogue and input into the process. The work of the NTWGs and SDCs was also complemented by twelve (12) Special Interest Groups (SIGs) to ensure that all relevant perspectives and stakeholders were included in the visioning process. The SIGs were made up of the Legislature, Judiciary, Media, Women, Youths, Traditional Rulers, Religious Groups, Security, Nigerians in the Diaspora, Persons with Disability (PWD), Labour and the Civil Service. Responses from a call for memoranda from the general public were also a relevant input to the process.

The Nigeria Vision 20:2020 is therefore an articulation of the long-term intent to accelerate the emergence of a truly prosperous and united Nigeria. Recognising the enormous human and natural endowments of the nation, the blueprint is an expression of Nigeria's intent to improve the living standards of its citizens and place the country among the Top 20 economies in the world, with a minimum GDP of \$900 billion and a per capita income of no less than \$4000 per annum by 2020.

1.4 THE FIRST NATIONAL IMPLEMENTATION PLAN (1ST NIP)

The NV20:2020 is being implemented using a series of medium term national development plans. At the time of this Report, the first National Implementation Plan (1st NIP) covering the period 2010-2013 has been produced, while the second and third National Implementation Plans of 2014 – 2017 and 2018 – 2020, respectively, are yet to be developed.

The first National implementation Plan (1st NIP)³

The First National Implementation Plan (1st NIP), for Nigeria Vision 20:2020, (NV20:2020) has three main volumes. The first volume (Volume I) contains three main parts. Part 1 of the document presents the strategic framework for the Plan, which is premised on Nigeria's Vision of becoming the 20th economy in the world by the year 2020. Part II is the macroeconomic framework. This encompasses a review of recent developments in the economy (1999-2009), the global macroeconomic outlook and the macro-economic projections for the Plan period. Part III deals with implementation arrangements, monitoring and evaluation strategy and the financing plan.

Volume II, gives details the sectoral plans of four, out of the six identified, thematic areas. These, include: Physical Infrastructure; Productive Sector; Human Capital and Social Development, and Knowledge-based Economy; while the sectoral chapters encompass, sector policy thrusts, objectives, strategies and targets, as well as costed programmes and projects that will be implemented during the Plan period.

Volume III, contains two thematic areas: Governance and General Administration, and Regional/Geo-political Zones Development. In addition, Volume III contains the States'

³ Source: The 1st National Implementation Plan for NV20:2020 (2010-2013) by National Planning Commission (NPC)

proposed programmes and investment plans for the Plan period. While this report does not consider the states, they contributed to the initial NV20:2020 process and have submitted their proposed priority programmes and investment plans for 1st NIP, as detailed in Table 1.4a below.

Table 1.4a
States Investment Program, 2010-2013

States	Investment Size Billions of Naira (N)	Priority Areas	Allocation to Area of Priority (Billions of Naira) (N)
1. Abia	130.000	Road	48.330
2. Adamawa	510.577	Water Supply	340.318
3. Akwa Ibom	813.858	Transport (Land, Air and Sea)	342.557
4. Anambra	115.865	Transport Sector (with emphasis on roads construction and rehabilitation)	48.330
5. Bauchi	204.800	Agriculture and Food Security	51.806
6. Bayelsa	488.966	Transport Sector	277.493
7. Benue	273.768	Water Resources sub-sector	92.381
8. Borno	246.500	Transport Sector	28.010
9. Cross River	114.890	Works sub-sector	32.312
10. Delta	1,429.500	Road	387.35
11. Ebonyi	194.050	Housing sub-sector	74.845
12. Edo	700.491	Works	610.00
13. Ekiti	191.701	Infrastructure	53.849
14. Enugu	163.832	Works	47.216
15. Gombe	156.63	Health, Transport	16.400, 39.848
16. Imo	316.300	Works, Housing and Transport	122.800
17. Jigawa	172.869	Transport & Road Development Sectors	48.571
18. Kaduna	200.950	Water Supply	60.510
19. Kano	258.685	Agriculture & Natural Resources	46.437
20. Katsina	286.880	Transportation	80.680
21. Kebbi	199.681	Economic Sector	103.103
22. Kogi	30.480	Education sector	16.015
23. Kwara	117.986	Energy sector	87.201
24. Lagos	547.100	Housing Sector	94.600
25. Nassarawa	86.750	Commerce	34.665
26. Niger	469.731	Water and Sanitation	154.712
27. Ogun	228.943	Economic Affairs	56.151
28. Ondo	267.321	Infrastructure	130.200
29. Osun	278.022	Education	15.750
30. Oyo	516.865	Education	133.050
31. Plateau	191.458	Works & Transport	45.646
32. Rivers	2, 422.646	Works	198.530
33. Sokoto	475.139	Water Supply sector	475.010
34. Taraba	270.483	Lands, Education	37.934
35. Yobe	166.201	Works	49.530
36. Zamfara	71.391	Transportation sector	22.225
TOTAL	N13, 024.439		N4, 504.370

The Plan and Programme Thrusts

The Plan Thrust - In line with the three key pillars of the Vision, and the theme, the Plan, seeks to engender accelerated pro-poor growth, achieve an average GDP growth rate of 11 percent, raise the GDP per capita from \$1075, in 2009 to \$2,008.75 by 2013, generate jobs to absorb the teeming unemployed and create new opportunities, improve the nation's global competitiveness and raise public confidence on the nation's governance and political systems, among others, in order to attain the Millennium Development Goals by 2015, and move the nation towards achieving its Vision by 2020. The plan has six main policy thrusts.

These are:

- ☐ Bridging the infrastructure gap, to unleash economic growth and wealth creation.
- ☐ Optimising the sources of economic growth, to increase productivity and competitiveness.
- ☐ Building a productive, competitive and functional human resource base, for economic growth and social advancement.
- ☐ Developing a knowledge-based economy.
- ☐ Improving governance, security, law and order and engendering more efficient and effective use of resources and promoting social harmony and conducive business environment for growing the economy.
- ☐ Fostering accelerated, sustainable social and economic development in a competitive and environmentally friendly manner.

The Programme Thrusts - In developing the programme thrusts for the Plan period, a holistic approach to national development was adopted in programme conceptualization and resource allocation. The sectors perceived as critical to the stimulation of growth in other sectors of the economy, or those that are necessary to relieve the economy of binding constraints, have been targeted for more investment. The programme is encased in these thematic areas which are assessed in chapter 3 of this report:

- ☐ Physical Infrastructure
- ☐ Productive Sector
- ☐ Human Capital Development
- ☐ Knowledge based economy
- ☐ Government and General Administration
- ☐ Regional Geopolitical Zone Development

1.5 THE NATIONAL MONITORING AND EVALUATION FRAMEWORK

The implication of Nigeria's three-tiered, federal system of government is that accountability and ultimate responsibility for government performance are significantly decentralized.

At the Federal level, several institutions and agencies are involved in the monitoring of policies and programmes carried out by the Federal Government. The National Planning Commission has the statutory responsibility, overall, for monitoring the implementation of development programmes and projects.

Other MDAs that are, or should be, involved in various aspects of M&E include the Budget Office of the Federation, the Budget Monitoring and Price Intelligence Unit of the Presidency, the Office of the Secretary to the Government of the Federation, the Office of the Senior Special Assistant to the President (MDGs), the National Poverty Eradication Programme (NAPEP), and several oversight committees of the National Assembly (e.g. Public Accounts Committee), all carry out some form of programme/project monitoring, typically on an ad-hoc

basis. The Office of the Auditor General of the Federation and the Office of the Accountant General of the Federation are also involved in monitoring budget and programme activity at the Federal level.

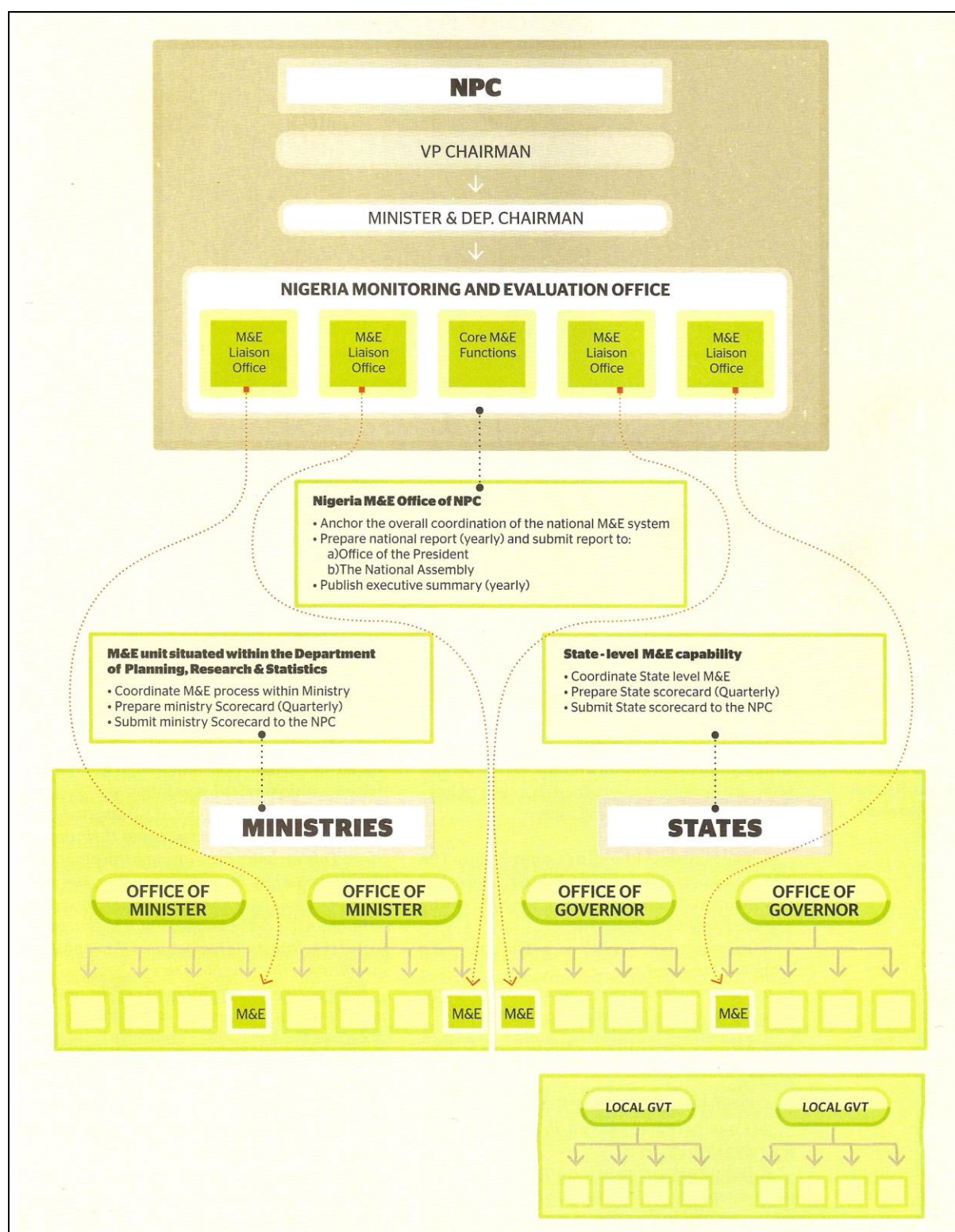
Within the line Ministries and extra-Ministerial Departments at the federal level, the Department of Planning, Research & Statistics (DPRS) is the key institutional, co-ordination point for monitoring and evaluation. The key activity of the Department is to carry out quarterly monitoring and evaluation of capital projects being carried out by the operational departments of the Ministry. Some MDAs also have monitoring and evaluation functions within their operational departments, e.g. departments responsible for managing donor assisted projects. These functions are broadly tasked with collating and co-co-ordinating M&E data of the operational department. However, information might not flow to the monitoring and evaluation function as a central co-ordination point.

The situation at the states level is similar to the federal level, although the extent differs from one state to another. A few states have developed capabilities in monitoring and evaluation, but these states appear to be the exception, rather than the rule. In most states, there typically is a Ministry responsible for planning, that is statutorily delegated the responsibility for monitoring of the programmes and projects of the State Government. Other institutions and agencies conduct monitoring exercises, but co-ordination is typically weak or non-existent.

Overall, the monitoring that takes place is cursory; monitoring exercises are essentially field verification visits, which do not feed into a more systematic data collection process. Information is usually collected in a basic template form, which forms the basis of the report. The reports that are produced focus on the activities and inputs, rather than outputs, and are, therefore, not linked upwards in a results chain. The focus is on construction, not quality or use. There is no analysis of what is happening in relation to pre-determined project outcomes.

In summary, it is evident that in Nigeria, monitoring and evaluation has several limitations. The organisational units carrying it out have been under-funded, under-utilised, and their reports ignored in the processes of budget allocation and programme prioritization. Of the little monitoring and evaluation that does occur, the focus has been entirely on monitoring, with hardly any evaluation taking place. At present, monitoring does not include expenditure tracking, and does not link activities to development results. It usually takes the form of field inspection visits to a series of projects in a short time span. Government is also, currently, not engaged in evidence-based decision making.

Table 1.5a
NV202020 M&E Framework⁴



⁴ Source: NV202020 Economic Blueprint

1.5.1 ROLES AND RESPONSIBILITIES UNDER THE NATIONAL M&E FRAMEWORK

It is to take care of all the limitations highlighted in section 1.5 above that the new M&E framework was introduced. Table 1.5a above, sets out the outline of the new M&E framework. Table 1.5b is an example of the current collaboration and links between the different federal MDAs, states' MDAs and their directorates, which ensures holistic and continuous monitoring and evaluation of their programmes and projects. Although, all the agents of Monitoring and Evaluation are interdependent, there is a clear delineation of responsibilities under the M&E framework, as stated in sections 1 to 3 below:

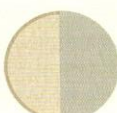








- 1. The National Planning Commission:** The NPC is responsible for overall M&E across the country. The M&E Department of the NPC is responsible for the following:
 - a. Anchoring the overall co-ordination of the National M&E System;
 - b. Preparing the Nigeria Country Report yearly, prior to the start of the budgeting process;
 - c. Submitting the Nigeria Country Report to the office of the President and the National Assembly;
 - d. Publishing an Executive Summary of the Nigeria Country Report yearly for the public through appropriate channels;
 - e. Taking ownership of the Federal and States M&E templates and working with the relevant M&E units to ensure those templates are submitted on time and with a high level of quality on a quarterly basis; and
 - f. Recommending updates to the National Planning Commission Act 1993, as deemed necessary.
- 2. Federal MDAs:** Departments of Planning, Research and Statistics are responsible for M&E activities within the MDAs, as follows:
 - a. Managing operational M&E across departments and related agencies, using their own reports. This includes monitoring percentage completion, actual vs. budgeted spending, site visits, etc. Operational monitoring is primarily focused on outputs (i.e. is the hospital built within the expected timeframe and budget, does it comply with the set specifications, etc?)
 - b. Preparing quarterly reports of the performance of the respective MDAs and submitting such reports to the NPC. These quarterly reports will focus on outcomes

Before submitting their report cards, the MDAs are to validate the accuracy of the data by leveraging on the institutions that form the National Statistical System of Nigeria (National Bureau of Statistics, National Population Commission, etc) as well as civil society. The Minister is expected to sign off the MDA Scorecard before submission to the NPC.
- 3. States:** Each State of the Federation will have a statutory body responsible for M&E; with a structure that mirrors the National M&E System. The statutory body at the state level is responsible for preparing an overview of value creation at the state level with inputs from the local governments. The KPIs tracked at the state level will be the same as the KPIs tracked at the national level, linked to strategic outcomes. The structure of the State Scorecard should mirror that of the Nigeria Country Report so as to give an overview of value creation within the State, with regard to national outcomes. The responsibilities of the States will include:

- Establishing a co-ordinating agency (i.e. NPC equivalent) for co-ordination of the M&E across the State and preparing the State Scorecard, with the inputs of the Local Governments.
- Using the State Scorecard to guide State Budget decisions
- Submitting the State Scorecard reports to the National Planning Commission

The roles and responsibilities set out above for the NPC, Federal MDAs and the states are, however, in no way exclusive. Table 1.5b below, further shows the way in which the Federal MDAs, the States' MDAs and the directorates of both the Federal and States' MDAs, work collectively, to ensure holistic and continuous monitoring and evaluation of federal, state and institutional programmes and projects, respectively.

Table 1.5b
M&E Functions Matrix⁵

Monitoring & Evaluation Functions	Responsible institution and extent to which they are undertaken					
	Federal Level		State Level		Institutional	
1. Progress Evaluation • Regular reporting • Changing direction	• Ministries, Departments & Agencies		• Ministry responsible for Planning/ State MDAs		• All directorates	
2. Reporting • Statutory reports • Other reports	• NPC • NBS • Budget Office • NAPEP • OAGE, SGF, OA UGF, MDAs		• State MDAs • Ad-hoc task forces, from Governor or State Assembly		• Directorates responsible for Planning (DPRS) or M&E function	
3. Analysis & Evaluation • Program analysis • Program impacts • Evaluation of priorities	• NPC • MDAs • Budget Office • MDGs • NAPEP, OAGE, SGF, OA, UGF		• State Ministries responsible for Planning		• Directorates responsible for Planning (DPRS) or M&E function	

1.6 THE KEY PERFORMANCE INDICATORS

Nigeria's targets for 2020 are based on a dynamic comparative analysis of the country's potential growth rate and economic structure vis-à-vis those of other Top 20 economies in the world. This implies that the Nigerian economy must grow at an average of 13.8% during the time horizon, driven by the agricultural and industrial sectors over the medium term while a transition to a service-based economy is envisaged from 2018.

The Strategy map is comprised of over 250 KPIs (See Part II, MDAs' Scorecard, column 2, for details) spread across 5 strategic thrusts, 18 strategic outcomes and 20 sub outcomes.

The first three of the strategic thrusts focus on outcomes that the country aims to achieve for its citizens while the 4th, High Performing Government, aims to measure the extent to which

⁵ Source: NV202020 Strategic plan

government, as the co-ordinator and enabler of the country's economic blueprint has become more effective and efficient in its own operations. The 5th Strategic thrust details the infrastructural support and legal framework that create the enabling environment for development

Table 1.5c

List of Strategic Thrusts, Strategic Outcomes and Sub-outcomes⁶

1. Better Quality of Life	2.Sustainable Economic Growth	3. Safe and Secure Lives	4. High Performing Government	5. Enablers of Development
1. Eradicating Poverty	1. Conducive Business and Entrepreneurial Environment	1. Safe & Secure Communities	1. High Performance Culture a. Accountability for Performance b. Citizen-Centric Government	1. Affordable Quality Infrastructure a. <i>Power</i> b. <i>Road</i> c. <i>Rail</i> d. <i>Sea</i> e. <i>Air</i> f. <i>Technology</i>
2. Affordable Quality Healthcare a. <i>Primary Health Care</i> b. <i>Secondary Health Care</i> c. <i>Tertiary Health Care</i>	2. Competitive Workforce	2. Safe & Secure Nation a. <i>Internal Perspective</i> b. <i>External Perspective</i> c. <i>Operational Readiness</i> d. <i>Positive Nigerian Identity</i>	2.Integrated Government	2. Rule of Law
3. Affordable Quality Homes	3. Stable macroeconomic Environment a. Strong Poles of Growth i. <i>Oil and Gas</i> ii. <i>Wholesale & Retail Trade</i> iii. <i>Manufacturing</i> iv. <i>Minerals</i> v. <i>(SMEs)</i> vi. <i>Telecomms</i> vii. <i>Financial Sector</i> viii. <i>Agriculture</i> xv. <i>Building & Construction</i> x. <i>Tourism</i>		3. Right People a. <i>Competent, Non-Corruptible and</i> b. <i>Committed Public Service</i>	3. Quality of Legal Framework
4. Universal Primary Education	4. Inclusive Growth		4. Foreign Relations & economic Diplomacy	4.Equal Justice
5. Affordable Quality Education	5. Environmentally Sound Growth			
6. Access to Micro-credit				

⁶ Source: NPC Key Performance Indicators (KPIs)

CHAPTER 2 METHODOLOGY

2.1 APPROACH

One of the key aspects of the development of the NV20:2020 was the broad-ranging stakeholder engagement. Instead of pursuing a “top-down” strategic planning approach, the visioning process encouraged contributions by a wide spectrum of participants, in order to create a sense of ownership and involvement in the Vision, among governments and the wider Nigerian society. This emphasis was reinforced by the methodology of the 2010 National M&E Report, incorporating contributions of data and analysis from numerous Federal MDAs, which were developed with support and collaboration from the NPC.

A number of large and small group workshops, focus group meetings, informal and formal conversations, telephone calls, and one to one support meetings were held with both internal and external stakeholders. The NV20:2020 Strategic Blueprint and Volumes I and II of the 1st National Implementation Plan were distributed to MDAs with staff of NPC carrying out over 100 visits to the MDAs to offer support for reporting against the KPIs.

The reporting template was validated at an M&E Workshop held on March 1st 2011, attended by 193 participants from 84 MDAs. A database⁷ of KPI baselines, 2010 actual values and MDA targets from 2010 to 2020 was developed and used extensively. Through the database, it was possible to identify gaps in the data collection, which guided the MDA reporting process. Core drafting and report writing management committees were established, comprising 8 and 9 NPC management and officers, respectively, to help in the drafting of this report, and to ensure that the submissions of the MDAs were adequately captured.

2.2 SCOPE

The NV20:2020 framework envisions an M&E process that produces Quarterly Progress Reports for governments at both the Federal and State levels, however, the current report takes in the whole of 2010. A total of 63 MDAs⁸ submitted information that were used in the compilation of this report but only those from 53 Federal MDAs⁹ were incorporated, including 20 of the Federal Ministries. The other submissions were not used because they were not aligned with the vision outcomes. Since this is the first implementation of the NV20:2020 M&E framework, a substantial outreach and sensitization effort was needed to ensure that the MDAs understood the motivation for the M&E Report and their roles and responsibilities with respect to the reporting system. The limited staff and timeframe available for these capacity building exercises compelled the NPC to prioritize the participation by restricting it to the largest Federal level MDAs. Similarly, the first report is annual, rather than quarterly, in view of the difficulty of collecting many of the KPIs on such a frequent basis, given several data collection challenges. While it is inevitable that these restrictions will lead to some loss of detail in the analysis, it is intended that this report will serve as a foundation upon which the M&E framework can be expanded in the future.

⁷ Part II, Ministries, Departments and Agencies Scorecard

⁸ Appendix 1

⁹ Appendix 2

2.3 SOURCES OF DATA

In order to monitor Nigeria's progress towards NV20:2020, there was a clear need to conduct a baseline survey to determine how much of the relevant data was available on the ground. Thus, the reporting method had to be adaptable to the varying circumstances of the participating MDAs:

- Where KPI data was being already recorded and available, this report collected and organized that data in a consistent format.
- Where informational gaps existed, or MDAs were collecting KPIs in a format that differed from international best practice, the NPC collaborated with the MDAs in organizing that information. In some cases, this entailed adapting or developing new KPIs, which were more feasible to report or collect, based on existing capacity, and were still appropriate to NV20:2020.
- Where data gaps remain in this Report, they will help to guide NPC in future efforts, to develop M&E capacity among the Federal MDAs and the States.

Public Data

National Sources - The first method of data collection for the M&E KPIs was collation of publicly available data. Public data was a particularly useful source for those macroeconomic indicators which are already regularly reported by the Federal Government in accordance with international best practice, either through the NBS¹⁰ or independently by some MDAs.

International Sources - Public data was also the source for a number of indicators which are maintained by credible international organizations such as the World Bank, IMF, World Economic Forum, Governance Matters, and Transparency International, to provide an external perspective on how the country is performing compared to its peers. Such data was collected, organized and analysed by the NPC staff, with support from the NBS.

Where public data was not readily available, it was necessary to solicit information from MDAs, in order to determine the state of their in-house data collection facilities, and refine the KPIs accordingly.

2.4 REPORTING FORMAT FOR MINISTRIES, DEPARTMENTS AND AGENCIES (MDAs)

A provisional reporting format¹¹ was developed and distributed to the participating MDAs for completion. The format was based upon the information specified as relevant in the NV20:2020 M&E framework and attempts to adapt international best practices of M&E with the particularities of the Nigerian context. It was necessary for the reporting format to be relevant to a broad range of MDAs, each performing different functions and reporting different types of information, while also making sufficiently clear what types of data were relevant and appropriate as KPIs, and how they should be formatted.

Official Validation

¹⁰ Appendix 3

¹¹ Appendix 4

Section One of the report format requires the signatures of the ranking officials of the MDA. While the official authorization process increased the amount of time required for some MDAs to report, obtaining signed authorization is vital to the credibility of this Report in two respects. Firstly, it serves as a guarantee that the information being released is officially-verified and accurate to the best knowledge of the reporting MDA. Secondly, the signed pages serve as a record of the participation and engagement of leadership figures within the Federal Government, a vital indicator that the MDAs are taking ownership of and responsibility for the NV20:2020 M&E Framework.

Section Two of the Reporting Format requests basic information such as the MDA mission statement, Agencies/Parastatals under its responsibility, and the details of a contact officer for follow-up and minor editing work.

KPI Data

Collection of basic information was followed by three sections pertaining to the KPIs. In order to manage the volume of data, the standard form limited each MDA to reporting on five KPIs. However, there was no “hard rule” as to how many KPIs a given Ministry should report. Guidance was taken firstly from the M&E Framework’s list of KPIs, after which the NPC consulted with the individual MDAs to fine-tune their data submissions.

Q1 of Section Three requests baseline data for each KPI. Initially, the form stipulated that all baseline data should be from 2009. However, following early feedback from MDAs, the baseline was expanded to include data from the years 2005 through 2009, which greatly improved data completeness. **Q2** requests “2010 Actual Values” for each KPI to ensure that all available 2010 data was included. Finally, **Q3** requests that the MDA define its own targets, using NV20:2020 and the 1st NIP, for the following years:

- 2010-2013 – the years covered by the 1st National Implementation Plan
- 2015 - the target year of UN Millennium Development Goals
- 2020 – the target year of NV20:2020

This information is useful in three ways:

- When both Baseline and 2010 Actual Values are reported, it is possible to determine the year-on-year trend in the KPI.
- When both the 2010 Actual Values and 2010 Target Values are reported, comparing the targets and actual values can provide an early indication as to whether MDAs are “on-track” to meet NV20:2020. (Note: A caveat to this interpretation is that there are a number of cases in which MDAs chose to begin the targeting process ‘on level terms’ by setting the target and actual as equal in 2010)
- When targets have been set through all the requested years, it is possible to compare the MDA’s own targets with that of the 1st NIP, MDGs and NV20:2020 to evaluate whether MDA-level planning is being conducted in a manner that is consistent with nationally and internationally recognized targets.

Evaluation

Section Four of the reporting format requests that MDAs define their primary **Achievements** and **Challenges** in 2010 as well as their **Planned Initiatives** and anticipated **Risk Factors** for 2011. This component of their submissions was crucial in building a narrative to explain the data collected. In the Evaluation, MDAs were expected to demonstrate clearly that their individual planning processes were being done in cognizance of NV20:2020, and would contribute to Nigeria’s progress towards NV20:2020. While the rest of the form focused on

measuring progress via the KPIs, this provided those submitting with an opportunity to highlight the many priority programs, projects and policies of government that are not captured by simple statistics but are nonetheless essential to Nigeria's development. Where MDAs were being frustrated and constrained in the work, they had space to explain their challenges. Finally, by describing planned initiatives and risks foreseen, they had the opportunity to advocate for further government support by laying out their own visions of the short term future.

2.5 CHALLENGES AND GAPS

Inability to independently verify MDA submissions: Perhaps the most glaring shortcoming of the data collected for this report is that it has not been independently verified. While obtaining official verification was an essential part of the methodology employed, lack of independent authorization limits the data credibility considerably. This fault was largely the result of time and resource constraints on the reporting process. Independent verification through engagement with civil society organizations and facility inspections are an integral part of the full M&E Framework and are expected to be incorporated into future reports as the capacity of the NPC to coordinate such verifications is developed. The baseline data will provide a valuable basis for comparison, for future MDA submissions and independent surveys.

Failure to prioritize and institutionalize collection of performance-related data in budgeting, personnel allocation, and skill-building exercises: While the Federal Government's efforts to consolidate official statistics via the NBS have been successful in some areas, information on the basic functions of some major MDAs remains elusive. Data collection and analysis functions in Federal MDAs are typically the responsibility of the Department for Planning Research and Statistics (DPRS). However, feedback from MDAs staff suggested that the role of the DPRS is often downgraded, either by the slashing of departmental budgets, or by staffing the DPRS with individuals who lack the requisite knowledge of statistics. Frequent reshuffling of staff served to further undermine the development of necessary specialized skills. Turnover was especially problematic at the Director DPRS position, where many of the individuals familiar with the original KPIs have since been moved to other responsibilities, often without having introduced their successors to the NV20:2020 M&E framework.

In some cases, poor communication between the DPRS and other departments of the MDA meant that data that was being collected in-house for public consumption did not reach the DPRS and was never published. At the inter-agency level, incomplete and inconsistent collaboration between related MDAs, and with the NBS was a further barrier to consistent and rigorously-developed public data. The result of these issues was that a significant proportion of crucial KPIs were being collected and organized on an ad-hoc basis, if at all.

General lack of familiarity with the National M&E framework: While the NV20:2020 itself was the product of a participatory process, and had been widely publicized and distributed, knowledge of the structure and purpose of the M&E framework was limited. As a consequence, many MDAs were unaware of their precise roles and responsibilities with respect to M&E. Furthermore, there was limited knowledge of the KPIs themselves, among the MDAs, with the result that many had not been collecting the required information for reporting, or conducting their internal planning exercises in a manner consistent with NV20:2020 or the M&E framework.

Difficulty understanding M&E terminology: Distinguishing between terms and concepts such as "activities", "outputs", "outcomes" and "impact", which are widely used in M&E

processes, was a particular challenge. Considerable difficulty was encountered in translating the abstract vocabulary of M&E into the contexts of particular MDAs. In some cases, this was reflective of the failure to clearly define the roles and responsibilities of the MDAs within the Federal Government, as a whole. For MDAs that play a support or research role, or have responsibilities that cut across government, identifying specific outcomes on which the MDA should report was especially problematic.

Confusion among different government M&E processes: The early submissions of many MDAs indicated a degree of confusion among the various concurrent government M&E processes. Some mistakenly submitted information from the Ministry of Finance's Medium Term Sector Strategy (MTSS) process or information on "Priority Projects, Programs, and Policies" intended for a set of Presidential Technical Work Groups also being conducted by the NPC at that time. In some cases, MDAs appeared to regard these M&E programs as competing rather complimentary, demonstrating the need to engage in further sensitization of stakeholders.

CHAPTER 3 OVERVIEW AND ANALYSIS OF THE ECONOMY

3.0 MACROECONOMIC PERFORMANCE

3.1 GLOBAL ECONOMIC DEVELOPMENTS IN 2010

The world economy recovered from the global economic crises of 2008/2009 as the real GDP growth rate rose from -0.6% in 2009 to 5.0% in 2010. The growth was driven largely by developments in China, USA and Japan.

Table 3.1a
World GDP Growth Rates(%): 2009 and 2010

	<u>Country</u>	<u>2009</u>	<u>2010</u>
1.	World	-0.6	5.0
2.	USA	-3.4	3.0
3.	China	9.2	10.3
4.	India	5.7	9.7
5.	Germany	-4.1	1.8
6.	Japan	-6.3	4.3
7.	Brazil	-0.6	7.5
8.	Indonesia	4.6	6.1
9.	Spain	-3.6	-0.1
10.	Greece	-2.0	-3.9

Source: Compiled from data from IMF, World Bank and National Data

The recovery, though less pronounced in Europe, as most of the countries grapple with fiscal issues, was in line with the assumptions and expectations set out in the 1st National Implementation Plan of the NV20:2020. Recovery in the world economy would serve as a stimulus for domestic economic growth in Nigeria. That recovery was on course, as reflected in the inflationary trend in some advanced economies, including the USA and UK. The inflation rate rose from -0.36% in 2009 to 1.64% in 2010 in the USA and from -0.55% in 2009 to 4.64% during 2010 in the UK. However, the sustainability of the recovery can be judged against performance in the areas of employment generation and fiscal performance. According to the International Financial Statistics (IFS), a statistics service of the International Monetary Fund (IMF), unemployment rate, fell from 8.125% in 2009 to 7.7% in 2010 in Germany. But it edged up in the USA from 9.26% in 2009 to 9.62% in 2010. For China (Hong Kong), the unemployment rate fell from 5.2% to 4.29% during the same period. The dexterity of the countries, especially of Europe in the handling of the fiscal challenges facing them would determine the level of progress in economic performance in the years ahead.

3.1.1 NIGERIA IN THE GLOBAL ECONOMY

It is significant to note that Nigeria's global GDP ranking improved during the period under consideration. As presented in Tables 3.1b and 3.1c below, the country's ranking on the basis of nominal GDP edged up from the 44th position by both the IMF and CIA in 2009 to 41st position in 2010.

Table 3.1b
Nigeria's Nominal GDP Ranking: 2009 and 2010

S/No.	Source	2009	2010
1.	IMF	44th position	41st position
2.	World Bank	43rd position	---
3.	CIAWorld Fact Book	44th position	41st position

Note: --- Not available for 2010

Sources: IMF, World Bank and CIA

In the same vein, the country's ranking on the basis of purchasing power parity by both the IMF and the CIA edged up from number 37 and 31, respectively in 2009 to number 31 in the world in 2010. A number of internal and external factors contributed to the improvement. But the performance fell short of the targets set in the KPIs for nominal GDP as shown in Table 3.2a.

Table 3.1c
Nigeria's PPP GDP Ranking: 2009 and 2010

S/No.	Source	2009	2010
1.	IMF	37th position	31st position
2.	World Bank	34th position	---
3.	CIAWorld Fact Book	31st position	31st position

Note: --- Not available for 2010

Source: IMF, World Bank and CIA

The country, during the year maintained its rating of BB- by the Fitch rating agency, while it moved up to BB+ by the Standard & Poors rating agency, signalling investors' confidence in the Nigerian economy, which was further buttressed by the oversubscription of the Nigerian US\$500 million Euro bond in January 2011. It is expected that the right mix of policy will be sustained, to maintain the tempo in the future.

3.2 DOMESTIC ECONOMIC PERFORMANCE

3.2.1 OUTPUT PERFORMANCE

Gross output, measured by the GDP, according to data from the NBS, rose nominally from ₦24,974.0 billion ie US\$165.7 billion in 2009, to ₦29,205.8 billion or US\$194.3 billion in 2010. The performance fell short of the target set for 2010 in the 1st National Implementation Plan (1st NIP) of the NV20:2020 by ₦4,411.8 billion. In the same vein, the real GDP growth rate rose from 6.96% in 2009 to 7.87% in 2010. This, while making Nigeria one of the fastest growing economies of the world during 2010, still fell short of the 8.2% target set for 2010 in the 1st NIP. (See details in table 3.2a below). Nigeria's performance, while slightly below the targets set under the KPIs was strong, however, given the fact that the targets were set in the background of a global economy that was not expected to get into as deep a recession as it did following the 2007-2009 Global Financial crisis.

Table 3.2a:
Gross Domestic Product: Actual & Target

	2009	2010	
	Baseline	Actual	Target (KPI)
Real GDP (Naira Billions)	719.0	775.5	780.4
Real GDP Growth Rate (%)	6.96	7.87	8.2
Nominal GDP (Naira Billions)	24,794.0	29,205.8	28,789.3
Nominal GDP (US\$ Billions)	165.7	194.3	195.9
Nominal Per Capita GDP (Naira)	160,637.0	183,351.3	180,736.7
Nominal Per Capita GDP (US\$)	1,073.8	1,219.9	1,229.5
Real Per Capita GDP Growth Rate (%)	3.76	4.67	5.2

Source: National Bureau of Statistics and National Planning Commission

3.2.1.1 PER CAPITA OUTPUT

In per capita terms, the nominal GDP rose from ₦160,637.0 or US\$1,073.8 in 2009 to ₦183,351.3 or US\$1,219.9 in 2010. In nominal terms, the growth achieved surpassed the target set for the year in the 1st NIP by ₦2,614.6. The per capita real GDP growth rate stood at 3.76% and 4.67% in 2009 and 2010, respectively, as against a target growth rate of 5.2% in 2010.

Bridging the gap between the targets in the 1st NIP and the actuals would require sustainable measures to address the binding constraints to growth, especially the poor business environment and infrastructural deficiencies. Implicitly this would require more investment in the critical sectors of the economy and improvement in the business environment.

3.2.1.2 SECTORAL OUTPUT PERFORMANCE

The sectoral growth performance in 2010 as presented in Table 3.2b, reveals that only three sectors, namely oil and gas, transportation and wholesale and retail trade were able to meet the growth targets set for them in 2010. The manufacturing sector, utilities (including electricity), and building and construction sectors, which are critical to achieving NV20:2020, performed very poorly, in relation to the targets set. Their performance could be worse in the future, unless fundamental steps are taken to address the binding constraints to growth, so that the growth potentials of these sectors can be unleashed.

Table 3.2b
Sectoral Growth Performance(%):2009 And 2010

Key Sectors	Baseline	Actual	Target
	2009	2010	2010
Oil	0.45	4.98	2.60
Non-Oil	8.32	8.43	11.00
Agriculture	5.88	5.64	6.60
Manufacturing	7.85	7.64	22.3
Finance & Insurance	4.01	3.95	4.50
Building, Construction & Real Estate	11.49	11.41	34.00
Utilities	3.23	3.32	17.40
Wholesale & Retail Trade	11.45	11.19	10.80

Source: National Bureau of Statistics and National Planning Commission

3.2.1.3 STRUCTURE OF OUTPUT

Structurally, primary production activities have been dominant in the Nigerian economy, with weak sectoral linkages and low value addition, reflecting a low state of economic development. The goal of policy therefore is to restructure the economy by diversifying the productive base to enhance domestic content and value. This would have ripple effects on the economy, as job creation and revenue generation capacities would be enhanced through this goal. Increasing the share of manufacturing in gross output is key to achieving this goal. The structure of real GDP in 2009 with the targets set in line with the envisaged goal and the actual performance in 2010 are set out in table 3.2c below.

Table 3.2c
Real Gross Domestic Product Structure(%):2009 and 2010

Structure of Real GDP	Baseline	Actual	Target
	2009	2010	2010
Oil	16.29	15.85	15.10
Non-oil	83.71	84.15	84.90
Agriculture	41.70	40.84	41.00
Manufacturing	4.17	4.16	4.70
Finance & Insurance	3.70	3.57	3.50
Building, Construction & Real Estate	3.61	3.73	4.40
Utilities	3.30	3.16	3.70
Wholesale & Retail Trade	18.14	18.70	18.00

Source: NBS and NPC (1st NIP)

Inherent in the objective for this area is the goal of enhancing the shares of manufacturing, utilities, including electricity and building and construction sectors. But, as can be seen from the table above, the economy seemed to have moved in the opposite direction during the period, with manufacturing and utilities shedding off weight instead of gaining weight during 2010. This situation of actual performance coming out contrary to the envisaged goals in the face of improvement in overall real GDP growth in 2010, suggests that the GDP growth achieved was autonomous, arising from exogenous factors, outside the policy efforts of the government. In this situation, there is an asymmetry of outcome in terms of targets and actuals. Effort must be geared in the future to avoid policy and outcome asymmetry that makes policy efforts less effective.

3.2.2 AGGREGATE EXPENDITURE

One of the areas that showed clearly the lack of effectiveness of policy efforts was aggregate investment in the economy. Real investment declined by -6.22% in 2010, against the target of keeping it at the 2009 level. See table 3.2d below. Worse still, a wide savings-investment gap was recorded in 2010. This is a situation that calls for concern, given the wide gap between expected investment of about ₦32 trillion and feasible investment based on the baseline scenario. A careful examination of available data across the various blocks of the macroeconomy reveals that the low level of budget performance and continuous decline in Foreign Direct Investment inflow, consequent upon the poor business environment are the principal factors responsible for the declining level of aggregate investment. Also, the growth rate of credit to the private sector in 2010, at 12.02%, was far off the target of 36.0% set for the year, thereby starving the sector of the needed investment credit. A further examination of Table 3.2c reveals that the savings-investment gap widened in 2010, overshooting the target both in terms of growth and as a percentage of the GDP. The

situation clearly reflects the gap in the needed investment. In addition, whereas domestic savings grew by 42.24%, national savings grew by 29.04% in 2010, reflecting a situation of net capital flight. The two variables, however, overshoot their respective targets in 2010, a welcome development if the savings were invested in the economy.

Table 3.2d
Aggregate Expenditure and its Components:2009 and 2010

<u>Components</u>	2009	2010	
	Baseline	Actual*	Target
Growth in Real Values (%)			
Aggregate Demand	-8.28	2.76	6.97
Aggregate Real Domestic Absorption	0.65	-6.22	4.34
Gross Real Investment	9.11	-3.56	0.1
Net Real External Demand	-62.70	150.37	-
			450.95
Gross Real National Savings	-15.33	12.34	11.07
Gross Real Domestic Savings	-30.63	42.24	9.78
Gross Real National Savings-Investment Gap	-32.04	29.04	-
			249.09
Percentage Share of Real GDP(%)	2009	2010	2010
Aggregate Demand	82.64	78.73	116.67
Aggregate Real Domestic Absorption	77.90	67.73	114.46
Gross Real Investment	11.18	10.00	29.91
Net Real External Demand	4.74	11.00	2.21
Gross Real National Savings	21.37	22.26	32.83
Gross Real Domestic Savings	15.92	20.26	32.12
Gross Real National Savings-Investment Gap	10.19	12.26	2.92

Note: *Estimate

Source: NBS and NPC

3.2.3 BUSINESS ENVIRONMENT

Principal among the growth inhibiting factors in the Nigerian economy is the poor business environment. The survey on the Business Environment Competitiveness across Nigerian States (BECANS), carried out by African Institute of Applied Economics (AIAE) in 2010 revealed that using 2007 as the baseline, the year of the last survey, the country fared worse in two components and slightly better in two others in 2010. Table 3.2e below presents the performance of the country in the business environment as worse in Security and Business Development Support and Investment Promotion and slightly better in Regulatory Service and Infrastructure.

Table 3.2e
Nigeria's Performance in Business Environment: 2007 and 2010

S/No.	Component	2007	2010
1.	Security	62.69	49.49
2.	Regulatory Service	41.32	45.48
3.	Infrastructure	49.76	51.76
4.	Business Dev. Support & Investment Promotion	43.63	33.48

Source: BECANS-II, 2010. The surveys were carried out by a team of researchers led by AIAE in collaboration from the States government in 2007 and 2010.

Notwithstanding the two components showing improvement, the scores are low. A situation of better performance is urgently required to meet the NV20:2020 related targets in the

various spheres of the economy. In this direction, the relative peace attained in the Niger Delta Region needs to be sustained. In addition, decisive measures are needed to curtail terrorist acts, including kidnapping, bombing and armed banditry. The subnational governments should play a more positive role in business development support, while the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), may need to be re-engineered to be more effective in this area. The ongoing efforts to reform Nigeria's land tenure system also needs to be accelerated.

Access to micro credit is one thorny area where, despite the attention given to it in the past, the country has not done well. Although no target was specified in the 1st NIP for access to micro-credit, returns from the CBN indicated that only 0.65% of the population of those who were in need of micro-credit had access to it, in 2009 and 2010, through the formal channels. This implied that there was almost 100% reliance on informal sources to meet the credit needs of the micro and small scale enterprises. This would suggest that the various channels through which the Government has tried to extend micro-credit support such as the NAPEP, SMEDAN, etc have not achieved much success, and may need to be reformed. Creating a trust fund for micro and small scale enterprises could be one way out of the situation. Such funds would be placed at the commercial banks who should be required to create a department of microfinance. Penalties should be spelt out for diversion of the funds which should be strictly monitored. Positive reinforcements should be outlined for exceptional performance by the participating banks in such a scheme.

Nigeria's World Bank (WB) ranking for ease of doing business is 125, while the World Economic Forum (WEF) ranked Nigeria as number 137 for ease of doing business out of 181 countries surveyed in 2010. In terms of the WEF global competitiveness ranking, Nigeria ranked 127th in 2010/2011, from 99th position in 2009/2010 out of 134 countries.

Relatedly, the country's performance in terms of macroeconomic stability needs to be firmed up, given developments during the period. Headline inflation, measured both on year-on-year and 12-month average was in the double digit range in 2010 as against the 9.5% single digit targets set in the 1st NIP. The inflation rate was 11.8% and 13.7% respectively for the year-on year and 12-month average, in 2010. While the year-on year value exhibited a declining trend, the 12-month average value rose from 12.5% in December 2009 to 13.7% in December 2010.

3.2.4 Fiscal Performance

Nigeria's fiscal performance during the year was mixed. The overall fiscal performance, as reflected in the deficit to GDP ratio at 3.8% in 2010, overshoot the target of 3% set for the period. The value also reflected a deteriorating situation from the 3.59% achieved in 2009. The overall budget performance in 2010, as reflected by actual government expenditure as a percentage of total government budget, was 78%, down from the 84.2% recorded in 2009. (See Table 3.2f for details). Although what is critical in budget implementation is the quality of expenditure, the low level of implementation, which was mostly connected to the capital budget, adversely affected the level of investment during the year.

Table 3.2f
Fiscal Sector Indicators: Actual & Target

	2009	2010	
	Baseline	Actual	Target
Naira Billions			
Total Federal Collected Revenues	4,332.58	6,362.56	6,367.6
Total Oil & Gas Revenues	2,999.58	5,396.19	4,211.4
Total Non-oil Revenues	864.61	966.47	2,156.2

FAAC Revenues	3,864.19	4,417.01	6,367.63
VAT Revenues	468.39	562.04	568.40
Capital Expenditure	562.37	912.30	1,853.91
Government Expenditure as % of GDP (%)	10.9	16.3	18.1
Government Expenditure as % of Budget (%)	84.2	78-0	90.0
Collected Total Tax Revenues as % of GDP (%)	5.7	6.8	9.0
Government Operating Revenues as % of Budgeted Revenues (%)	91.5	89.8	95.0
Deflation to GDP Ratio	3.59%	3.8	3.0
External Debt – Stock (US\$ Billions)	3.95	4.58	4.03
External Debts Growth (%)	0.06	15.95	2.0
External Debt as % of GDP (%)	2.38	2.36	2.18

Source: Budget Office of the Federation, Office of the Accountant General of the Federation & NPC

In terms of revenue, the performance in 2010 was impressive, as total federally collected revenue rose significantly by 46.85%. The ₦6362.56billion collected in 2010, fell short of the target by ₦5billion, representing a 99.93% performance. Non-oil revenues, however, fell short of the set target by 55.2% (See Table 3.2f above). Tax as a percentage of GDP was a mere 6.8% in 2010, up from 5.7% in 2009. It however, fell below the 9% target for the year. The poor performance of non-oil revenues can be attributed to the weak and narrow tax base occasioned by the poor performance of the industry. Small and micro enterprises are noted to be operating in unfavourable environment with low technology capping the business environment related constraints. Integration of the informal sector into the mainstream of economic activities coupled with measures to address the binding constraints would enhance tax revenue collection in the country.

3.2.5 EXTERNAL SECTOR PERFORMANCE

In the external sector, the performance of the economy was mixed. The trade and current account balances were favourable, with the trade balance overshooting the target for 2010. The overall balance, was however in deficit, as against a positive balance envisaged for the year (See Table 3.2g below). The overall balance situation in 2010 reflected an improvement over the situation in 2009.

The foreign reserves position deteriorated during the year, with the reserves declining from US\$42.4 billion in 2009 to US\$32.3 billion at the end of 2010. The situation was a far cry from the envisaged US\$58.6 billion targeted for 2010 in the 1st NIP. The enactment of the Sovereign Wealth Fund (SWF) Bill may improve the situation in the future, but a sustainable solution to the depletion of foreign reserves must include the broadening of the sources of foreign exchange earnings and improvement in the business environment. There is a need to harness the potential of the gas industry, as well as in services, including shipping and insurance. This would check the persistent deficit balances in the services account and the consequent reserves depletion.

Table 3.2g:
External Sector Indicators: 2009 and 2010

	2009	2010	
	Baseline	Actual*	Target
Non-oil Exports (% Annual Change)	(10.9)	30.2	24.3
Trade Balance as % of GDP	(0.01)	12.3	15.0
Current Account Balance as % of GDP	13.0	4.1	3.4
Capital and Financial Account Balance as % of GDP	10.3	6.5	4.8
Overall Balance as % of GDP	(7.7)	(5.2)	8.1
Foreign Reserves – Stock (US\$ Billions)	42.4	32.3	58.6
Number of Months of Imports Equivalent	16.6	7.8	23.8

Average Exchange Rate (N/\$1)	148.9	150.3	147.0
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Note: *Provisional. Note that figures in bracket depict deficits or negative growth rates.

The exchange rate of the naira exhibited relative stability at a declining level and fell short of the set target for 2010 as shown in the table above. There is always a positive correlation between the exchange rate and the performance of the reserves position and the same measures would address the two variables.

3.2.6 MONETARY POLICY DEVELOPMENTS

The cost of borrowing, anchored by the monetary policy rate trended downwards in 2010 from the 2009 levels, reflecting an easing of the liquidity situation. Net credit to the economy and to the private sector fell short of the targets set for 2010 as shown in Table 3.2h below.

Table 3.2h:
Monetary and Credit Aggregates: Actual and Target

	2009	2010	Target
	Baseline	Actual	
% annual Change			
Average Monetary Policy Rate (MPR)	7.4	6.1	6.0
Narrow Money (M1)	9.20	11.89	18.1
Broad Money (M2)	18.11	17.48	30.1
Net Credit to the Domestic Economy	52.36	49.43	62.3
Net Credit to Government	6.68	(55.61)	6.50
Private Sector Credit	32.54	12.02	36.0

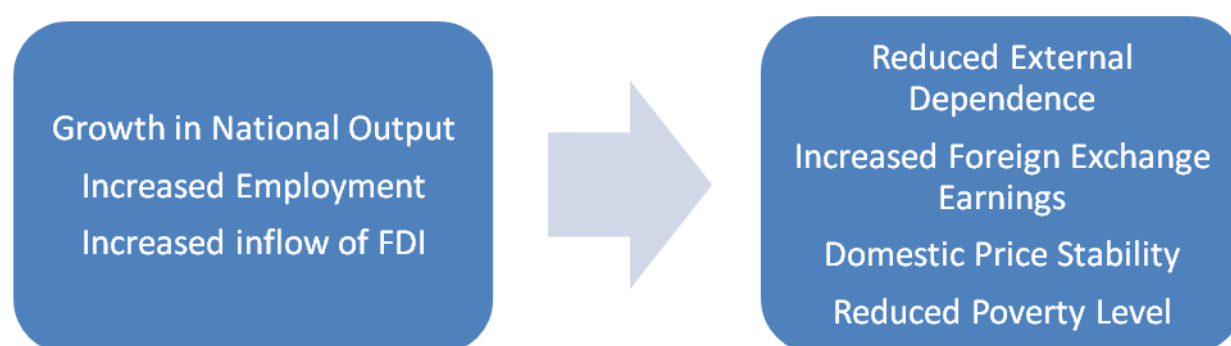
Source: Central Bank of Nigeria and NPC. Note: All figures are in growth rates (%)

3.3 SECTORAL REVIEW – THE FOUNDATIONS FOR NATIONAL TRANSFORMATION

3.3.1 PRODUCTIVE SECTOR

The productive sector is the key component of the national economy which in better circumstances should be leading the nation's revival and be the principal source of attaining sustainable development, in line with NV20:2020. The sector forms the bedrock of the Nigerian economy. A thriving productive sector promotes a vibrant economy. This link between the productive sector's performance and sustainable economic growth and development is depicted below:

Table 3.3a
Link between Productive Sector and Sustainable Economic Development.



In recognition of this, and in order to address economic growth challenges, the NV20:2020 identified the need to optimize the current and under-exploited strategic drivers of economic growth. These growth drivers which, collectively, form the productive sector in this report, include agriculture, manufacturing, oil and gas, minerals and metals, wholesale and retail trade; tourism, water resources and science, technology & innovation.

3.3.1.1 AGRICULTURAL SECTOR

The fundamental value of agriculture in the growth and development of the Nigerian economy is indicated by its contribution to overall GDP (41.84% in 2010), as well as a source of food and agro-industrial processing, employment, income, foreign exchange earnings, wealth creation and poverty reduction.

Agriculture also employs about 70% of the working population, most of who reside in the rural areas. The sector still lacks the dynamism that would restore it to its key position in the economy. Farming activity consists largely of traditional land production of root crops and grains for local markets, supplemented by nomadic rearing of livestock, as well as fish farming, which has become prevalent in recent years. The level of mechanization and modernization in the sector is minimal. Existing irrigation projects have been poorly maintained. Storage and transportation problems have limited the potential to add value or satisfy demanding export markets. Production of crops for export has also been hampered by economic policy uncertainties of the past years; although there are still viable prospects for palm oil and rubber production. Cocoa and cotton farming continues, but there has not been a co-ordinated effort to encourage the farmers.

The performance of the agricultural sector in recent years has been remarkable. Its growth rate in 2009 and 2010 was 5.88% and 5.74%, respectively. In the same vein, its share in the overall GDP was 41.70% and 40.84% in 2009 and 2010 respectively. Despite the significant share of agriculture in the GDP, the sector remained largely uncompetitive, due to declining yields, which remains a major challenge. Also, while agricultural growth has shown improvement, poverty remains endemic and pervasive in the sector. Improved productivity in agriculture would likely reduce food importation, while engendering greater wealth creation and sustainable poverty reduction.

An analysis of the performance of key indicators for the sector depicted in Table 3.3b below, showed that real agricultural GDP dropped from 5.88% in 2009 to 5.64% in 2010. This fell below the 6.6% growth rate target in the 1st NIP of NV20:2020 set for the sector in 2010. The massive floods in Sokoto and some other locations in the Northern part of the country in 2010 largely contributed to the decline in output growth. The sector accounted for 48% and 41.7% of total employment and GDP respectively in 2009, while its share in employment and GDP stood at 47.5% and 40.84% respectively in 2010. The marginal decline of the sector's contribution is a welcome development as it is expected that, as the economy develops, the contribution of agriculture to GDP will decline.

Table 3.3b
Performance of Key Indicators for the Agricultural Sector

S/No.	Name of KPI	Baseline figure 2009	2010 Target	2010 Actual Value
1.	Yield per Hectare-% Increase (a) Cassava Tuber (b) Cotton (c) Maize (d) Millet (e) Rice	11.78 Metric Tons 1.42 Metric Tons 2.21 Metric tons 1.3 Metric Tons 1.98 Metric Tons	12 Metric Tons 1.3 Metric Tons 2.19 Metric Tons 1.1 Metric Tons 1.8 Metric Tons	12 Metric Tons 1.1 Metric Tons 2.1 Metric Tons 1.1 Metric Tons 1.1 Metric Tons
2.	Contribution to GDP (%)	41.70%	40%	40.84%
3.	% of total employment in the Sector	48%	47.50%	47.50%
4.	Real GDP growth rate	5.88%	6.6%	5.64%
5.	Production of Major Crops (a) Cassava (b) Cotton (c) Maize (d) Millet (e) Rice	36,807,370 Metric Tons 531,480 Metric Tons 7,358,260 4,884,890 3,540,940	375,504,080 Metric Tons N.A 7,305,530 4,124,560 3,218,760	37,504,080 N.A 7,305,530 Metric Tons 4,123,560 3,218,760

Source: Federal Ministry of Agriculture

3.3.1.2 MANUFACTURING SECTOR

The industrial/manufacturing sector is crucial in the transformation and development of the economy into a newly industrializing country. In Nigeria, the history of the sector is a chequered one, with a myriad of challenges.

The industrial sector in Nigeria consists largely of basic import-substitution activities, such as bottling, brewing, food and beverages, cement and building materials. There has been little attraction of high-technology industry and the sector has lagged behind in installing any complex manufacturing activity, principally because of the problem of insufficient and erratic power supply. With little modernization and minimal new investment in recent years, the sector has not only operated below optimal capacity, but has also suffered a sharp cut-back in the range of activities.

Unlike in most emerging economies and developed countries, where the industrial sector plays a significant role in terms of its share of GDP, the sector's contribution to GDP has been on a persistent decline over several years, from 8.2% in 1990 to 4.17% in 2009 and 4.16% in 2010. Capacity utilization in the industrial sector which was 73.3% in 1984 was 52% and 54% in 2009 and 2010, respectively.

The competitiveness of the manufacturing sector in Nigeria has been thwarted by many constraints/challenges including:

- cost increasing factors, such as insufficient infrastructure especially electricity.
- unfair competition from “dumped”, second hand, counterfeit, smuggled and sometimes sub-standard products.
- Limited investment, informed partly by uncertainty about government policy.

An analysis of the performance of key indicators for the sector depicted in Table 3.3c below showed that manufacturing sector's growth rate declined marginally from 7.94% in 2009 to 7.64% in 2010. The actual performance of 7.64% for 2010 is lower than the target of 10% set in the 1st NIP of NV20:2020 for the sector. At the current rate of growth, the sector may not meet the target growth rate of 13% for the sector by 2013. Poor infrastructure, the sub-optimal business environment, and high cost of funding are contributing factors to the low growth. The sector also failed to meet the targets set for contribution to GDP and capacity utilization among others as shown in Table 3.3c. There is therefore the need for government to direct special intervention to the sector if it is to meet most of the targets set for it in the NV20:2020 in the coming years.

Table 3.3c
Performance of Key Indicators for the Manufacturing Sector

S/No.	Name of KPI	Baseline Figure 2009	2010 Actual Value	2010 Targets
1.	% Contribution to GDP	4.17%	4.16%	7.5%
2.	Capacity Utilization	37%	52%	52%
3.	%total employment in Sector	7.0%	7.0%	7.0%
4.	% Local Content in Manufacturing	22%	24.5%	24.5%
5.	Share of Manufacturing to total exports	2.5%	2.7%	2.7%
6.	Reduction in overall production cost	25%	53%	
7.	Real GDP growth rate	7.94%	7.64%	10%
8.	No. of entrepreneurs trained under EPD	4,208	4,208	5,000
9.	Total No. of jobs created through BOI's intervention	< 815,000	<1,000,000	<1,000,000
10.	Cumulative Value of loans disbursement by BOI	₦ 30.7bn	₦ 200bn	₦ 200bn
11.	Total BOI Portfolio to MSMEs	96%	96%	96%
<i>Source: Federal Ministry of Commerce and Industry, Bank of Industry</i>				

3.3.1.3 WATER SECTOR

Nigeria with an area of about 924,000 sq.kms is located within the tropics, with a semi-arid climate in the north, gradually becoming savannah and rain forest in the south. The annual rainfall varies from about 4,000mm in the southeast to as low as 300mm in the extreme north-east, and is subject to significant temporal variation. This means that Nigeria has a huge water resource potential, estimated at 267 billion cubic metres of surface water and 92

billion cubic metres of ground water, per annum. There are twelve River Basin Development Authorities charged with the management of the water resources in the country.

As at the end of 2010, the water supply service coverage in the country was 58%, i.e. 87 million people, while sanitation service coverage was 32% i.e. 54 million. About half of the Nigerian population, are without access to potable water supply.

Nigeria as at the end of 2010 has over 200 dams, with a combined storage capacity of 34 billion cubic metres. Out of these, 19 dams have the hydropower potential to generate 3,860 MW of electricity. Nigeria also has the potential to irrigate about 3.1 million hectares of farmland, but only 150,000 hectares have been fully developed.

The Government, in its desire to improve on the contribution of the water sector in the country, demerged the Federal Ministry of Water Resources from the Federal Ministry of Agriculture and Rural Development in May, 2010. In terms of overall perspective, Nigeria's water resource potential has remained largely untapped, due to uncoordinated and haphazard implementation of policies and programmes.

An analysis of the performance of key indicators for the sector depicted in Table 3.3d below shows that it has not met most of the targets set for it in NV20:2020 in 2010. The fact that the Federal Ministry of Water Resources was only de-merged from the Federal Ministry of Agriculture in May 2010 may have been the reason for this. It is expected that, having experienced a transitional period, the Ministry will improve its performance towards meeting the targets set for it in NV20:2020 and 1st NIP in 2011.

Table 3.3d
Performance of Key Indicators for the Water Sector

S/No.	Name of KPI	Baseline Figure 2009	2010 Actual Value	2010 Target
1.	% of Population with access to improved water sources	58%	58%	60%
2.	% of Population with access to improved sanitation	32%	32%	40%
3.	Size of Farmland irrigated	145,000 ha	150,000 ha	200,000 ha
4.	Power Generation capacity mw	540 mw	560 mw	560 mw
<i>Source: Federal Ministry of Water Resources</i>				

3.3.1.4 COMMERCE/TRADE SECTOR

Nigeria remains one of the least developed trading nations. The sector is characterized by the dominance of primary exports; weak institutional arrangements and policy environment; poor governance; low trade capacity for effective participation in global markets; absence of reliable and timely trade statistics; poor quality of goods and services; poor trade skills and negotiations capacity; low level of technology and development of value chains; high cost of doing business; poor regulatory environment and a large informal trade sector. The sector's contribution to GDP in 2009 and 2010 was 18.14% and 18.70% respectively. Nigeria's exports have shown little diversification and competitiveness. While non-oil exports have shown marginal improvement prior to the recent global financial crisis, they still account for less than 4% of the total value of exports. The country accounts for a mere 0.3% of world trade, compared to Malaysia, South Africa, China and India each of which accounts for no less than 1.3% of world trade.

By adopting competitive and dynamic trade policies, and appropriate policy incentives as well as diversification of the trade base, and promotion of skills and technology transfer, exploration of new areas of technology and tourism, Nigeria's trade has growth potential.

An analysis of the performance of the key indicators for the sector depicted in Table 3.3e below showed that wholesale & retail trade sector grew by 11.19% in 2010 compared to 11.48% experienced in 2009. The performance in 2010 was lower than that in 2009. The marginal decline in the sector's growth rate may have largely been due to low liquidity/credit in the banking system.

Table 3.3e
Performance of Key Indicators for the Commerce/Trade Sector

S/No.	Name of KPI	Baseline figure 2009	2010 Actual Value	2010 Target
1.	% Contribution to GDP	18.14%	18.70%	20.0%
2.	Real GDP growth rate	11.48%	11.19%	11.19%
3.	% total employment in sector	19.60%	19.60%	19.60%
4.	% Contribution to GDP growth rate			

Source: Federal Ministry of Commerce and Industry

3.3.1.5 MINERALS AND METALS SECTOR

Abundant mineral deposits occur in all components of Nigerian geology. Solid mineral deposits of economic significance including gold, iron ore, cassiterite, columbite, wolframite, pyrochlore, monazite, marble, coal, limestone, clay, barytes, lead-zinc, etc, occur in the different geologic segments of Nigeria. Each of the 36 federating states and the FCT has a fair share of the solid minerals inventory of the nation. Exploration in Nigeria for several solid minerals, e.g. tin, niobium, lead, zinc and gold, goes back more than 90 years, but only tin and columbite production have been ranked (6th position in Tin and 1st in Columbite) on a global scale. While the major international exploration groups have paid limited interest in exploiting these resources, there has been general exploration carried out by the tin mining groups and several parastatal organizations, the most notable being the Nigerian Mining Corporation (NMC).

An analysis of the performance of the key indicators for the sector depicted in Table 3.3f below showed that although the sector has experienced some improved growth in recent years (12.9% in 2010), its contribution to GDP is still very meagre, at 0.33% and 0.34% in 2009 and 2010 respectively. The sector also failed to meet the 2010 targets set for it in NV20:2020 and 1st NIP. In countries such as South Africa and Ghana, the sector is a major contributor to their economies, contributing more than 10% to their GDP. It is therefore important that the necessary machinery be put in place to enhance the contribution of the sector to the Nigerian economy.

Obtaining reliable data on Nigeria's minerals and metals sector remains a fundamental problem, especially in the area of mineral reserves mapping.

Table 3.3f
Performance of Key Indicators for the Minerals and Metals Sector

S/No.	Name of KPI	Baseline Figure 2009	2010 Actual Value	2010 Target
1.	Real GDP Growth rate	12.08%	12.28 %	12.28%
2.	% of total employment in Sector	0.30%	0.3%	1%
3.	GDP per capita in Sector			
4.	% Contribution to GDP	0.33%	0.34%	1.5%
5.	Production Capacity (tons.)	14,757,434 metric tons	24,791,251 metric tons	24,791,251 metric tons
6.	Production Capacity Utilization			
7.	Proven Reserves			
8.	Mineral Mapping Coverage			

Source: Ministry of Mines and Steel Development

3.3.1.6 OIL AND GAS SECTOR

Nigeria has significant energy resources, including over 37.8 billion barrels of oil and 187 trillion cubic feet of gas. For the downstream petroleum sub-sector, Nigeria has four refineries with a combined installed capacity of 445,000 barrels per day (bpd). At optimum capacity, the output of the refineries will be 18million litres, daily. The combined capacity of these four refineries is insufficient to satisfy the domestic consumption of refined products, which is largely premium motor spirit (PMS), estimated at 30 million litres daily. To compound the problem, the refineries are currently operating far below their installed capacities. The demand shortfall for petroleum products is therefore met through importation.

The sector's contribution to GDP in 2009 and 2010 was 16.22% and 15.79% respectively. However, while, for instance, Malaysia and Brazil have both attained 70% level of national content, Nigeria struggles to attain 20%.

The oil and gas sector witnessed significant improvement in real growth rate that stood at 0.45% and 4.98% in 2009 and 2010 respectively. But the sector accounted for an insignificant share of total employment due to its capital intensive nature. The low value addition in the sector may be the major factor in its low share of total employment. An analysis of the performance of the key indicators for the sector depicted in Table 3.3g below showed that the production capacity rose from 1.7 mbd in 2009 to 2.8 mbd in 2010 against a target of 2.8 mbd set for 2010 in the NV20:2020 and 1st NIP . Proven oil reserves increased from 31.8 billion barrels in 2009 to 40 billion barrels in 2010. This analysis shows that the sector met most of the targets set for it in 2010 in the NV20:2020 and 1st NIP. The improved performance of the hitherto lagging crude oil sector in 2010 may be due largely to rising oil prices in the world oil market, and improved oil production, associated with relative peace in the Niger Delta Region, occasioned by the successful implementation of the Amnesty programme. Sustaining this performance is required if the sector is to meet the targets set for it in NV20:2020, 2011 and beyond.

Table 3.3g
Performance of Key Indicators for the Oil and Gas Sector

S/No	Name of KPI	Baseline Figure 2009	2010 Actual Value	2010 Target
1.	Real GDP Growth rate in sector	1.3%	4.98%	17%
2.	% of total employment in Sector	0.08%	0.08%	0.5%
3.	GDP per Capita in Sector	Less than 15%	18%	18%
4.	% Contribution to GDP	16.05%	16. %	16%
5.	Production Capacity in Millions of Barrels per day	1.7mb/d	2.8mbd	2.8mbd
6.	Production Capacity Utilization	Less than 0.75mbd	0.75mbd	75%
7.	Proven oil Reserves in billions of barrels	37.8billion barrels	40billion barrels	40billion barrels
8.	Proven gas resaves in trillions of cubic ft.	187 TCF	180 TCF	108 TCF
9.	Domestic Use of LPG GAS (m) ³	135 million m ³ /day	27million m ³	2745.9 million m ³
10.	Increase in funding of oil gas projects.	Less than 10%	10%	15%
11.	Contracting times for oil & gas projects (days)	More than 360 days	360 days	360 days

Source: Ministry of Petroleum, NNPC, NBS

3.3.1.7 TOURISM SECTOR

In recognition of the role tourism can play in the growth and development of the country, the Government in 1999, established a fully fledged Ministry of Tourism & Culture to drive the growth and development of the sector. The following programmes of government have had tremendous impact on the development of the sector:

- The privatization of government tourism enterprises, especially those in the hospitality business
- The launch of the “Destination-Nigeria” and “Heart of Africa” projects as means of marketing and promoting Nigeria,
- The marketing of Nigeria’s rich cultural and tourism potentials at international fairs and exhibitions,
- The introduction of the Artists-in-residence programmes to nurture young and potential artists.

In recent years, the sector has recorded improvement in growth, as it grew by 12.01% in 2010, thanks to activities such as the Calabar and Abuja carnivals and the Argungun Fishing festival, among others. However, the sector’s contribution to GDP is still small, at 0.49% and 0.50% in 2009 and 2010, respectively.

Despite the resolve of the Government to use tourism as a major driver of growth, the sector’s potentials remain under exploited, due to the challenges of infrastructural inadequacies, weak regulation, weak marketing and poor packaging.

An analysis of the performance of the key indicators for the sector depicted in Table 3.3h below shows that it met most of the targets set for it in 2010 in NV20:2020 and 1st NIP of NV20:2020. The sector now accounts for 1.4% of employment in the country. There is room for improvement, however, as much potential still abounds in the sector.

Table 3.3h
Performance of Key Indicators for the Tourism Sector

S/No.	Name of KPI	Baseline Figure 2009	2010 Actual Value	2010 Target
1.	Tourism Receipts		6,113,384 Tourists	6,113,384 Tourists
2.	% of Employment in Sector	1.4%	1.4%	2.0%
4.	Sense of National belonging (Survey)	68.3%	68 million people	68 million
5.	Number of Domestic Tourism movements	3%	2 million people.	2 million
6.	Citizens’ Satisfaction with their government	25%	30 million people	30 million
7.	Number of Initiatives Conducted to promote Nigerian Identity	33Nos.	33 Nos.	33 Nos.

Source: Federal Ministry of Culture, Tourism and National Orientation

3.3.2 PHYSICAL INFRASTRUCTURE

Physical infrastructure refers to facilities provided to support economic production and social life, including roads, inland waterways, railways and power facilities. These facilities are central to the activities of households and economic development, as they deliver tremendous benefits, with capacity for enhancement of the quality of life, productivity and growth.

Despite the demonstrated positive role of infrastructure as a catalyst for facilitating growth and development, the nation's infrastructural base has not been adequate to meet demand. In Nigeria, the overwhelming trend, until the early 1980s, was of government participation in the provision of infrastructural facilities, through vertically monolithic entities built, owned and operated by the government. Except for a few that are still in operation, many of such bodies have failed and ceased to exist. Examples of such failed enterprises include the Nigeria Airways and the Nigerian National Shipping Line. While, between 1960 and 1975, there were impressive strides in the expansion of infrastructure, many of the facilities have, however, been rundown, due to a lack of maintenance, inadequate funding, uneconomic and over – regulated tariff structure and management problems, among others.

Saddled with the responsibility for developing sufficient and efficient infrastructure to support sustained economic growth, the government has recently embarked on reform measures. These include the setting up of the Infrastructure Concession Regulatory Commission (ICRC), under the ICRC Act 2005. There was also the articulation of the National Policy on Public Private Participation (PPP), to encourage private sector participation in the provision of infrastructure and a review of legislation that impedes competition in the provision of infrastructure facilities. We examine in more detail, below, the developments in the transport and power sectors.

3.3.2.1 TRANSPORT SECTOR

Transport Services provide the means of movement of people and goods. An efficient transport system contributes to reduction in the cost of production and, thus, ensures competitiveness of the economy. The contribution of this sector to the economy has however, been limited, due to the state of transport infrastructure.

In Nigeria, the responsibility for transportation at the Federal level is shared by three ministries namely: the Federal Ministry of Works, the Federal Ministry of Transport and the Ministry of Aviation. The Federal Ministry of Works has responsibility for roads; the Federal Ministry of Transport handles railways, inland waterways and maritime services, while the Ministry of Aviation is in charge of air transport. Under this situation, the implementation of a National Transportation Master Plan should provide an arrow head for coordination of the three major modes of transport (Land, Air and Water) but this has not received adequate attention. Thus the issue of inter–modality is still a challenge to an integrated and seamless transport system.

Roads

The First National Implementation Plan for NV20:2020 estimates that Nigeria has a total road network of 193,200 kilometres comprising 34,123 km Federal roads, 30,500 km State roads and 129,577 km local Government roads. As at 2009, it was estimated that about 70% of existing federal roads are in deplorable condition. The percentage of transport services handled by the road mode is about 90%. Though, this underscores the importance of roads to socio-economic development of the country, the imbalance in the distribution of traffic among the modes has led to the overuse of the roads. The Federal roads are the major trunk roads and include inter and intra-state highways/expressways. They are of strategic importance, as they link major cities and ports and provide major trading routes.

The deplorable condition of the roads has been attributed to many factors, including inadequate funding, a reactive maintenance culture, the overloading by heavy vehicles and weak institutional structure.

Railways

The Nigeria's rail network is made up of 3,505 km narrow gauge (1067mm) single track rail lines running from Lagos to Kano and Port Harcourt to Maiduguri and the uncompleted 349 km of standard gauge from Itakpe to Warri, via Ajaokuta. Rail transport accounts for less than 1% of land transportation owing to years of under-investment. It has been estimated that the highest number of passengers carried with this mode of transportation was in 1984 when a total of 15.5million was recorded. The movement of freight also peaked in 1977 with a total of 2.4million metric tonnes. The rail services, since then, have witnessed rapid deterioration.

Cognizant of the strategic importance of the rail mode for the long haulage of goods and passenger traffic, the Government embarked on a programme of rehabilitation, reactivation and modernization of the railways. In the 2009 budget, ₦2billion was allocated for the major rehabilitation of rail tracks and bridges, ₦400million for workshop tools and re-rail line equipment and ₦600million for the rehabilitation of 120 coaches and wagons.

Also, as part of modernization, the contract for Lagos – Kano double track, standard gauge, modern rail line was awarded to the Chinese Construction Engineering Company (CCECC) in November, 2006 at a cost of US\$8.3billion. However, this contract was suspended by the present administration for re-scoping, due to the absence of a funding plan and reduced Government revenues. The Government has now opted for a single track, standard gauge, modern rail line, to be implemented in stages on a stand – alone basis. The following segments have been approved for immediate implementation:

- Addendum No. I of the Lagos – Kano Rail line Project i. e. Abuja (Idu) to Kaduna segment covering a distance of 187 km. This project has been awarded to CCECC at the cost of US\$849 million. The implementation of the project has commenced.
- The implementation of the Lagos – Ibadan segment will commence in 2011.

Inland Waterways

Nigeria has 12 major inland navigable rivers of about 3,800 km, with an extensive coastline of about 852km. This offers great potential for the movement of goods and passengers from the coast to the hinterland, since these waterways traverse 20 out of the 36 states of the country. This mode of transportation has, however, been neglected in the past three decades, due to inadequate investment. To ensure all year navigability, the Government has embarked on the dredging of the lower river Niger from Warri in Delta State to Baro in Niger State. River ports and jetties are also being developed along the dredged River Niger at Lokoja, Oguta Lake, Degema, Onitsha, Owerinta, Ndihi, Idah, Pategi, Burutu, Yenagoa, Baro, Igbokoda and Ondo.

Sea Ports

The seaports handle practically all the country's imports and exports. The Nigeria Ports Authority (NPA), which owns the ports on behalf of the Federal Government, was established to provide infrastructure and services at the seaports. However due to inefficiency of services, poor maintenance of infrastructure, corruption and excessive bureaucracy, which made Nigerian ports uncompetitive, the Government, in 2001, commenced the reform and restructuring of the ports, including the introduction of private sector participation. In April 2006, private terminal operators, took over handling operations, when the ports were concessioned to private terminal operators. The NPA remains the regulatory agency supervising port operations and development. A total of 26 port terminals were concessioned to private operators, to enhance their efficiency and competitiveness, as

well as to facilitate their development, modernization, attractiveness to shippers and trading activities.

Shipping

The Cabotage Act 2007, as amended, was designed to encourage the development of an indigenous shipping industry. The Act made provision for funds from the freight charges of the Nigerian Maritime Administration and Safety Agency (NIMASA) for both the Cabotage Fund and Ship building and repairs. Currently the nation does not have a shipping line but the Government intends to address this through disbursement of the Cabotage Vessel Finance Fund (CVFF) to facilitate indigenous shipping.

Air Transport

Hitherto, Nigeria had four (4) international airports, namely Murtala Muhammed, Lagos; Mallam Aminu Kano, Kano; Port Harcourt Airport and Nnamdi Azikwe Airport, Abuja. In 2010, the Enugu Airport was accorded the status of an international airport. The airports are all owned by the Federal Government and managed by the Federal Airports Authority of Nigeria. The National Airspace Management Agency (NAMA) is in charge of air traffic control and navigational aids, while safety oversight and all other civil aviation issues are the responsibility of the Nigerian Civil Aviation Authority (NCAA). In order to enhance the safety of the airspace, the Government commissioned the total radar coverage of Nigeria (TRACON) in 2010. However, only three of the airports (Lagos, Abuja and Kano) have been able to cover their operating costs.

3.3.2.2 POWER SECTOR

Steady and adequate supply of power (electricity) for socio-economic activities especially in the real sector is crucial for Nigeria's transformation to a modern economy, by the year 2020. An effective supply of power has major roles to play in reducing poverty, improving productivity and enhancing the general quality of lives of people. It is widely accepted that there is a strong correlation between socio-economic development and the availability of electricity in a nation.

However, the power sector in Nigeria has fallen short of expectations, notwithstanding the availability of vast natural resources in the country as current electricity supply does not meet national demand. As at end-December, 2009, the daily power generation was 3700 MW, while the peak load forecast for the same period was 5,103 MW based on the existing connections to the grid, which does not take account of suppressed demand. Thus Nigeria lags significantly behind in access, quality, and availability of public electricity supply. The generating capacity of 3,800MW as at first quarter of 2011 is not enough to drive the economy and also is grossly inadequate for a population of about 150 million, when compared to South Africa 40,000 MW with population of 50 million and Brazil's 100,000MW with a population of 192 million. This threatens the actualization of the socio-economic goals of alleviating poverty and of jobs and wealth creation. Only 40% of Nigerians, living mainly in the urban centres, have access to electricity. The installed available generation capacity is currently 5,200MW. Government, in recent times enunciated various strategies in improving power supply to Nigerian citizenry. The government reform efforts in the power sector are aimed at ensuring a system of generation, transmission, distribution and marketing that is efficient, safe, affordable and cost- effective throughout the country.

The priority of the government reform is to create efficient market structures, within clear regulatory frameworks, that encourage more competitive markets for electricity generation and sales (marketing), which, at the same time are able to attract private investors and ensure economically sound development of the system. As a way of encouraging private

sector participation, the government made changes to the National Electric Power Act, to remove the monopoly status granted the National Electric Power Authority (NEPA) over the generation, transmission, distribution and marketing of electricity. This was intended to pave the way for liberalization and increased efficiency, but this did not materialize. A comprehensive review of the National Electric Power Policy (NEPP) and the Electric Power Sector Reform (EPSR) Act 2005 then followed. The latter provides the basis for the transformation of NEPA into the Power Holding Company of Nigeria (PHCN) and the vertical and horizontal unbundling of PHCN into eighteen (18) successor companies (6) generation companies, as Kainji and Jebba Hydro Electric Power Plants were incorporated as a single entity, 1 transmission and 11 distribution companies. The rationale behind the unbundling is to increase operational efficiency. There are 22 operating companies at present.

A strategic plan was adopted in 2009 with an emergency intervention by all tiers of Government. Early in 2010, the Government established the Presidential Action Committee on power, which is supported by a Task Force with one purpose - to oversee the delivery of the government's power reform policies. In August 2010, the President unveiled the Roadmap for Power Sector Reform. As a way of ensuring improvement in the amount and quality of electricity, all the distribution companies are expected to be privatized, based on a core investment sale of a minimum of 51% of the Government's equity in the companies.

The NV20:2020 strategic objective for the power sector is to ensure that the sector is able to efficiently deliver sustainable, adequate, qualitative, reliable and affordable power in a deregulated market, while optimising the on-and-off energy mix. It is expected that the electricity supply industry will be private sector led, with the government providing the necessary, appropriate, legal and regulatory environment. In order to achieve the NV20:2020, Nigeria will need an electricity generation capacity of about 35,000MW by 2020.

In the medium term plan (1st N1P), the goal is to generate, transmit and distribute 16,000MW of electricity by 2013. Access to electricity is expected to increase from the current 40% to 50%, while per capita consumption will increase from the current 125kwh to 500kwh. This is expected to be achieved through significant investment in rural electrification programmes that will facilitate the expansion of transmission and distribution lines to majority of rural Nigeria.

The strategic roadmap to achieving the target in the power sector involves three phases. The first phase is to increase power generation capacity by the rehabilitation of existing PHCN power plants and completion of some on-going Independent Power Producers (IPP) projects. The second phase envisages increase in generated capacity to 20,000MW by 2015. This will involve the completion of National Integrated Power projects and granting of incentives to new entrants to power generation among others. The third and final phase will increase power generation to 35,000MW by 2020. This will involve, among others, the completion of additional large hydro plants, IPPs and renewable power plants (hydro, solar, and biomass).

The current challenges in the power sector can be traced to years of under-investment. The key challenges militating against the efficient delivery of adequate and reliable electricity supply in Nigeria are as follows:

- High capital intensive nature of power sector projects. Public sector funding has been inadequate for both maintenance of the current system and the development of new energy resources;
- Inadequate power generation capacity;
- Transmission Network is currently inadequate and inefficient in carrying the current power generated therefore resulting in transmission losses;
- Unclear delineation of roles and responsibility;

- Poor maintenance culture, ineffective regulation, inappropriate industry and market structure
- Low tariff and poor revenue collection;
- Inefficient billing and metering system; electricity theft and
- Inconclusive Power sector reform.

Government has demonstrated political commitment to address the challenges through policy changes and provision of resources. This will be complemented by private sector funding. The strategic priorities designed to address the critical issues and challenges identified in the Nigerian electricity industry are as follows:

- Optimization of existing assets. This will involve overhauling and rehabilitation of existing power generating plants, rehabilitation and expansion of transmission and distribution infrastructure.
- Government will abolish those operating the current situation. All the distribution companies will be offered for sale to private sector investors based on sale of a minimum of 51% of the Government's equity in the companies. The Transmission Company of Nigeria (TCN) will be handed over to a credible private sector company under a management contract. Concessions are to be granted for the operation of the hydropower generating plants at Jebba, Kainji and Shiroro.
- The PHCN successor plants will be offered for sale to private sector investors with a minimum of 51% equity to companies that clearly demonstrate the technical and financial ability to operate and expand each plant.
- Building new capacity through the completion of on-going National Integrated Power Projects(NIPP) and encouraging Independent Power Producers(IPPs)
- Attracting private investments in the sector. The EPSR Act 2005 provides for the deregulation of the power sector to attract investors in generation and distribution.

In order to ensure private sector investments and accompanying managerial and technical expertise in the industry, the following steps are being taken:

- Establishment of an appropriate pricing regime;
- Establishment of the Nigerian Bulk Electricity Trading Company PLC as a bulk purchaser. The Company has been incorporated to carry out contract management and bulk trading (on behalf of the distribution companies) until the industry has developed the settlement, accounting, managerial and governance systems required for successful bilateral trading;
- Provision of Government Credit Enhancement. In entering into Power Purchase Agreements (PPAs), Independent Power Producers (IPPs) will require a credit worthy counterpart. The Federal Ministry of Finance is reviewing a set of options so that the Federal Government may provide credit enhancement to the bulk purchaser;
- Establishment of the Nigerian Electricity Liability Management Company (NELMCO). NELMCO was established as a Special Purpose Vehicle to assume and manage extant assets, liabilities and other obligations that could not be easily transferred from the Power Holding Company of Nigeria (PHCN) to any of the successor companies; and
- Reaching Agreement on all outstanding labour issues.

3.3.3 HUMAN CAPITAL AND SOCIAL DEVELOPMENT

Human capital development is a process of building a productive, competitive and functional human resource base for economic growth and social advancement. It refers to the stock of competences, knowledge and personality attributes embodied in the ability to perform labour

so as to produce economic value. It is the attributes gained by a worker through education and experience.

The ability to harness the human and natural resources available in an economy is a function of the degree of its capacity to develop and utilize available human capital. This sector comprises education, health, labour and productivity, social welfare, women issues, youth development, sports development, social protection and safety nets.

Nigeria Vision 20:2020 asserted that “the social sector is strategic for national development, as it deals with improvements in the quality and capacity of a nation’s human resources which are critical elements for national development”. The connectivity of human capital and social development is that developing human capital through education for maximum contribution involves the acquisition and utilization of knowledge and skills through a productive, healthy and gender balanced population. The ultimate aim is a people-centred, knowledge-based and private-sector driven economy that will bring about a sustained life expectancy of not less than 70 years.

The combined allocation to the productive sector, human capital and social development, physical infrastructure and knowledge-based economy represents 71% of the total projected federal government investment in the NV20:2020 blueprint. Also, out of a total of ₦10 trillion projected investment by the Federal Government between 2010 and 2013, the human capital and social development sector will attract ₦1.62 Trillion, which represents 16.2% of the total investment that will be invested in projects and programmes in policy issues, institutional mechanism and regulatory framework.

The new planning machinery in the First National Implementation Plan (1st NIP) accords human capital and social development high priority. This is evident in the premium placed on the objectives of NV20:2020 which are (i) to optimize human and natural resources to achieve rapid economic growth and (ii) to translate that growth into equitable social development. Thus, the Vision is people-centred.

The devolution of more responsibilities to the sub national levels in health, education, youths’ development, sports development and women affairs has greatly facilitated the Federal government’s programme implementation and deepened its focus in regulatory and co-ordination roles. In spite of the huge resources invested in human capital and social development, Nigeria is still ranked as one of the countries with the highest infant mortality rates in the world, the literacy level is still low, compared to international standards and the rate of unemployment among tertiary graduates is increasing daily.

Inequality of women measured against all gender indices, points to the need for the acceleration of programme implementation to address the gender gap and provide effective social safety nets that will ensure gender equality.

Nigeria’s strategic vision needs to be tuned to setting its youths to become entrepreneurs rather than look for conventional employment. As the country’s most important asset, the potentials of the Nigerian youths should be geared towards mobilization for national consensus, nationalism and unity. The interplay among education, sports and youths development should be fully exploited. The closeness of sub-national governments to the grassroots presupposes that community service programmes are required at that level to engage the youths more effectively and productively.

The sports sub-sector is geared towards this end. Though there are projects and programmes, the appropriate machinery to bring this to fruition needs an extra push. The centrifugal factors that push Nigerian youths out of the country need to be reversed, to become centripetal factors that will attract those who are out to return. Tangible

programmes, an appropriate policy environment and institutional efforts need to be more coordinated.

Nigeria continues to receive support from donors, bilateral and multilateral organizations and private foundations. Among them are the United Nation (UN), World Bank (WB), European Union (EU), Department for International Development (DFID), Japan International Cooperation Agency (JICA), China, Canadian International Development Agency (CIDA), Korean International Cooperation Agency (KOICA), USAID, among others. The funds and technical assistance from these sources have assisted, particularly in increasing enrolment in primary schools, reducing infant and maternal mortality and combating HIV/AIDs and TB. Donor assistance has also been given to Nigeria to implement its policy reforms and strengthen the governance machinery and capacity building.

Examinations failure rate, especially at the secondary school level is worrisome. One of the causes of failure is the high number of students per classroom. In 2006, there were 66 students to a classroom while in 2008 there were 68 students to a classroom. Only 9.29% had 5 credits, including in English and Mathematics, in 2008. According to the UNDP Human Development Report in Nigeria (2008-2009), the adult literacy rate was 64.2%. The secondary school statistics are not much better. The increasing trend of more students to a classroom at the secondary school level is a pointer to falling standards, as more students have to be crowded in a classroom. The increasing numbers of established universities and polytechnics have consequences for employment opportunities for the graduates. Access, quality of education, dearth of learning /instructional materials and adequate number of teaching personnel remain critical issues.

The health sector targets are predominantly on vaccine preventable diseases, tuberculosis and HIV/AIDS. If infant and maternal mortality ratios are effectively combated within the next three years, it is likely that Nigeria will move to a higher index bracket in human development.

3.3.4 REGIONAL DEVELOPMENT

Regional Development is the acceleration of development at the sub-national level through the provision of critical social and physical infrastructure to promote socio-economic activities. The importance of the sector is based on the fact that there are disparities in terms of development and contribution to GDP among the States within the six geopolitical zones and between the urban and rural areas. However, the resources at the regions, if properly harnessed, can greatly enhance Nigeria's GDP. The wide disparity among the geopolitical zones, in terms of development and their contribution to the Gross Domestic Product, is considered unhealthy to the development of Nigeria as a nation.

The two strategic objectives of the 1st NIP in this regard are thus:

- Preservation of the environment for sustainable socio-economic development; and
- Transformation of the six geo-political regions into economic growth poles and industrial hubs

Sustainable management of resources is recognized as an important factor to facilitate rapid socio-economic development and is thus recognised as a critical factor for the attainment of the NV20:2020. Throughout the period of the NV20:2020, the policy focus with regard to the environment will anchor on seven key areas, i.e. sustainable use and conservation of natural resources, climate change, pollution control and waste management, management of

environmental hazards, land degradation, and desertification, environmental education and awareness, and environmental governance.

The strategic thrust to transform the six geo-political regions into economic growth poles and industrial hubs is hinged on four pillars, namely; a stable polity anchored on good governance, diversification of the activities in the six-geo-political zones based on the imperative of the competitive advantage of each zone, enhanced regional contribution to GDP based on Internally Generated Revenue (IGR), effective partnership between the public and private sectors of the economy, based on Private Public Partnership arrangements.

Tremendous progress was made in terms of promoting a sustained socio-development at the regions. Based on the template produced by the National Planning Commission (NPC), most States have developed State-owned first Implementation Plans aimed at effective utilization of resources within their region. Some regions, in addition to the individual State Plans, have developed regional plans, to enhance effective utilization of the resources within the region. During the period under consideration, many regions had regional economic summits to showcase their potentials and attract investors to their respective regions. In the area of revenue generation, most States paid emphasis on internally generated revenues, especially Lagos State.

Key initiatives that can fast track regional development as per the 1st NIP were not implemented in 2010. The initiatives were; Review of all legal and institutional frameworks that obstruct regional development in Nigeria, the establishment of an Economic Diversification Fund, and the establishment of a Regional Development Commission.

Housing remains one of the critical sectors of the economy, the strategic policy thrust under the 1st NIP is anchored on the following; creation of enabling environment for the private sector to invest in housing, provision of an adequate public building policy for effective service delivery, harmonising and standardising of land administration processes, land reform to facilitate private sector investment in housing, and working with financial institutions to develop an effective mortgage system.

In the area of housing development, emphasis shifted to the private sector, while the government concentrated in providing an enabling environment. The Presidential Committee on Land Reforms made impressive progress towards its assignment, which when completed will ease the difficulty in accessing land. A total of 374 housing units were constructed under the Private Public Partnership arrangements in 2010.

The Niger Delta region, because of its peculiarity, has two Federal Government Institutions (Ministry of Niger Delta and Niger- Delta Development Commission) providing basic infrastructure and building capacity of the citizens in the region. This is apart from the programme of the Presidential Committee on Amnesty. Projects embarked upon by the agencies in the region include; the dualization of the East – West Road, construction of 360 housing units and skills acquisition centres. Other activities carried out in the region were, remediation, rehabilitation and restoration of oil impacted sites, land reclamation and protection and human capacity development.

The Federal Capital Territory (FCT) draws funding from the National Budget for the implementation of priority projects and from its Statutory Budget for the implementation of other projects. The Federal Capital Territory performed impressively in the area of roads construction and rehabilitation within the six Area Councils. 41.80% out of the 50% roads earmarked to be constructed were constructed. 40% out of 55% planned land to be surveyed was surveyed and 35.05% of the 60% targeted houses were constructed. The 2nd

phase of the Implementation Plan will need to capture projects funded through the Statutory Budget for effective monitoring and evaluation

3.3.5 GOVERNANCE AND SECURITY

Governance and Security encompass the ability of governing institutions to interact, make and enforce decisions that enhance the rule of law, citizens' safety and open and accountable conduct of public and private business. Governance has been defined as "the traditions and institutions by which authority in a country is exercised for the common good". The scope includes judiciary, law enforcement agencies, military and paramilitary, the police and the public service.

In the First National Implementation Plan (1st NIP), the projected total investment for Security, Governance and General Administration is ₦283.474 billion. Nigeria's inability to tackle with certainty most of its development challenges, has been largely ascribed to poor governance. Achieving the nation's Vision will require a determined effort to address security and governance issues. In line with the above, the policy direction during the 1st NIP focused on instituting a system of governance that is transparent, accountable, giving voice to the people and guaranteeing their welfare, for sustainable national development. The key elements were as follows;

- A workable federal structure that gives each tier of government the autonomy and resources to perform its function.
- A political culture that discourages the politics of sectionalism and puts emphasis on policies and programmes, rather than patronage and clientism;
- An efficient and effective bureaucracy with the integrity, self respect and confidence to carry out the proper intentions of government fairly and expeditiously;
- Strengthening the Due Process mechanism, to ensure value for money; and
- Restoration of transparency and accountability

With twelve years of democratic governance, the nation is still on the road to recovery from long years of military dominance. In-house democracy is yet to be fully established in the political parties. Significant inroads have been made in improving the various aspects of the workings of Nigeria's political system since 1999, with the adoption of some reforms and initiatives. In the period under review, Nigeria began the process of selecting their leaders through democratic means, running up to the 2011 General Elections. Hopefully, the process will achieve desired results and the system would be free from numerous contradictions in the conduct of politics, particularly in the areas of gross violations of agreed norms, rules and regulations. The policy thrusts of the Security and Governance sector are:

- Developing and institutionalizing a stable and functional democracy.
- Evolving and sustaining a peaceful, equitable, harmonious and just society
- Correcting the weaknesses of the revenue mobilization and allocation mechanism
- Deepening the reforms in the social sector, and extending reforms to sub-national levels.

One of the key objectives of the NV20:2020 is to develop an economically prosperous, politically stable and socially just society, where the security of lives and property is guaranteed and underpinned by a constitutionally independent, judicial system, which ensures respect for the rule of law and promotes equal rights to justice. Before now, the approach to the issue of security over the decades has been narrow, compartmentalized and constrained by a statist and "law and order" conception. While external threats to the country's security have been only potential and minimal, the level of internal insecurity is a major concern. The overall policy thrust for this sector during this plan period is to shore up

the capacity and capability of all law enforcement agencies with a view to responding promptly to national security emergencies.

On external security, the performance of the army is assessed to be capable of meeting any threat and aggression, as was the case in Bakassi and as demonstrated in the various United Nations' peace keeping operations assignments. The credibility of the Nigerian State in providing for the security of lives and property of the population has been called into question on many occasions, such as during several religious crises and bombing episodes across the country. The assessment is that there is a widespread feeling of insecurity among the generality of the citizens. Consequently, there remain certain primary issues and challenges to address, if the level of security in the country is to be improved which would enable investors to have confidence in the system and for Nigeria to be able to attain the NV20:2020 targets.

3.3.6 GENERAL ADMINISTRATION

General Administration and Governance make up one critical sector in the polity but this section will focus on the sub-sector: **General Administration**. The thrust of the plan for the entire sector is to improve governance, security, law and order and engender social harmony as well as provide a conducive business environment for growing the economy. This has arisen from the fact that Nigeria's inability to tackle decisively most of its development challenges have been largely attributed to bad governance. Having recognized that achieving the nation's Vision would require concerted efforts to address governance issues, including general administration, the key elements of the identified policy direction under the 1st NIP with regards to General Administration will be as follows:

- Having an efficient and effective bureaucracy with the integrity, self respect and confidence to carry out the proper intentions of government fairly and expeditiously;
- Strengthening the Due Process mechanism to ensure value for money; and
- The restoration of transparency and accountability.

Some efforts have been made since 1999 to improve General Administration in Nigeria in the following aspects:

- Reform of the Civil Service;
- Combating corruption; and
- Executive Reform bills (including the National Minimum Wage bill).

In order to address the challenges militating against national development, the following broad objectives, strategies and targets are to be pursued during the plan period:

- Institutionalise an accountability framework which enables government to benchmark its effectiveness and allow citizens to monitor government performance. During the plan period the Government would make concerted effort to publish Annual Scorecards and to benchmark itself against global best practice. This M&E report represents the first significant step in that direction.

The Strategies that will be employed to achieve this objective include to:

- Complete the ongoing Public Service Reform;
- Institute a performance management system for elected and appointed political officers as well as Civil Servants;
- Introduce performance contract in the Public Service;
- Create nation-wide awareness;
- Establish a national integrated monitoring and evaluation system and ensure regular production of the annual report by the National Planning Commission.

The identified targets include the following:

- Publish mid-year and Annual country report 2011-13;
- Establish a performance framework for public officers from 2010 benchmarked against global best practice;
- Raise the confidence level in Public service delivery to 80%;
- Enforce the spirit of accountability in public officials and authorities in the discharge of their functions by instituting 360 degree appraisal system amongst public officers from 2010.

PUBLIC SERVICE MANAGEMENT

The Public Service is an essential pillar of a modern nation. An effective, efficient, highly skilled, merit driven and integrity based public service is therefore indispensable for realising NV20:2020. The goal of reform in this sector is to ensure the adequacy and competency of the public service, both to implement government policies and regulate the private sector. During the plan period, sustained efforts will be made to reposition the Public Service such that it would act as a catalyst and change agent for realizing the goal of NV20:2020. It is expected that the following goals will be achieved during the plan period:

- Create an institutional and governance environment for effective service delivery;
- Review public service machinery for greater, efficient and responsive service delivery at all levels;
- Reform the Public Service by implementing critical institutional changes to restore professionalism and client focus;
- Institute a performance management framework that entrenches merit in public service operations;
- Enhance the public service capacity for the implementation of NV20:2020;
- Institutionalize succession planning and career management

SITUATION ANALYSIS

The Public Service has, at various times, undergone a number of reforms; the most recent being the public service reforms (PSR 2004-2009). The marginal gains recorded by the reforms are not sufficient to take the service to the next level. There is therefore, the need to address the challenges by beginning with the consolidation of the gains so far recorded and taking the reforms to the highest level

POLICY THRUST

The critical policy thrust of this sector revolves around the following seven areas:

- Promote service-wide inter- and intra-sector linkages, as this will produce synergies that will deliver more utility from existing resources;
- Reduce corruption and enhance the transparency of public procurement;
- Embrace e-governance;
- Extend the reforms to the States;
- Promote network of alliances in support of, and to institutionalize, integrity;
- Encourage PPPs that have in-built accountability systems;
- Compulsory education/training for the public service.

STATUS OF PUBLIC SERVICE REFORM

Public Service Reform has recorded a number of achievements. The rightsizing and elimination of ghost workers, underpinned by the introduction and implementation of the

Integrated Pay Roll and Personnel Information System (IPPIS) on a pilot basis resulted in a significant reduction of the burden of the Civil Service wage bill on the budget (recurrent expenditure as proportion of Federal Government of Nigeria Budget, declined from over 80% in 1999 to less than 50% in 2007, 48.48% in 2009 and 49% in 2010). However, experience has shown that despite this marginal gain, the Federal Government's recurrent expenditure is still on the increase. This requires concerted efforts to reverse the trend by reducing the budget for the remuneration of political office holders/appointees.

The implementation of the training programme for Heads of Service of the 36 States of Nigeria for effectiveness and efficiency fell short of expectation. In 2009, the entire 36 Heads of Service were trained while only 14 were trained in 2010. Also, the mandatory training for officers on GL. 14-16 in the Federal Civil Service declined from 10,000 in 2009 to 6,500 in 2010. The pre-retirement training for officers (1st batch) fell from 300 in 2009 to 77 in 2010.

In terms of accountability and transparency the number of MDAs audited by the Office of the Accountant General for the Federation remained unchanged with the figure of 140 in 2009 and 2010 respectively.

In order to enhance staff welfare and motivation, the consolidated salary structure and pay adjustment as well as the enactment of the minimum wage act were implemented, pending a comprehensive pay reform. This is in consonance with the 1st NIP objective 7 (Governance and General Administration) which seeks to create a new generation of Nigerians who will take interest in the Public Service, imbibe basic democratic values and formal rules of behaviour. For example, the total emoluments of a level 08, step 2 officers (a fresh university graduate) which was ₦441, 875.00 in 2007 rose to ₦677, 704.00 in 2010. In 2009, the Federal Government staff housing Loans Board disbursed loans to 833 public servants. The figure increased to 2,320 in 2010 due to increased awareness about the scheme and availability of funds for it.

The introduction of the National Health Insurance Scheme (NHIS) which was supposed to bring appreciable relief to Nigeria workers has not recorded much progress in that in 2009 the coverage was 3% and remained constant in 2010.

3.3.7 KNOWLEDGE-BASED ECONOMY

Science and Technology infrastructure and application are a *sine-qua-non* to the emergence of good governance, effective service delivery, employment generation, poverty eradication and economic growth. The Nigerian government recognises the role of knowledge inputs in enhancing the productive capacity of the traditional factors of production, as well as generating new channels of growth for the economy. Science, Technology and Innovation create the opportunity to drive sustainable growth and development through acceleration of applied technology, research and innovation. As experienced in other rapidly transitional economies, a national emphasis on knowledge-based skills, as a factor, is expected to help expand the production frontiers of the Nigerian economy.

Globally, nations are anchoring their development programmes and action plans on cutting-edge technologies – ICT, biotechnology, space and recently Nano -technology. Nigeria can ill-afford to be caught in the web of ignorance, hence the decision to mainstream Science, Technology and Innovation systems in all the various facets of our national life. Irrespective of the different approaches, a common phenomenon is the recognition that Industrialisation

is key to economic growth and development, and that the foundation and backbone for industrialisation are Research, Technology and Innovation.

In countries that have achieved considerable technological and economic gains (e.g. Japan and South Korea), STI foresight was an important instrument in providing and achieving economic reform objectives. This was neither an issue of identifying the so-called appropriate technologies nor a forecast of technologies; rather, technology foresight is about matching societal needs with appropriate and focused technological capabilities. Accordingly, the objectives, strategies and targets of technology foresight have been designed to stimulate and accelerate the research and development activities in our research institutions as well as sharpen the innovative capacities of our scientists, engineers and technologists.

SITUATION ANALYSIS

Successive Governments have put in place several measures and policies aimed at expanding Nigeria's capability and capacity in Science, Technology and Innovation to serve the economy. In particular, several STI institutions were established during the third and fourth Development Plan periods (1975-85), to promote R&D and ensure sustainable economic growth. Unfortunately, the Nigerian economy has remained structurally rigid over the years and the impact of the STI institutions is yet to be felt, in terms of R&D output, innovation, patents, commercialisation of research findings, scientific publications in international journals, new knowledge intensive products, total factor productivity enhancement, and general improvement in the quality of life of Nigerians. This is apparently because the major emphasis has been on building institutional capacity and infrastructure and logistics support without commensurate investment in human resources development as well as research and development activities.

Though these tertiary institutions had annual budgets for capacity building in Science, Technology and Innovation, the quantum of investment was always inadequate to train the critical mass of researchers required to kick-start the industrialisation of the country. For instance, available statistics show that, Nigeria ranks amongst the lowest in STI funding (0.01 percent of GDP) compared to countries such as India (2.5 percent), Germany (2.8 percent), USA (2.8 percent) and Russia (5 percent). Moreover, the situation was compounded by uncoordinated and indiscriminate application of resources by the institutions. These underscore the inefficiency of public institutions and call for reforms of the STI sector to pave the way for private sector participation in R&D activities, through the instrumentality of a tripartite partnership between government, industry and research institutions.

ANALYSIS OF KPIs

An analysis of performance of the key indicators for the sector depicted in Table 3.3i below shows that it met most of the targets set for it in 2010 in NV20:2020 and 1st NIP, except in the solar PV electricity generation and number of R&D products commercialised. However, the impact of the sector, in terms of propelling productivity and enhancing efficiency, in for instance, agriculture, manufacturing, etc is yet to be felt. There is, therefore, the need for the sector operators to start the implementation of most of the priority initiatives contained in NV20:2020.

Table 3.3i
Performance of Key Indicators for the STI Sector

S/No	Name of KPI	Baseline Figures 2009	2010 Actual Value	2010 Targets
1.	Solar PV Electricity Generation (dispersed	1mw	12 mw	300 mw
2.	Process technologies developed to pilot-scale level for uptake by potential investors	16	18	18
3.	Developed Prototype equipment with engineering blueprint for mass production by local fabricators.	4	6	6
4.	Patents/IPRs	7	11	11
5.	No. of R&D Products Commercialised	6	17	25
6.	No. of Commercialisable and Patented R&D Products	85	101	101
7.	Technology Transfer Trainees	2,700	2,788	2,788
<i>Source: Federal Ministry of Science and Technology</i>				

CHAPTER 4

PROGRESS AGAINST THE STRATEGIC THRUSTS AND KEY OUTCOMES

Measuring outcomes against the relevant key performance indicators (KPIs) is a necessary requirement of any good M&E Report. The evaluation of the outcomes, unlike the sector overviews in Chapter 3, helps the Government to measure progress on the most immediate things that need to change or that must be in place first, before the country can achieve the NV20:2020 goals and have impact.

This Chapter reviews the progress of Government's strategic policy thrusts and the social, political, infrastructural, economic and administrative outcomes against outputs i.e. the programmes and projects carried out by the MDAs in 2010. It seeks to affirm the result chain that links outputs to outcomes and eventually to impact (impact; will in future be measured through impact assessment and longitudinal studies).

Part II of this report, is essentially the MDAs scorecard, and it provides a full and detailed list of the strategic thrusts, outcomes, sub-outcomes, all relevant KPIs and the MDAs responsible for delivering those outcomes.

4.1 BETTER QUALITY OF LIFE

4.1.1 ERADICATING POVERTY

Responsible MDAs – NAPEP, OSSAP, SMEDAN, NEPAD

Poverty has been identified as one of the critical challenges confronting the Nigerian society. The UN Human Development Index (HDI) revealed that Nigeria scored 0.419 in 2009. This however, improved slightly to 0.423 in 2010. But this was below the target of 0.59 set for the country to move out of the range of countries grappling with the poverty scourge. The 2010 Report on the MDGs for Nigeria revealed that the target of halving the proportion of the population below the poverty line in 2010 and eradication of extreme poverty by 2015 will be difficult to meet.

Achievements and Implementation Progress

There is insufficient data to assess progress in the area of poverty eradication on an annual basis in Nigeria. The latest data are for 2009 which showed that the percentage of population below the poverty line was 51.6% during 2009, respectively. reflecting a marginal decline from the 2004 figure of 54.7%. In the same vein, available poverty rate data are for 2009 which stood at 54.3% and 41.4% in 2010 respectively. This development is attributable to the poverty reduction and wealth creation initiatives of the Government. However, the failure of the relevant institutions to carry out regular surveys will make it difficult to assess progress in this area.

At the African Regional level, the domestication of the AU -NEPAD action plans on poverty alleviation, good governance and sustainable development at the country level with a view to achieving poverty eradication outcomes would be required.

4.1.2 ACCESS TO AFFORDABLE QUALITY WATER

Responsible MDAs – Federal Ministry of Water Resources (FMWR), NEPAD, OSSAP (MDGs)

Water is a strategic resource and its impact cuts across other sectors. A Roadmap for Nigeria Water Sector has been put together. The Roadmap was put together with a view to aligning the programmes and projects in the sector to the 1st NIP as well as NV20:2020. The Roadmap also encourages and promotes Public Private Participation (PPP) arrangement in the sector.

Achievements and Implementation Progress

As a quick measure to accelerate water supply coverage towards the attainment of food security and MDGs targets, Government made special intervention funds available for the sector to be used in improving water supply, building and completion of dams and irrigation projects. In 2010, the Ministry for Water Resources conducted Water Quality Assessment in six states within the six geopolitical zones, researched reservoir sediment of lead poisoning in Zamfara State water source and launched a National Code of Practice for borehole construction. These interventions, while necessary, are mainly quality and water management strategies, not the investment needed to substantially increase the percentage of the population with access to affordable water.

Achievements were minimal, and the Federal Ministry of Water Resources may need to review its 2011 priority projects and programmes to refocus the water sector as a quick intervention for employment generation and poverty alleviation, developing a template for public and private participation (PPP) intervention and the rehabilitation of 1000 dysfunctional hand pump boreholes in 18 states – 3 from each geopolitical zone and to align them with the 1st NIP so they are back on track with the outcome of affordable quality water and access to sanitation.

4.1.3 ACCESS TO AFFORDABLE QUALITY HEALTHCARE

Responsible MDAs – Federal Ministry of Health (FMH) and its 55 agencies, NEPAD, OSSAP (MDGs), Ministry of Niger Delta Affairs (MNDA), Ministry for Federal Capital Territory (FCT), Niger Delta Development Commission (NNDC)

The 1st NIP target is to reduce under-five mortality rates from 157/1000 in 2008 to 103/1000 live births by 2013. Achieving the MDG 4 target of 63.7/1000 by 2015 will again be a serious challenge, despite evidence to show that Government expenditure for reducing under-five mortality rate is high.

The chequered performance trend in the last three to four years in e.g. performance in vaccine preventable diseases, in the maternal mortality ratio of 545/100,000, which has been rated as one of the highest in the world means more concerted efforts will need to be made towards improving child health. Work towards drastic reduction in morbidity and mortality rates to help improve the health situation by 2013 will also need to be prioritised.

On HIV/AIDS, availability and accessibility to anti-retroviral therapy (ART) must be vigorously pursued, while accelerated adoption and effective implementation of the new National HIV/AIDS Strategic Framework for Action 2010-2015 is required.

The 6 most relevant KPIs under healthcare (see Table 4.1a) are life expectancy (47.9%), infant mortality rate (138/1,000 births), maternal mortality rate (800/100,000), percentage of

population with access to affordable essential drugs on a sustainable basis (80.13%), number of hospital beds per 10,000 (3 beds), and percentage of population with NHIS coverage (3%). When the baseline values indicated for 2009 are compared with the actual values for 2010 which are life expectancy (50.9%), infant mortality rate, (90/1000 births), maternal mortality rate (550/100,000), percentage of population with access to affordable essential drugs on a sustainable basis (80.13%), number of hospital beds per 10,000 (3 beds) and percentage of population with NHIS coverage (3%), it can be concluded that the healthcare targets were met to a large extent. The modest improvement when compared with the percentage difference between the baseline value figures and those of 2010 targets, the result points to some great level of achievement, especially in the area of infant mortality, in line with 1st NIP on health sector targets for 2010-2013. Recognising the cumulative advantage of tackling health problems for children, women and youths, will promote a snowballing effect that will accelerate attaining the MDGs 4, 5 and 6 by 2015

The approach in Nigeria Vision 20:2020 is to provide strategic direction for collective action by the Nigerian health system partners in order to promote and protect health for all. Therefore, the launch of the National Strategic Health Development Plan (NSHDP) by Mr. President and the endorsement by the National Council on Health, with the 36 States Governors and the FCT Minister signing and also endorsing the document with State Health Development Plans (SHDP) that seeks to address their respective priorities will go a long way in providing not only a strategic approach to health issues but also a holistic implementation of health policies and programmes at the sub-national level.

Achievements and Implementation Progress

Generally, the projects and programmes undertaken in 2010, by the MDAs responsible for the Health KPIs, appear to be what are needed to deliver on the Vision goals, although there is a need for increase in the number of facilities being built and number of patients accessing such facilities. For example, the FMH established a national midwifery service scheme to reduce the high rate of maternal and child mortality in high risk areas with over 2,488 midwives already deployed to such high risk areas. A community social health insurance scheme for the poor and under-served has also been introduced. Through the NDDC health programmes, 57 medical missions were organised, 277,860 patients treated and a 200-bed specialist hospital and Dialysis centre is planned for 2011.

Furthermore, all the outputs for 2011 are very much linked to the strategic outcomes of the NV202020. These include:

- a. Malaria control programme procurement and distribution of 18.7m Long Lasting Insecticide Treated Bed Nets (LLITNs)
- b. Procurement and distribution of MDG branded HIV/AIDS drugs
- c. Tuberculosis and Leprosy Control: Establishment of 510 new DOTS centres and procurement of equipment and Laboratory Reagents and other consumables
- d. Epidemiology: Health emergency preparedness and response to epidemics
- e. Port Health Service: Implementation of the international health regulation; disease surveillance at international ports;
- f. Non Communicable Diseases Control (NCDs): Prevention and Control of Major NCDs.
- g. Diseases eradication and control programmes
- h. Health Management Systems Strengthening
- i. NCDC: Completion of construction works and equipping the NCDC building at Gaduwa district, Abuja
- j. Completion of the rehabilitation of 12 Nos. Specialist Hospitals
- k. MDG - IMNCH: Procurement and distribution of emergency obstetric care and contraceptive commodities, capacity building for service providers, awareness creation and supportive supervision

- l. National health coordination, advocacy and public health enlightenment campaigns in liaison with states' health Ministries, partners and other NGOs
- m. Monitoring and evaluation of 2011 capital budget, recurrent budget, personnel costs, internally generated revenue, etc

Table 4.1a
Performance of Key Indicators for the Health Sector

KPI Name	Baseline	Year	Source	2010 Actual Values	Source	Target 2010	Target 2011	Source
<i>Life Expectancy</i>	47	2009	UNICEF	N/A	N/A	49	55	NPC, Min. Health
<i>Under 5 mortality rate, per 1000 live births</i>	157	2008	FMoH	N/A	N/A		130	FMoH
<i>Infant mortality rate, per 1000 live births</i>	75	2008	FMoH	N/A	N/A	70	60	FMoH
<i>HIV/AIDS prevalence among population aged (15-24 years)</i>	4.2	2009	FMoH	N/A	N/A	4	3.2	FMoH
<i>Percentage of population aged 15-24 with comprehensive correct knowledge of HIV/AIDS</i>	22.2 (Female), 32.6 (Male)	2008	NDHS/MI CS/NAR HS	N/A	N/A		50	FMoH
<i>Percentage of tuberculosis case cured under directly observed treatment short course</i>	71 cure rates and 82 treatment success rate	2008	NTBLCP	N/A	N/A		85	FMoH
<i>Percentage of TB case detection rate under directly observed treatment short course</i>	31	2008	NTBLCP	N/A	N/A		50	FMoH
<i>Number of new wild poliovirus cases</i>	382	2009	WHO	N/A	N/A			FMoH

4.1.4 ACCESS TO AFFORDABLE QUALITY EDUCATION AND UNIVERSAL PRIMARY EDUCATION

Responsible MDAs – Federal Ministry of Education (FME), Ministry of Niger Delta Affairs (MNDA), Ministry for Federal Capital Territory (MFCT)

The education sub-sector is imperative for achieving the objectives of the NV20:2020 in human capital and social development. This requires the appropriate identification of education set targets and how they are aligned with the strategies of the sector in general.

Table 4.1b below shows the performance of the education sector between 2008 and 2010, indicating an increase in primary school enrolment in the period from 18,519,733 to 20,291,709 representing a 9.6% increase. Also, while there were increases in tertiary education enrolment for polytechnics and universities, there was a decrease in tertiary education enrolment for monotechnics in the same period. This was as a result of decreasing interest in monotechnics and increasing desire for polytechnics and university education.

When the actual value of 2010 is compared with the 2008 baseline value it can be concluded that only a marginal percentage of the population are accessing education. For 2009, there

is a worrying decrease in the number of enrolment versus number of graduates for that year, for example, 1,079,720 were enrolled into Colleges of Education, while only 66,824 graduated in the same year. There are no figures for 2010 graduates but the FME may need to monitor this, if it is found to be a general yearly trend.

Achievements and Implementation Progress

The development of One-Year Strategy for the Education Sector and establishment of 9 additional Federal Universities, are very welcome initiative, as are all the 2010 achievements of the FME, although, a robust monitoring of the outcomes of such projects and programmes is essential for example, the launch of a campaign to improve access to education, Almajiri education programme, development of National Policy on non-formal education in Nigeria, expansion of access to the nomadic education, Girls' Education Project (GEP), Book development funds for tertiary institutions lecturers, procurement of operational vehicles for Federal Inspectorate Services, reviewed and publication of the 9-year basic education subjects curricula, reviewed and restructured teacher education programme, career development and motivation of teachers, publication of teachers register, provision of ICT infrastructure and services, provision of National Information Technology Education Framework (NITEF), improvement of National Education Management Information System (NEMIS), establishment of e-learning Programme and the strengthening of partnerships with IDPs and NGOs.

Following the education summit organized by the FME, which was attended by key stakeholders, including Mr. President, it is necessary that the Ministry speeds up the necessary machinery to produce a medium to long-term strategic plan for the education sector. As at the time of the report the FME had a one-year strategic plan. Whatever is in such a one-year strategic plan can however be treated as the quick wins of a longer-term strategic plan. .

Table 4.1b
Performance of Key Indicators for Education Sector

KPI Name	Baseline (2005-09)	Year	Source	2010 Actual Values	Source	Target 2010	Target 2011	Source
Primary School enrolment of children	18,519733	2008	FME (Unpublished)	20291709			21,306,295	FME
Ratio of girls to boys in primary education	5;4	2008	FME (Unpublished)	1;1	UBEC		1;1	FME
Number of secondary education graduates	862363	2008	FME (Unpublished)				905481	FME
Ratio of girls to boys in secondary school education	4;5	2008	FME (Unpublished)				1;1	
Tertiary education enrolment (C.O.E)	1079720	2008	FME (Unpublished)				72170	FME
Tertiary education enrolment (Mono-technics)	17321	2009		13239	FME		14033	FME
Tertiary education enrolment (Polytechnics)	654804	2009	FME (Unpublished)	654904	FME		707296	FME
Tertiary education enrolment (Universities)	577029	2009	FME (Unpublished)	604068	FME		664475	FME
Number of tertiary education graduates (C.O.E)	66824	2009	FME (Unpublished)					
Number of tertiary	3572	2009	FME				3858	FME

<i>education graduates (Mono-technics)</i>			(Unpublished)					
<i>Number of tertiary education graduates (Polytechnics)</i>	22406	2009					24199	FME

Source: Federal Ministry of Education, 2010.

4.1.5 ACCESS TO AFFORDABLE QUALITY HOMES

Responsible MDAs – Federal Ministry of Lands, Housing and Urban Development (FMLHUD), Ministry of Niger Delta (MNDA), Federal Capital Territory (FCT), Federal Government Staff Housing Loans Board (FGSHLB)

The policy thrust on affordable homes during the first National Implementation Plan focuses on the creation of an enabling environment for private sector investment in housing development, provision of adequate public building policy for effective service delivery, establishment of a National Housing Data Bank, harmonizing and standardizing land administration nationwide through a national technical development forum, working with the state and local governments to produce and implement a unified and integrated infrastructure development for housing, to open up new layouts and services for private sector to develop affordable and decent mass housing and, working with financial sector operators and regulators, to develop an effective primary housing finance system.

The performance of the sector was benchmarked using such criteria as the number of population that are home owners, number of housing units constructed under Private Public Partnership (PPP) arrangements, number of Federal Government land records captured in FELIS Database.

Achievements and Implementation Progress

In 2010, the FMLHUD constructed 224 units and 2 blocks of 5-bedroom duplexes, while 24 units of houses out of the planned target of 500,000 houses were constructed under the PPP arrangement and 5000 out of the planned target of 10,000 land records were captured.

Going by the policy focus under the first NIP, the Key Performance Indicators indicates a shift from government as the major housing provider. However, the efforts in housing provision did not focus on creating the enabling environment for the private sector to take a lead in providing the required houses. The Ministry of Lands, Housing and Urban Development as the key player in the sector needs to collaborate much more closely with the State and Local governments to open up new layouts and provide site and services for the private sector to operate.

The Federal Capital Territory Administration (MFCT) constructed 877 units of resettlement houses in the Federal Capital Territory, representing 35.05% of their planned target of 50% and carried out 90% engineering infrastructure works, land surveys and mapping in the satellite towns in 2010, thereby contributing to affordable homes and plans to construct 3209 more housing units by 2011. The Ministry of Niger Delta Affairs in 2010 awarded a contract for the construction of 360 houses in the Niger Delta region, this when completed this would increase the stock of affordable houses in the region.

Through the Federal Government Staff Housing Loans Board (FGSHLB), public servants have had greater access to loans to purchase homes, land or to build their own houses. Comparing the baseline value for 2009 i.e. 833 with the actual value for 2010 i.e. 2,320, the Agency made appreciable progress in the disbursement of housing loans to applicants and ensuring repayments are made, as and when due. Although, when the actual value of 2,320

set for 2010 by the Agency is compared with the set target for the same year i.e. 3000, there was a shortfall of 680 or 7%, meaning that the Federal governments may need to provide more funds for the Agency to meet its obligations.

Clearly, the Government is seen as the major provider of housing, but, to meet the obligation of affordable quality housing, its role should be more in the creation of an enabling environment for the private sector to drive the process.

4.2 SUSTAINABLE ECONOMIC GROWTH

Responsible MDAs – Federal Ministry of Finance (FMF), Federal Ministry of Agriculture (FMA), Ministry of Petroleum Resources (MPR), Federal Ministry of Commerce & Industry (FMCI), Federal Ministry of Power (FMP), Federal Ministry of Science & Technology (FMST), Federal Ministry of Telecommunications (FMTC), etc

Sustaining economic growth requires that programmes and projects that would stimulate primary production to enhance the competitiveness of the productive sector, encourage production of processed and manufactured goods for export, stimulate domestic and foreign trade in value-adding goods and services and strengthen linkages among key sectors of the economy should be implemented, if the country's Vision of becoming one of the Top 20 economies in the world by 2020 is to be met.

In addition to the overview and analysis of performance in the productive sector in Chapter 3, this section examines progress and achievements made in the implementation of policies, programmes, projects and institutional reforms that will lead to the realization of NV20:2020 and 1st NIP of NV20:2020.

Achievements and Implementation Progress

Overall, for the productive sector, achieving high growth rates is feasible and possible as demonstrated by sectors such as minerals and metals, trade and tourism that recorded double digit growth rates for the period under review. These growth rates will not be sustained by the projects and programmes reported to have been implemented in these sectors.

For a robust and sustainable growth, it is important that sub-sectors in the productive sector revisit the NV 20:2020 and the 1st NIP documents so as to implement the priority projects and programmes contained therein for their respective sectors. It is only in doing this that the sustained economic growth needed to achieve the targets in NV20:2020 and 1st NIP for the sectors will be attained.

It is very important also to point out that while the measures and institutions covered in section 4.1.1 above can help to alleviate poverty, the best weapon against poverty and unemployment is the sustainable, employment generating and equitable growth of the real sector of the economy.

4.2.1 CONDUCIVE BUSINESS AND ENTREPRENEURIAL ENVIRONMENT

Responsible MDAs – Federal Ministry of Commerce & Industry (FMCI), SMEDAN, NAPEP, Federal Ministry of Land, Housing & Urban Development (FMLHUD)

In chapter 3, the business environment was analysed from several fronts, including the Nigerian perspective as reflected in the survey of BECANS in 2010, the World Bank's Ease

of Doing Business and the Sovereign rating of the country by world acclaimed credit rating institutions. It was concluded, arising from the analysis of the business environment components that the business environment in Nigeria was poor in 2010.

Achievements and Implementation Progress

Definite measures to revert the trend were suggested including the need for the subnational governments to play a more active role in business support and the re-focussing and re-engineering of agencies at the Federal level with the mandate to promote business. It was also suggested that the procedure for accessing land should be re-examined, with the possibility of decentralizing the issuance of Certificates of Ownership.

The country's performance in terms of macroeconomic stability was also examined in chapter 3. It was noted that headline inflation, measured both on-year-on-year and 12-month moving average bases was out of range with the envisaged targets. The interest rate spread widened during the year just as the Naira weakened against the dollar during the year.

The fiscal performance was mixed, as the deficit as a percentage of GDP rose and moved away from the set target. Budget performance also fell in 2010 against the 2009 level and below the set target for 2010. Measures for improved performance were put forward in each of the areas.

4.2.2 COMPETITIVE WORKFORCE

Responsible MDAs – Federal Ministry of Labour and Productivity (FMLP), Office of the Secretary to the Government of the Federation (OSGF), Office of the Head of Service, Centre for Management Development (CMD), Administrative Staff College of Nigeria (ASCON), Federal Ministry of Education (FME), Ministry of Niger Delta Affairs (MNDA), Niger Delta Development Commission (NDDC), etc

In terms of actual 2010 achievements linked to NV202020 and 1st NIP outcomes, the FMLP produced a strategic National Action Plan on Employment Creation (NAPEC) which was submitted to the Federal Executive Council (FEC) and approved to be incorporated into the National Development plan.

Achievements and Implementation Progress

The FMLP also upgraded 3 skills centres, admitted 632 trainees into skill upgrading centres, tested 10,220 candidates in 46 various trades and issued 8,345 successful candidates with appropriate Trade Test Certificates, rehabilitated and reviewed the challenges and prospects of employment creation in eleven identified sectors of the economy, carried out 46,922 labour inspections of factories that involved over 1,032,870 establishments. In addition, the NDDC has trained 12,237 women, youths and men, while the MNDA identified 12,544 people for training, all in productive sector-related fields.

Job creation for Nigerians remains critical to development. In this visioning period, aggressive strategies were designed to accelerate job creation in recognition of the challenges faced by the sub-sector. The skills acquisition centres are inadequate to provide vocational training for all job-seekers. As indicated in the KPIs, there was a decline in the number of jobs created from 200,809 in 2009 to 95,997 in 2010. This is a serious trend, bearing in mind that the Nigerian population increases annually. The situation is further compounded by the increase in total man days lost from 483,530 in 2009 to 593,530 in 2010 (see Conducive Business and Entrepreneurial Environment above).

This decline can translate into decreased productivity and eventual decline in economic activities. Up-to-date data is required for employment and labour market information and this is not manifest in the MDAs submission. The Federal Ministry of Labour and Productivity would need to partner with the private sector for accelerated performance of its set targets by 2013 and the attainment of Vision 20:2020.

4.2.3 STABLE MACROECONOMIC ENVIRONMENT

Responsible MDAs – National Planning Commission (NPC), National Bureau of Statistics (NBS) and numerous other productive sector MDAs

Tables 3.2a, b and c in Chapter 3, highlight the targets and outcomes for key macroeconomic variables for the fiscal year 2010 under the 1st NIP for NV20:2020. These indicators have been extensively reviewed and related with the benchmark targets in Chapter 3. Arising from the analysis, challenges were identified and the way forward suggested. The recommendations included the need to sustain the Amnesty Programme in the Niger Delta; the need to prosecute a policy of value addition, especially in the oil and gas sector and the strong need to address the plethora of growth-inhibiting constraints in the manufacturing sector of the economy.

4.2.4 STRONG POLES OF GROWTH

Responsible MDAs – National Planning Commission (NPC), National Bureau of Statistics (NBS) and numerous other productive sector MDAs

Macroeconomic data relating to the strong poles of growth outcome has been analysed, and performance in 2010 compared to targets, in Chapter 3.

A. OIL AND GAS

Responsible MDAs –Ministry of Petroleum Resources, Nigerian National Petroleum Corporation (NNPC)

The oil and gas sector is thoroughly analysed in Chapter 3, under the productive sector. It remains very strategic to the sustenance of rapid economic growth and development in Nigeria. It is therefore, important for attaining the goals and objectives of NV20:2020 and the 1st NIP (2010-2013), (See Table 3.3g for details) and for evaluating the 2010 achievements by the responsible MDAs, in order to measure the output – outcome results chain.

The objectives and targets for oil and gas include increasing crude oil and gas production, creating low operating costs, increasing local refining capacity, the cost effective delivery of petroleum products, developing a gas industry that is separate from the oil industry, ensuring international health, safety and environmental standards, and creating business environment in the sector. The implementation strategy includes attracting local and international investors, commercialising NNPC, deregulating petroleum products pricing, infrastructural development, passage of the Petroleum Industry and Local Content Bills, facilitating projects that transfer technology and generating employment and implementing the oil spillage contingency plan.

Achievements and Implementation Progress

The on-going initiatives to increase the participation of Nigeria and Nigerians in the oil and gas sector should also be accelerated, through the National Content Office, which has been created to drive the process. Also, in order to increase production and use of gas in the domestic market, as well as for export, the Nigeria Gas Revolution was declared. All these are with a view to meeting the targets set (see Table 3.3g for target details) for the sector in NV20:2020 and the 1st NIP.

The Ministry of Petroleum Resources and its agencies achieved the following outputs in 2010:

- Passage of the Local Content Bill into law and institutional establishment.
- Approval of the Gas Master Plan as well the as new gas pricing and allocation policy.
- Conclusion of the contract on ROW of the Calabar – Umuahia, Ajaokuta and the Ajaokuta – Abuja-Kano Gas Pipeline Projects.

While these achievements are in line with the implementation strategy, the Ministry still has a long way to go in achieving the targets set for the sector. It would need to develop and implement priority projects and programmes linked to the objectives and targets for the sector in 2011 and beyond.

B. WHOLESALE AND RETAIL TRADE

Responsible MDAs – Federal Ministry of Commerce & Industry (FMCI), Nigerian Export Promotion Council (NEPC), etc

The trade sector's contribution to growth has made it one of the key sub-sectors in the economic development agenda of Nigeria, as its contribution to GDP increase to 18.7% in 2010 from 18.26% 2009 (see Table 3.3e)

The NV20:2020 has identified and earmarked trade and commerce (among other productive Sectors) for rapid growth and development, because they are strategic for the economic development of the country. The policy thrust of the sector within the 1st NIP (2010-2013) is to implement projects and programmes that will boost the production of export manufactures, as well as create the necessary environment for the emergence of the country as a hub for transatlantic trade. For this to be achieved, the 1st NIP under the trade sector identified the following catalyst programmes to be implemented over the plan period 2010 to 2013:

- Establishment of industrial clusters in the states, to boost processing and production of exportable products.
- Procurement of scanners to enhance ASYCUDA.
- Increasing value addition to Nigerian export potentials in Agriculture, Solid Minerals, Oil and Gas, etc.
- Establishment of an Export House and Market Intelligence centre.
- Continued implementation of the Commerce for Initiative.
- Promotion of Trans-National Booster Markets
- Strengthening of the National Focal Point on Trade.
- Strengthening of institutions responsible for export promotion.
- Implementation of the one local government one product (OLOP) initiative

Achievements and Implementation Progress

Among the important achievements recorded by the Federal Ministry of Commerce & Industry in 2010, are the granting of 3 licenses in 3 sectors of the economy for the

establishment of free zones and the campaign for Made-in-Nigeria goods, which led to renewed interest in Nigerian goods and services by the citizenry, as well as the directive of Government to its agencies to patronise vehicles assembled in Nigeria substantially feed into the 2013 priority programmes outlined above.

The centralization of the production framework for various weights and measures, massive public enlightenment for wider adoption and distribution to markets all over the country and initiating a national policy on Intellectual Property Rights in Nigeria were also carried out, in order to strengthen the innovative potentials of local investors. Except for the licenses for the trade free zones, the other key outputs by the FMCI are not really in line with the catalyst programmes of the 1st NIP.

For the MDAs responsible for trade and commerce, to improve on the 2010 performance, they must intensify efforts to align their priority programmes to those listed above and also seek to achieve the opening up of the Nigerian market for international trade and commerce by sustaining all current bilateral & multilateral agreements and ensuring Nigeria's strategic participation in Expos and Trade Fairs, in 2011.

C. MANUFACTURING

Responsible MDAs – Federal Ministry of Commerce & Industry, Bank of Industry,

Nigeria Vision 20:2020 aims at building a technologically-driven and globally competitive manufacturing sector, with a high level of local content and contributing more to GDP. (See Table 3.3c for full KPIs List). In recognition of this, the Government in 2010 outlined the overall goal for the sector, as contributing to GDP by at least 12 per cent per year. To achieve this, the Federal Ministry of Commerce and industry and the Departments and Agencies under it, were expected to undertake eleven priority projects as contained in NV20:2020 and 1st NIP. These are:

- Provision of \$3 billion special fund for the rehabilitation of ailing industries and promotion of core industries for rehabilitation.
- Recapitalization of Bank of Industry
- Establishment of industrial clusters in the States to boost the production and processing of exportable products.
- Establishment of 4 model Enterprise Zones.
- Update of national regulatory requirements to improve product standards
- Development of Industrial Data Base/Bank
- Establishment of Cement Technology Institute
- Mini Sugar Plants.
- Women Vocational and Entrepreneurship Development Programme
- Provision of common facilities for at least 7 priority clusters.
- Establishment of 6 vocational centres in the zones.

Achievements and Implementation Progress

The following 2010 achievements by the FMCI shows some understanding of the output – outcome results chain and the impact of aligning programmes and projects to outcomes; the disbursements of ₦100 billion cotton textiles grants for the resuscitation of ailing textile industries, commencement of the implementation of the National Sugar Master Plan, to ensure the attainment of 70% self-sufficiency in local sugar production, resuscitation of the fiscal policy on the 10% cassava flour inclusion in composite wheat flour, commencement of a pilot programme of One-Local Government-One Product in Kano and Niger States, successful preparation of the Action Plan for the Industrialization of Nigeria, in conjunction

with UNIDO, in line with the 1st NIP of the Vision 20:2020, capacity building and business support services and entrepreneurial development programmes, for MSMEs.

The Ministry also handed over 23 Industrial development centres to SMEDAN to transform them into viable economic ventures, within the PPP concept and gave impetus to Nigeria's drive for foreign direct investment. Nigeria signed Investment Promotion and Protection Agreements with the Russian Federation and the Republic of Turkey. For the sector to improve on its 2010 performance, the FMCI has further lined up the following NV20:2020 related programmes and projects for implementation in 2011. These will go a long way in consolidating some of the gains of 2010:

- Improving Nigeria's global competitive index by 5 places in financial year 2011 i.e. from the current 127 out of 133 countries to at least 122.
- Pursuing policies and projects that would reduce production and manufacturing costs in the economy.
- Recapitalising of the BOI, to make it more responsive and effective in its service delivery.

D. MINERALS AND METALS

Responsible MDAs –Ministry of Mines and Steel Development (MMSD)

The 1st NIP of NV20:2020 focuses attention on the revival, growth and contribution of the sector to GDP with the set targets of revitalising the entire steel sector for the operation and production of 3 million tons of liquid steel per annum by 2013, achieving enhanced capacity to supply 50% of the skilled manpower required for all segments of the minerals and metals sector, ensuring total compliance with and application of all stipulations and provisions of the Nigeria Minerals Act 2007, maximum exploitation of bitumen deposits to meet local demand and the establishment of coal fired plants to contribute a minimum of 30% to power generation by 2013.

Achievements and Implementation Progress

In 2010, the Ministry and its Agencies carried out the following activities:

- Establishment of data bank on steel production
- Baseline geochemical mapping of cells No7E05, No5E03, No5E04 and N06E03 was completed and launched
- Reclamation of high risk critical abandoned mine sites in Kano and Abia States
- Airborne Geophysical Survey Phase 2.
- Map publications and database on Nigerian geology
- Concluded the technical Audit of NIOMCO to determine the status of the plant and cost implementation and resuscitation of operations.
- Revalidated all mining titles and permits

One fact is that the potential of this Sector is yet to be fully realized. To do this, the MMS would need to build on these achievements by developing an implementation strategy, because all of the listed activities are preparatory work rather than actual implementation. If the MDA persists in further preparatory activities for 2011, then in the longer term, they may not be able to achieve the targets set for the sector. It is important for the MDAs to begin to implement the priority projects and programmes for the sector in NV20:2020 in 2011 and beyond.

E. SMALL AND MEDIUM SIZED ENTERPRISES

Responsible MDAs – NAPEP, SMEDAN, Federal Ministry of Commerce and Industry (FMCI)

The objectives and targets are to have an SME sector that is the driver of national economic growth and development, that is sustainable and viable, that uses improved technology in production of goods and services and leads to development of entrepreneurial skills and access to credit. The strategy is to intensify PPP in projects, establish SME clusters and facilitate growth of the private sector.

Achievements and Implementation Progress

The achievements and progress of the MDAs in 2010 against these targets are unavailable, at the time of writing this report.

F. TELECOMMUNICATIONS

Responsible MDAs – Ministry of Telecommunications (MT), Federal Ministry of Information and Communication (FMOIC), Federal Ministry of Science and Technology (FMST),

This outcome focuses on the implementation of an extensive privatisation and liberalisation programme which has seen government relinquish to the private sector substantial part of its interest in telecommunication. Unfortunately no data was available on the increase in number or percentage of the population with access to mobile phones or landlines, nor any particular survey result on improved quality of telecommunication services, for evaluation

There were, however, numerous valuable communications' data submitted by agencies under the FMOIC. For example, the Nigerian Film Corporation, the Nigerian Press Council which recorded increase in newspapers, magazines and readership from 315, 112 and 5m (2007) to 347, 124 and 5.1m (2010) respectively and the Nigerian Television authority with increase in international transmission offices from 2 countries in 2009 to 5 in 2010 and in viewership from 80million (2009) to 85million (2010) although 2010 target was 90 million. While these did not come under any of the outcomes KPIs, the growth rates in these areas are indicative of a more informed and educated citizenry. It is therefore, recommended that such information be captured in future reports.

G. FINANCIAL SECTOR

Responsible MDAs – Federal Ministry of Finance, Central Bank

Table 4.2a outlines the targets and actual performance of the growth poles of the economy for the fiscal year 2010 during the 1st NIP.

Table 4.2a
The Growth Poles of the Economy – Target & Actual

	2009	2010		Balance
		Actual	Target	
Real GDP (N' Million)	718,977.33	775,525.71	780,400	
World ranking of Nominal GDP	43	41	36	

Nominal GDP per capita (Naira)	160637	180737	4899	
World ranking of GDP per capita	128	133	120	
Real GDP Growth Rate Financial Sector (%)	4	3.9	4.5	
% of total employment in Financial Sector	0.4	0.4		
GDP per capita in Financial sector (Naira)	2878.1	3206.8	3412.1	
% contribution of Financial Sector to GDP	3.7	3.6	3.5	
<i>Source: National Planning Commission</i>				

Achievements and Implementation Progress

The combination of policies that raised the pace of growth in 2010 included the reduction in policy interest rate, depreciation of the Naira, quantitative credit easing, interbank market guarantee, implementation of a thorough assessment of bank lending practices due to the poor governance situation in the banking system that led to high non-performing loans, expansive fiscal and spending in infrastructure and final consumption, continued implementation of the oil fiscal rule, and successful implementation of the Presidential Amnesty Programme.

The sustainability of the current growth momentum can be viewed against the relatively low public debt to GDP ratio, the AMCON initiative, the creation and implementation of policies that lead to long term development, implementation of price reforms in the power and energy sectors, enforcement of local content policy in oil and gas, enforcement of public financial management reforms, enforcement of the ongoing electoral reforms, enforcement and sustenance of risk management reforms in the banking sector, building good institutions that are not corrupt and obey the rule of law, as well as make laws that provide security to property and businesses, increasing the pace of project execution in the public sector, and formulating and enforcing of sound macroeconomic policies that give priority to investment in physical and human infrastructure (i.e. power, road, railway, ports, rural telephoning, health and education).

H. AGRICULTURE

Responsible MDAs – Federal Ministry of Agriculture (FMA)

During the period under review, there was no serious sectoral policy review or master plan developed for the sector to be used in implementing the projects and programmes contained in NV20:2020.

In 2010, the objective was to contribute to the 2013 targets, namely, to achieve a 3-fold increase in domestic agricultural productivity by 2015, transform the Nigerian agricultural production system to a substantially mechanized system, expand dairy production and milk yield from less than 2000kg to 5,000kg per cow per lactation by 2015, derive over 50% of the nation's foreign exchange earnings through agro-industrial exports by 2013, reduce the present level of food import (worth over \$3 billion per annum) by 50% by 2015, reduce the post-harvest loss of agricultural produce by an average of 50% by 2015, increase the size of irrigated land from the current 1% of cultivable land by 2015, review and further develop an agricultural land and water policy that will address the problems of soil fertility, land and environmental degradation, achieve the adoption of improved varieties species of seeds and broad stock by 50% to the farmers by 2015 and achieve an efficient agricultural extension delivery system which includes extension worker – farmer ratio of 1:500 by 2020.

In order to address the challenges affecting the agricultural sector, five priority projects were stated for implementation in the 1st NIP (2010-2013) of NV20:2020. The projects are commercial agricultural development project aimed at developing major crops, livestock and

fisheries along the entire value chain, construction, completion and rehabilitation of silos, and warehousing, research and development including equipping of existing institutes for research, agricultural biotechnology, completion and rehabilitation of existing irrigation schemes and dams, and restructuring of agricultural commodity marketing companies.

Achievements and Implementation Progress

The agricultural sector performed above average in 2010. It recorded a growth rate of 5.88% in 2009 and 5.74% in 2010. The key achievements of the FMoA include:

- a. The Presidential Initiative programme on cassava, rice, vegetable oil, crops and livestock has increased tremendously the annual output of cassava from 33million metric tons in 1999 to 49.0million metric tons in 2010. Also rice production increased from 3.3million metric tons in 2009 to 4.2million metric tons in 2010.
- b. Cocoa: The focus on this crop is to increase cocoa farmers' income, diversify foreign exchange earnings, and increase production both in the short and long term. Achievements to date, include:
 - Increase in annual production from 170,000 metric tons in 1999 to 380,000 metric tons in 2010.
 - 25,000 cocoa farmers, facilitators and others have been trained in nursery management, fermentation, drying and processing in most cocoa producing states;
 - About 5,976,859 cocoa seedlings were raised and distributed to farmers, free of charge, covering over 5,433.6ha.
- c. Maize: The major effort is to substantially improve yield and produce more in order to meet the national demand of 14million metric tons. Achievements include:
 - Procurement and distribution of 2,405 metric tons of certified maize seeds to 6 seed companies for cultivation in the 2010 cropping season;
 - Production of 100 metric tons of foundation seeds and 50 metric tons of breeder seeds for farmers.
 - Procurement and distribution of 1,554 units of assorted equipment to maize farmers.
 - Distribution of 14 open pollinated and 8 hybrid stress-tolerant varieties to farmers.
- d. Rice: Effort is also being made to improve yield and expand output in order to meet national demand and conserve foreign exchange expended on importation of rice. Achievements recorded include:
 - Increase in hectare from 2.2million hectares in 1999 to 2.8million hectares in 2010;
 - Increase in annual production from 3.3million metric tons 1999 to 4.2million metric tons in 2010.
 - Increase in productivity per hectare with NERICA variety from 1.5 tons to 5.0 tons/ha which has a lot of potentials for increasing output in the years ahead through improvement in yield per hectares.
- e. Cotton: The goal of the Cotton Development Programme is to develop a viable and sustainable cotton sector, covering the cotton/textiles/garments chain through a market oriented strategy. The performance of the industry had dwindled in the last few years but effort is being made to revitalize it. Major achievements recorded:
 - Production of 14,000 metric tons/annum, foundation and breeder seeds to cultivate 700ha ;
 - The re-establishment of the cotton seed multiplication scheme on about 14,000ha;

- Procurement and distribution to farmers of some 14,770 litres of insecticides, 650 cartons of agrolysers, and 350 bales of specialized jute bags.
- f. Cassava: The current national production level stands at 50 million metric tons. The target is to increase production to 150million metric tons. Achievement include:
 - Production and distribution of 17,000 bundles of disease – resistant breeder stock for multiplication; 127,800 bundles of foundation stock and 636,000 bundles of certified stock.
- g. Groundnut & Sesame: Both are important oil crops with potential to earn foreign exchange. Production levels as at 2009 are 3.76million metric tons for groundnut and 317.8 metric tons for sesame. Modest achievements in their production have been recorded as follows:
 - 250kg (breeder seed); 450kg (foundation seed) and 2,320kg (certified seed) of groundnut were produced and distributed to farmers;
 - 200kg (breeder seed) and 250kg (foundation seed) of sesame were also produced and distributed to farmers.
- h. Oil Palm: This is a major oil crop, with enormous potential for wealth and employment creation. As a result of inadequate attention in the past, the export potentials are far from being exploited. Current efforts are as follows:
 - The raising of 267,812 seedlings of improved tenure variety which will create a multiplier effect on private sector participation;
 - The establishment of 1,785ha of improved varieties capable of producing about 267.81metric tons of crude palm oil in a short time.
 - Promotion of efforts towards using palm-oil mill effluent gases to generate electricity.
- i. Rubber: Renewed interest in rubber production as a result of improvement in world market price. About 154,000ha of land has been planted with a total production figure of 95,000 metric tons of natural rubber. The national rubber processing capacity is about 170,000 metric tons, leaving a deficit of 75,000 metric tons, to meet the local installed capacity. Achievements of the initiative on rubber include:
 - Mopping up of 140,000 budded stumps to plant 311ha;
 - Raising of 943,000 budded stumps to establish 2,095.6ha;
 - Establishment of 90ha of budded stumps in 18 States.
- j. Market information and outlet storage and processing facilities were established successfully in 2010, under the special programme for food security.
- k. There was a recorded achievement in Vision 2020 in 2010 as the silo storage capacity across the country was increased to one million metric tons, with the completion of four (4) additional silos complexes.
- l. Livestock:
 - Provision of standard infrastructural facilities in 7 selected livestock markets;
 - Establishment of 11 standard live bird markets;
 - Reviewing the Animal Disease Control Act of 1988.
 - Promoting the sanitary mandate scheme in 5 pilot states.
 - The country has received a disease free certification for Rinderpest disease;
 - Migratory pests were controlled;
 - Pig multiplication centers were established
 - Dairy development programmes were developed.

m. Fishery:

- Self – sufficiency in fish production through the development and modernization of the means of production, processing, storage, marketing and resources conservation;
- Increased disease surveillance points from 107 to 1,000 to enhance early warning reactions to disease emergencies.

The foregoing achievements notwithstanding, there are other several priority projects and programmes for the sector that are yet to be implemented. Their non-implementation may limit the extent to which the targets set for the sector in 2011 and beyond in NV20:2020 will be achieved.

I. TOURISM

Responsible MDAs – Federal Ministry of Culture & Tourism (FMCT), Nigeria Tourism Board (NTB).

Tourism is one of the non-oil sector growth drivers that have been targeted in the 1st NIP (2010-2013). Nigeria is envisaged to be the preferred destination in Africa for tourists from all over the world. Within the sector, Government is committed to achieving a 10 percent annual growth rate in arrival at Nigerian airports and land borders from 2010, increasing the contribution of tourism to GDP from 0.49% in 2009 to at least 5% by 2013, developing five tourism clusters for the country by year 2013 and achieving a 10 percent growth rate in film production by 2013.

Achievements and implementation Progress

To realize the goals set for the sector, as well as sustain it, there are on-going changes in the Tourism Master Plan, to align it with the 1st NIP and NV20:2020. Also, the registration of hotels and tourism related outfits is being carried out with a view to bringing standards to the sector. The policy review and changes will be sustained throughout the 1st NP of NV 20:2020 period. The following were also achieved in the sector in 2010:

- Drawing up of the Tourism Development Master Plan and generation of competition among the States in the country in tourism matters.
- **Development of Infrastructural Facilities:** The Federal Ministry of Culture and Tourism, through the Nigerian Tourism Development Corporation, built and donated projects such as fish House to Argungun Fishing Festival in Kebbi State and a Yam House to Igbo-Ukwu Cultural Festival in Anambra State to support domestic festivals and boost tourism in some States.
- **National Crafts Development Centre:** In continuation of its effort to create wealth and generate employment, the Ministry was able to establish Craft Centres in Lagos, Bauchi and Maiduguri. These Centres have served as means of slowing down rural-urban migration, engaging people in meaningful endeavors and promoting indigenous arts and crafts.
- Establishment of Cultural Industries in the 6 Geo-political Zones of the country, which has led to wealth creation, poverty reduction, employment generation and self actualization.

Although the sector recorded a double digit growth rate of 12.01%, above the 10% target set for it in the 1st NIP and NV20:2020, the implementation of the foregoing projects and programmes in 2010 may not be enough to sustain the growth attained. There is room for improvement in this industry, as it has the potential to generate huge revenue which will in

turn increase the country's GDP. Currently tourism take up is very low, and Nigeria's negative international security profile has not helped matters.

4.2.5 INCLUSIVE GROWTH

Responsible MDAs – Federal Ministry of Employment (FMEmp), Federal Ministry of Finance (FMF), National Planning Commission (NPC), 36 States, Ministry of Niger Delta Affairs (MNDA),

Rapid and sustained poverty reduction requires inclusive growth that allows people to contribute to and benefit from economic growth. Rapid pace of growth is unquestionably necessary for substantial poverty reduction, but for this growth to be sustainable in the long run, it should be broad-based across sectors and inclusive of the large part of the country's labour force. This implies a direct link between the macro and micro determinants of growth. The micro determinants capture the importance of structural transformation for economic diversification and competition, including creative destruction of jobs and firms. Inclusive growth refers both to the pace and pattern of growth, which are considered interlinked, and therefore need to be addressed together. The inclusive growth approach takes a longer term perspective as the focus is on productive employment rather than on direct income redistribution, as a means of increasing incomes for excluded groups. In the short run, governments could use income distribution schemes to attenuate negative impacts of policies intended to jump start growth on the poor, but transfer schemes cannot be an answer in the long run and can be problematic also in the short run.

Accordingly, the inclusive growth agenda seeks to address the issue of increasing income and wealth in rural vs. urban disparity in development. In Nigeria, the issues with regional development include low access to infrastructure, high poverty levels, intermittent religious and ethnic conflicts and environmental degradation.

In order to satisfy the strategic outcome of "inclusive growth", Nigeria's economic development must occur in a manner that increases the wellbeing of a broad cross-section of Nigerians. High unemployment and poverty incidence rates, high levels of income inequality, and a stagnant Human Development Index suggest that the benefits of Nigeria's rapid economic growth could be more equitably distributed across her population.

Achievements and implementation progress

KPIs

A high pace of growth over extended periods of time is necessary, and often the main contributing factor in reducing poverty. Sustained, high growth rates and poverty reduction, however, can be realized only when the sources of growth are expanding, and an increasing share of the labour force is included in the growth process in an efficient way.

Nigeria's past decade of rapid economic growth has been without significant effect on poverty or employment. Hence, Nigeria's case is one of jobless growth in the face of widening poverty. Despite an increase in GDP from \$36 billion to \$250 billion from 1999 to 2009, unemployment rate rose from 13.1% in 1999 to 21.1% in the 1st quarter of 2010, with the number of unemployed people growing from 5.9 million to 17.5 million. High unemployment rates amongst youths (35.9% in 2009) – which are of particular concern because of the prospect of restiveness - were especially high for those with limited education. 38.7% of secondary school leavers and 32.7% of primary school leavers were unemployed, compared with just 8.9% of 1st Degree holders and 0.5% of MSc/MA holders, suggesting a dearth of job opportunities for low-skilled individuals. Unemployment was

especially high (53%) for persons in urban areas between the ages 25-44, which is typically considered to be the most productive age group. Females (24.9% unemployed) were more likely to be out of work than males (17.7%) indicating persistent gender inequality in employment prospects. Unemployment in rural areas (24.2%) appears to be driving migration towards urban areas, where overall joblessness is less severe (15.2%), placing further on strained infrastructure in population centres.

Several factors are contributing to this trend of non-inclusive “jobless growth”. One factor is rapid population growth, which increases the size of the labour force, requiring higher job creation rates to keep pace. Secondly, most employment in Nigeria is informal (formal wage employment is dominated by the public sector) and hence does not appear in formal statistics. Thirdly, the structural reforms that fuelled Nigeria’s rapid growth focus mainly on attracting FDI and providing a more favourable environment for private investment. These investments were drawn to the high returns in capital intensive industries such as oil and gas, and telecoms and largely neglected labour-intensive sectors such as agriculture, thereby creating little employment. This focus can be attributed to inadequate infrastructure, low skill levels, and weak/inconsistent regulatory institutions, which increased the cost of doing business in labour-intensive sectors. Finally, many of the unemployed have left the labour force, either because they have become discouraged by unsuccessful searching, or do not consider job prospects to be promising, and are therefore not considered to be formally unemployed. Females outnumber males by 3 to 1 in this group.

Aside from persistent unemployment, Nigeria’s GDP growth has done little to address high levels of wealth inequality – 20% of the population own 65% of national assets – and has not significantly improved Nigeria’s Human Development Index (a measure of overall social, political and economic development) which dropped from 0.51 in 2008 to 0.48 in 2010 after a period of steady improvement. Additionally, poverty incidence rates have been only marginally affected by high growth. This evidence suggests that Nigeria’s growth has yet to meet the goal of being inclusive. This means that a substantial proportion of growth has benefited only a small percentage of the Nigerian population. This is why Nigeria can have increasing numbers of world billionaires together with widening poverty.

Policies

Drawing on the experiences of countries that have had success in addressing employment creation problems, government is currently implementing or considering several policy initiatives:

- The Presidential Summit on Job Creation resulted in a national economic policy that emphasizes using the number of jobs created and the proportion of local content in industry as indicators of government’s policy success. It recommends the establishment of agency with capacity to conduct M&E functions in the area of job creation – to collect, analyze and disseminate employment data – such that government can better evaluate the effectiveness job creation measures.
- The National Job Creation Scheme, which engages private sector contractors to implement labour-intensive public works projects such as maintenance and renovation of public facilities, and has seed funding of N50 billion in 2011.
- Greater focus on vocational education, to increase the proportion of the labour force with skills relevant to potential careers, by encouraging private funding for vocational education through public private partnership arrangements.
- Increased spending on the critical infrastructure necessary to support labour intensive industries, such as an integrated mass transportation system.
- Protectionist trade policies for selected local “infant industries” and sectors, particularly in the agriculture sector, such as subsidies and tax holidays
- Expansion of microfinance programs to improve access to capital for small enterprises

- Increase use of improved production technology in the agriculture sector to encourage participation from youth.

4.2.6 ENVIRONMENTALLY SOUND GROWTH

Responsible MDAs – Federal Ministry of Environment (FMEnv), Ministry of Niger Delta Affairs (MNDA), Ministry for Federal Capital Territory (MFCT)

The strategic policy thrust of the 1st NIP on environmentally sound growth is anchored on seven key areas; sustainable use and conservation of natural resources, climate change, pollution control & waste management, management of environmental hazards, land degradation & desertification, environmental education and awareness, and environmental governance. The performance of the environment is measured based on the area covered and protected by forest, percentage of biodiversity hotspots strengthened and protected, erosion and floods control measures undertaken, and the number of National Parks strengthened and protected.

Achievements and Implementation Progress

The Federal Ministry of Environment, which ensures that the environment is protected and natural resources conserved for sustainable development, has a target to cover 50% of planned areas and 100% of protected forest areas in 2010. A total of 239 erosion control projects across the geo-political zones representing about 10% of the planned target for 2010 were completed. Rehabilitation works on the major parks were embarked upon and completed as planned. About 9.22ha of land was reclaimed in the Niger Delta region, 20,642m of erosion control measures were adopted. Other activities carried out in the Niger Delta region by the Ministry of Niger Delta Affairs in 2010 were the protection of 3,375m of shoreline and construction of 13 jetties.

In addition to the well-known environmental challenges in the Niger Delta, there are other environmental challenges which remain of serious concern in Nigeria, these include: desert encroachment in the north, which has claimed farm lands, especially in the 11 front line States, coastal erosion in the South West and South-South, which has displaced inhabitants and the gully erosion in the South East that has forced families to relocate and which have cut off many settlements. These areas will require attention in the future for proper environmental management.

Comparing this with the target set to achieve in 2010, it can be said that the MDA was able to meet the set targets marginally, with 1.42% of areas protected 4% improvement on percentage of population with sustainable access to improved water source and 2% improvement of population with access to improved sanitation.

4.2.7 ACCESS TO MICROCREDIT

Responsible MDAs – Central Bank, NAPEP, SMEDAN

Access to micro credit, as already fully analysed in chapter 3, is poor, according to available data from the Central Bank of Nigeria. Only 0.65% of those who desire micro credit could secure it from the formal sector in 2009 and 2010. There were no targets set in the NIP for micro credit access, but progress in this area would require innovative measures as enunciated in chapter 3. The creation of a trust fund for micro and small scale enterprises with the resources at the disposal of NAPEP and the MDGs office was suggested as one way out of the situation. Such funds would be administered by the commercial banks.

Penalties should be spelt out for any diversion of the funds which should be strictly monitored. Positive reinforcements should be outlined for exceptional performance by the participating banks in the scheme.

4.3 SAFE AND SECURE LIVES

4.3.1 SAFE AND SECURE COMMUNITIES

Responsible MDAs – Ministry of Police Affairs (MPA), The Nigeria Police Force (NPF), Ministry of Interior (Moi) Civil Defence Corps (CDC)

In line with the targets set in the NV20:2020, the MDAs responsible for community safety, in particular the NPF, were measured under the following key performance indicators as shown in Table 4.3a

- Overall crime rate
- Police preparedness
- Percentage of respondents who feel safe in their neighbourhood (survey)
- Number of police officers/10,000 population
- Level of trust in police force (survey)
- Number of criminal cases successfully prosecuted

Table 4.3a below shows the identified KPIs, 2009 baseline data provided, achievement made in 2010 and targets set for 2011-2012.

The 1st NIP re-iterates that the provision and maintenance of adequate security is a social contract between the state and its citizens, in which the state is expected to protect and provide for the welfare of the citizens. The strategy adopted is to enhance operational and infrastructural capacity of the security services, enhance training, re-training and staff welfare and strengthen research & development facilities of security training institutions for optimal innovation and development of new technologies, and to deliver accurate and timely security intelligence through an efficient, reliable, and proactive information gathering system.

It also seeks to develop and implement comprehensive, social-scientific, effective and efficient crime prevention and control strategy.

Achievements and Implementation Progress

The Ministry of Police Affairs and its agencies, recorded a marginal increase in the overall crime rate (per 10,000 populations) from 6.67 per 10,000 people in 2009 to 7 per 10,000 people in 2010. The targets set for 2011-2012 are due to the expectation of increase in criminal cases, as a result of the 2011 election. A survey conducted in 2009 by an independent body, Clean Foundation reported that the percentage of respondents who feel safe in their neighbourhoods decreased from 90% in 2009 to 61.10% in 2010. This may be attributed to religious crises and bombing witnessed in some parts of the country.

In addition, the number of criminal cases successfully prosecuted decreased from 57,695 in 2009 to 24,971 in 2010. The figure is expected to increase to 40,000 and 35,000, respectively, in 2010 and 2011.

The police response time to emergencies was 25-30 minutes in 2009 and 2010, in line with the targets set while the target set, for 2011 and 2012 is 25 and 20 minutes respectively.

Other achievements of the Ministry include the commencement of the implementation of the financial component of the Nigeria Police Force Reform Programme in 2010. The Plans Research and Statistics units of the NPF will also be properly developed and managed to sustain the current tempo of information generation. These activities fit quite neatly with the strategies in the 1st NIP.

Table 4.3a
Performance of Key Indicators for Internal Security

KPI Name	Baseline (2005-09)	Year	Source	2010 Reported Values	Source	Target 2010	Target 2011	Target 2012	Source
Overall crime rate (per 10,000 population)	6.67	2009	MPA submission	7.0	MPA submission	7.00	5.50	6.00	2009 police annual report
Recidivism rate over 2 years	No such records								
Police response time	25-30 minutes	2009	MPA submission, 2011	25-30min	MPA	25-30	25min	20	MPA
% of respondents who feel safe in their neighbourhood (survey)	90%	2009	MPA submission, 2011	61.10%	MPA	61.10%	80%	85%	MPA
Number of police officers/ 10,000 population	27	2009	MPA submission, 2011	27	MPA submission, 2011	27	31	34	MPA
Level of trust in police force (Survey)	75%	2009	Clean Foundation report	43.40%	Clean Foundation report	60%	60%	70%	Clean Foundation report
No of criminal cases successfully prosecuted	2026	2009	MPA submission, 2011	57,695	MPA	24,971	40,000	35,000	MPA
Grass roots courts system									
No of displaced persons									
Source: Federal Ministry of Police Affairs (MPA), National Police Force									

4.3.2 SAFE AND SECURE NATION

A. INTERNAL PERSPECTIVE

Responsible MDAs – Nigeria Police Force (NPF), State Security Services, Office of the National Security Adviser to Mr President

Nigeria's littoral location, extensive land mass, high population, ethnic and cultural diversity, as well as its multi religious disposition, pose a unique challenge to its security. Nigeria's 140 million people are drawn from over 250 ethnic groups, making it both a source of strength and weakness for the country. It also presents a problem of diversity of opinion,

politically and religiously, which in the context of the third world, and particularly Nigeria's recent experiences, often portends danger. The fact that Nigeria has the largest population of black people in the world and being the most populous country in Africa also naturally imposes on her some obligations to black people around the world.

Achievements and implementation progress

The challenges of a young democracy are enormous, expectations of the populace are high and the need to build virile government institutions is vital. The struggle for political power is intense and has often led to disaster.

Of more urgent concern however, is the security of the Niger Delta, the industrial area of the South West and the shipping interests of Nigeria within her coastal waters. Added to this is the rise in the cases of smuggling of small arms, which is fuelling the insurgency in the Niger Delta. The insurgency is also gradually spreading criminality to other regions. It is increasingly moving away from its widely acclaimed agitation for social and economic development to encompass kidnapping of foreigners for ransom. The security challenges of the domestic environment, especially as regards the Niger Delta, are currently the prime threat to Nigeria's progress and therefore paramount are in articulating the country's responses, to be able to achieve the desired result in socio-economic development in the year 2020.

The Nigeria security services had to contend with some challenges internally such as inadequate equipment to be able to function effectively, delayed justice system and overcrowded prisons. The activities of smugglers are on the increase in our porous borders.

B. EXTERNAL PERSPECTIVE

Responsible MDAs –Ministry of Defence (MoD) & the Army (NA), Air Force (NAF) and Navy (NN)

The National Defence policy seeks to give prominence to the constitutional roles of the Armed Forces (which are primarily to loyally defend and protect the sovereignty, territory and people of Nigeria against external aggression), and, as its secondary objective, seeks to assist the civil authority in maintaining law and order, whenever necessary.

The following KPIs were measured under the Ministry of Defence as shown in table 4.3b

- Percentage GDP military budget relative to other neighbouring countries average
- Level of engagement in international fora
- Public confidence in the military
- % of mobilisation within timing requirement
- Number of armament incidents

According to the figures provided by the Ministry of Defence, the percentage of GDP military budget relative to neighbouring countries, average is 1.5%. The figures were estimated from 2009 MoD budget appropriation. The report submitted indicates yearly increases in military budget since 2001.

Achievements and Implementation Progress

The level of engagement in international fora by the Ministry improved remarkably as Nigeria was the 4th world's ranking contributor to peace support operations in 2010. The survey to determine the public confidence in the military is yet to be carried out but is being noted for future attention. Other KPIs to measure the percentage mobilisation within timing requirement and armament incidents could not be obtained as they are regarded as classified information.

Other notable **achievements** of the Ministry in 2010 include the ability to meet international obligations to peace operations, assisting internal security with military aid and improved *interoperability* in joint operation exercises. In addition, the military recorded involvement in four major operations, in the Niger Delta, Aba, Maiduguri and Jos. The key risk factors contained in the report include emerging external and internal security threats, inadequate collaboration between security agencies and exposure to health hazards for troops in the operation areas.

The KPIs required had to be sourced from relevant departments within the Nigerian Army, Navy and Nigerian Air Force. While some KPIs were regarded as classified, there was no actual data on others. There is need for further training and sensitization of officers on the M&E process, to allow for continuous updating of data.

Table 4.3b
Performance of Key Indicators for External Security

KPI Name	Baseline (2005-09)	Year	Source	2010 Reported Values	Source	Target 2010	Target 2011	Source
% GDP military budget relative to other neighbouring country average	1.5%	2009	MoD	0.5%	MoD			
Level of engagement in international for	4th world ranking contributor to peace support	2009	MoD	4th world ranking contributor	MoD			
Public confidence in the military				Nil	MoD			
% of mobilisation within timing requirement	Classified		MoD	Classified	MoD			
Number of armament incidents	Negligible	2009	MoD	Negligible	MoD			
Source: Ministry of Defence								

Nigeria's geo-strategic location in the Gulf of Guinea and the fact that it shares borders with other francophone countries constitute a risk factor. The increased international interest in the crude oil deposits in the Gulf of Guinea and its security implication cannot be over emphasised. Nigeria must be ready to actively participate in the protection of the Gulf of Guinea in concert with stakeholders and to face a series of low intensity conflicts that may emanate in the future

The report submitted by the MoD is difficult to assess due to the classified nature of the data. Words such as "Negligible" or "Classified" in the cases of number of armament incidences or % mobilisation within timing requirement, contribute little to M&E reports of this nature. For Nigeria to be in the top 20 economies in the world, the Nigerian military establishment may need to adopt a less sensitive and perhaps more open approach to information sharing. This

will help build more public confidence in the military and enhance the achievement of the KPIs on the military.

C. OPERATIONAL READINESS

Responsible MDAs –Ministry of Defence, (MoD) the Army (NA), Air Force (NAF) and Navy (NN)

Nigeria's proposed ascension to the first 20 economies of the world would bring with it certain additional challenges that the Armed Forces have to anticipate and prepare for. There would be greater interaction with, commitment to and expectation from the international community. The status would impose greater regional and sub-regional leadership responsibilities. Nigeria's commitment to collective security through mechanisms like the ECOWAS Standby Force, the African High Command and UN peace missions would expand and place greater demand on the Armed Forces. There would also be tremendous growth and sophistication in public and private infrastructure/facilities, volume of air transportation and immigration pressures from less endowed neighbours. Furthermore, the transition to 2020 would demand increased off-shore activities in oil exploration and other maritime activities, a state-of-the-art security system and management, as well as rapid response to crises. Expansion in air and sea travel could compound the problem of drug and arms trafficking and the threat of terrorism. Nigeria must be ready to invest in massive training, rehabilitation or procurement of modern equipment to be able to compete effectively.

4.3.3 POSITIVE NIGERIAN IDENTITY

Responsible MDAs – Federal Ministry of Information & Communication (FMI&C), National Orientation Agency (NAO), National Sports Commission (NSC)

Sports development promotes national image and fosters cohesion. The Nigerian sports sub-sector has demonstrated that sports development is a vehicle for promoting national unity and creating positive international identity. Government has recognized this fact and has taken it as an avenue for national development.

Achievements and Implementation Progress

In 2010, considerable sporting feats were performed, particularly by women athletes and footballers, despite a lack of budgetary allocations to major international competitions.

Table 4.3c
Performance of Key Indicators for Sports

KPI Name	Baseline (2005-09)	Year	Source	2010 Actual Values	Source	Target 2010	Target 2011	Source
<i>Increase Nigeria's profile in International Competitions (Medals)</i>	10	2009	NSC	45	NSC	25	30	NSC
<i>Increase Nigeria's profile in Continental Champions (Medals)</i>	20	2009	NSC	45	NSC	50	100	NSC
<i>Increase in the number of Nigerians that takes part in active sport competition through talent hunt</i>	170	2009	NSC	200	NSC		120	NSC

programmes (Talents)								
Increase in number of Nigerians that participate in sport for recreation	36000000	2009	NSC	40000000	NSC		40000000	NSC
Source: National Sports Commission								

4.4 ENABLERS OF DEVELOPMENT

4.4.1 AFFORDABLE QUALITY INFRASTRUCTURE

A. POWER

Responsible MDAs – Federal Ministry of Power (FMP), Power Holding Corporation of Nigeria (PHCN)

On August 26, 2010, the President launched the Roadmap for Power Sector Reform, to fast-track the implementation of the Electric Power Sector Reform (EPSR) Act 2005. The Road Map seeks, among other things, the strengthening of policies, and institutions to attain the goals of the power sector reform, especially attracting private sector investment and efficient management and achieving effective regulation of the sector. It is against this backdrop that progress in the power sector is being evaluated.

The Presidential Task Force on Power estimated that currently, 70 percent of power supply in the country comes from state – owned power plants. In 2009, the private sector generated about 18.9 per cent of total power. By 2010, this had risen to 27.3%. This is consistent with the on-going reform in the sector to have a private sector led, competitive power industry. The average cost/KWH, however, rose from N6.50 in 2009 to N8.20 in 2010. The challenges the sector faced in 2010 included insufficient gas for power generation, obsolete and inefficient transmission and distribution equipment, low level of human capacity development and inadequate funding.

Achievements and Implementation Progress

Available power generated increased from 3,700 MW in 2009 to 4000 MW in 2010. This was achieved principally through the rehabilitation of existing assets. Though this was an increase, it fell short of the 8,000 mw target in the 1st NIP, for 2010. The percentage of power generating capacity utilization also rose from 78.4 percent in 2009 to 82 percent in 2010, thus signifying a reduction in transmission loss. The reduction was as a result of increase in power transmission capacity, following the construction of transmission lines and procurement of transformers.

Table 4.4a
Performance of Key Indicators for Power

KPI Name	Baseline (2005-09)	Year	Source	2010 Reported Values	Source	Target 2010	Target 2011	Source
Power Generation Capacity [megawatts]	3700	2009	PHCN	4000	PHCN	8000	10,000	PHCN
% Power Generation Capacity Utilization	78.4	2009	PHCN	82	PHCN	82	85	PHCN
Power transmission capacity [MVA]	6848	2009	TCN	7088	TCN	7,088	10,450	TCN
% of power Generated by private sector	18.9	2009	Agip	27.3	Agip, Shell	27.3	50	Agip, Shell
% ownership by private sector of distribution assets	N/A	2009	N/A	N/A	N/A	N/A	51	NA
Average cost/KWH	6.5	2009	PHCN	8.2	PHCN	8.2	11.5	NA
Source: Federal Ministry of Power								

B. TRANSPORT

Responsible MDAs – Federal Ministry of Works (FMW), Federal Ministry of Transport (FMT), Ministry of Aviation, Nigerian Ports Authority (NPA), Nigerian Civil Aviation Authority (NCAA), FAAN, Nigerian Railway Corporation (NRA), Infrastructure Concession and Regulatory Commission (ICRC)

The transport sector comprises the road, rail, water and air transport systems.

i. Road

Targets set for the Road sector include recovery of existing bad roads, rehabilitation, upgrade and expansion of roads, concession of major and viable routes and introduce private sector participation in all aspects of road construction and maintenance

Achievements and Implementation Progress

The sole key performance indicator for the road mode of transportation was the percentage of roads in good condition. As at 2009, the total stock of roads in good condition was put at thirty percent. As at end of 2010 this has only increased by one –percent making total roads in good condition to be only thirty one per cent. This fell short of the of twelve percent target for recovery of bad roads for 2010.

The recovery of bad roads was carried out through rehabilitation and reconstruction. During 2010, key road projects completed included the dualization of Onitsha – Owerri Road, Section II, the dualization of Otta – Abeokuta road and the Yola – Numan road section of the Gombe – Numan Yola road. The Federal Ministry of Works attributed the challenges the Ministry faced in 2010 mainly to drastic reduction and non release of more than 50 percent of the amended 2010 budget. This sector would benefit from early prioritisation of private sector participation.

Table 4.4b
Performance of Key Indicators for Road Transport

KPI Name	Baseline (2005-09)	Year	Source	2010 Reported Values	Source	Target 2010	Target 2011	Source
% of federal roads in good condition	30% (7.677km)	2009	Fed.Min. of Works.	31 % (8037 km)	Fed, Min. of Works.	42%	48%	FMW
<i>Source: Federal Ministry of Works</i>								

ii. Rail

The objectives and targets for rail are commencement of new and complete rehabilitation of existing rail lines increase in tonnage of freight transported, transporting of 4 million passengers per year, achieving 500,000 trips daily via mass transport, and the introduction of private sector participation.

Achievements and Implementation Progress

In 2010 there was improvement in transport infrastructure over 2009. In the rail sector, about 28.8 percent of the existing 3,500 railway lines have been rehabilitated. The rehabilitated lines increased by 632 km from 378 km in 2009 to 1,010 km in 2010. In this regard, the rehabilitation of the km 0 – km 488 (Lagos – Jebba) narrow gauge rail line as well as 82 percent of km 488-Km 1125 (Jebba – Kano) narrow gauge rail line was completed. As a result of this, the hitherto moribund rail service is being rejuvenated for both passenger and freight movements. The full restoration of rail services will reduce congestion on the roads, enhance safety, as well as provide cheaper means of transportation for goods and passengers.

Table 4.4c
Performance of Key Indicators for Rail Transport

KPI Name	Baseline (2005-09)	Year	Source	2010 Actual Values	Source	Target 2010	Target 2011	Source
Tonnage of Freight transported through Rail	15,000 metric tons	2009	Rail Dept	50,000 metric tons	Rail Dept	50,000 metric tons	400 metric tons	FMT
Rail Connectivity between major production centres	378km narrow gauge	2009	Rail Dept	1010 km (632 km done in 2010)	Rail Dept	632 km	750 km	FMT
<i>Source: Federal Ministry of Transport</i>								

iii. Water

In the waterways sector, the plan is to increase navigable routes on the inland waterways, to increase inland waterways traffic and passengers, introduce private sector investment, rehabilitate and construct key river ports, jetties and wharfs. The first National Implementation plan also targets to develop new deep sea ports, dredge harbours, support free trade zones, achieve the reduction of the turn-around time of ships at the ports and reduce tariffs to create competition and improve safety and security.

Achievements and Implementation Progress

As at end of 2010, a total of 496 km inland navigable waters of the lower River Niger had been dredged. Out of the five Lots into which the dredging project was divided, Lots 1 – 4 have been completed. The Federal Ministry of Transport is to address the challenges facing the completion of Lot 5. The project on completion, coupled with the development of the river ports and jetties, will facilitate hinterland movement of goods and passengers.

Notwithstanding the concessioning of port services to private operators, the rehabilitation of port infrastructure received some attention in 2010. The rehabilitation of port infrastructure carried out has been estimated to be 57% of the totals. This improvement may have contributed to the container throughput, which rose from about 598million in 2009 to 654 million by September 2010.

The implementation of the Cabotage Act, though not included in the KPIs, was not reported by the Federal Ministry of Transport. The Ministry should charge the Nigerian Shippers Council, over which it has supervisory function, with the responsibility to report on the export and import of goods carried by the indigenous shipping lines. It is by so doing, that issues relating to the protection of rights of indigenous shipping lines, over which the Council has oversight function can begin to be addressed.

iv. Air

Many airports are in need of major repairs, with obsolete equipment. As mentioned in chapter 3, only three airports cover their operating costs. To address this situation, the plan is to upgrade and expand the international airports to ICAO standards, transfer all other airports to State governments and concession the four international airports to private partners.

Achievements and Implementation progress

In the air transport sector, available information showed that passenger traffic grew from 12,553,438 persons in 2009 to 13,720,000 in 2010. Aircraft traffic also witnessed a growth from 220,625 aircrafts in 2009 to 241,373 in 2010. There was also increase in air freight tonnage which grew from 170,282 tonnes in 2009 to 178,306 tonnes in 2010.

Factors responsible for this situation included better infrastructure, security and perception of safer aviation. In 2010, total radar coverage of airports nationwide was achieved. There was, however, no information from the Ministry of Aviation on the concessioning of four of the international airports as provided in the first National Implementation Plan.

Table 4.4d
Performance of Key Indicators for Air Transport

KPI Name	Baseline (2005-09)	Year	Source	2010 Reported Values	Source	Target 2010	Target 2011	Source
Aircraft Passenger Traffic	12553438	2009	FAAN Air Traffic Report	13719556	FAAN Air Traffic Report	13720000	14950000	FAAN
Aircraft Traffic	220625	2009	FAAN Air Traffic Report	241373	FAAN Air Traffic Report	241373	263097	FAAN
Air Freight Tonnage	140282	2009	FAAN Air Traffic Report	178306	FAAN Air Traffic Report	178806	187221	FAAN

Source: Ministry of Aviation, Federal Airports Authority of Nigeria

D. SCIENCE, TECHNOLOGY AND INNOVATION

Responsible MDAs – Federal Ministry of Science and Technology (FMST), Galaxy Backbone (GB), Sheida Science and Technology Complex

With respect to the 4 KPI's for Technology, the baseline values are (a) 15.86% Network Connectivity per 10,000 (2008), (b) 25% of Schools and Vocational Centre's with internet access(2007), (c) 5% of institutions with internet connectivity (2009) and (d) 0.1% of households with internet connectivity (2009).

Achievements and Implementation Progress

The 2010 targets were marginally achieved in respect of 2 KPIs (percentage of schools and vocational centres with internet access and percentage of households with internet connectivity) while the other 2 remained unchanged. Other key achievements made in 2010 in the implementation of STI programmes and projects are:

Renewable Energy- The Ministry responsible for STI planned, procured and executed constituency projects across the country in the following renewable energy technologies:

- stand alone solar street lights - 20,672 units of 160Wp each
- solar-powered water boreholes - 296 units of 20,000 Litres each

If successfully executed, the projects have the potential to bring about tremendous improvement in the living conditions of the beneficiaries, especially in the rural areas.

Evaluation and Registration of Technology Transfer Agreements- The Ministry received and evaluated 4,779 technology transfer agreements and has registered 3,000 agreements for implementation in Nigeria. These agreements came in form of patents licence, trademarks licence, Software licence, Know-how, franchise, technical service, technical assistance and consultancy services. This has created more than 2,000 jobs within the economy and is estimated to have saved the nation about one hundred billion naira since its inception.

Monitoring the Implementation of Technology Transfer Agreements in Industry - Over 200 technology agreements across various sectors of the economy have been monitored.

Patenting of Inventions/ Promotion of Patent Culture - A total of seventeen (17) patents have been registered.

Development, building and launch of Nigeria's second earth observation satellite (NIGERIASAT-2) - The launch of Nigeriasat-2 and Nigeriasat-X which was originally scheduled for December, 2010 has been rescheduled to first quarter of 2011.

- Installation of Magnetic Data Acquisition System (MAGDAS) to study the effects of weather on space, monitor earthquakes and measure terrestrial magnetic field amongst others.
- NIGCOMSAT 1R Project is designed to provide a replacement for NigComSat -1 which was de-orbited in November 2008 due to a fault in the satellite's electrical power subsystem. The launching date has been set for the last quarter of 2011.

Research and Development Products - Research activities of the Ministry have led to the development of the following prototypes:

- (a) Staff attendance system (SAS);
- (b) Printed circuit board facility;
- (c) Electronic voting machine; and
- (d) Handset.

Coal utilisation programme - The two initiative projects pursued are the development and production of smokeless solid fuels as well as the development and production of activated carbons from Nigerian coals.

The KPIs here do not seem to capture the essentials of this critical sector. There is a need to revisit the KPIs with the relevant MDAs and agree a set of new KPIs that will provide qualitative information for policy and decision making.

4.4.2 RULE OF LAW

- A. QUALITY OF LEGAL FRAMEWORK**
- B. ACCESS TO JUSTICE**

Responsible MDAs – Federal Ministry of Justice (FMJ), Legal Aid Council (LAC).

The administration of justice requires that all persons should be able to have easy and affordable access to a legal system that responds to the needs and aspirations of the people, in an efficient and effective manner. The administration of justice therefore has a vital role to play in the entrenchment and survival of democracy. This is because democracy strengthens the rule of law and promotes the socio-economic and political lives of the people. A country's justice system therefore needs to be proactive in ensuring justice for all and providing a sound legal framework for the attainment of the rule of law and social and economic reforms, in order to meet the challenges of globalization.

Achievements and Implementation Progress

- a) Consistently exercising authority in accordance with the law and subject to legal restraint;
- b) Demonstrating that no individual, whether in government or as a private citizen is above the law of the land;
- c) Ensuring that the nation's law truly reflects the will of the people and not the whims and caprices of leaders or political parties;
- d) That the courts exercise the power and authority to hold government officials accountable to the laws and other rules and regulations of the land;
- e) Demonstrating unalloyed commitment to the obedience and respect for court orders, thus enabling judges to become truly professional, independent and impartial in the discharge of their duties. By this commitment, government has encouraged judges to exercise restraint, shun arbitrariness and show absolute commitment to the principles of the rule of law and democracy;
- f) Applying, without exception and discrimination, the requirement of equal protection of the citizens under the law;
- g) Insisting that no citizen shall be the subject, or be a victim, of arbitrary arrest, illegal or unreasonable search of his home or seizure of his property;

- h) Upholding the principles of double jeopardy, by insisting that individuals may only be punished once for every specific crime committed;
- i) Insisting that it is unlawful to put a person in custody for periods longer than 48 hours and start fishing for evidence to prosecute the person. This presupposes that the availability of evidence must precede an arrest;
- j) Insisting that conditions imposed for bail are commensurate with the offence. By this, the Government is persuading judges to avoid imposing conditions for bail that appear more political than those required by statute.

In 2010, 2071 applicants received legal aid in police stations, under the police duty solicitor scheme. This is an increase over the 2009 figure of 1914. No applicants received legal assistance for civil cases in 2010, while in 2009, 1318 applicants were supported. The number of legal aid centres grew from 2 (2009) to 5 (2010) while the number of legal officers per 1000 people is 2 for 2009. No figures are available for 2010.

4.5 HIGH PERFORMANCE GOVERNMENT

4.5.1 HIGH PERFORMANCE CULTURE

A. ACCOUNTABILITY FOR PERFORMANCE

Responsible MDAs – Federal Ministry of Finance, Office of the Head of Civil Service of the Federation (OHCSF), Office of the Secretary to the Government of the Federation (OSGF), National Planning Commission (NPC), Office of the Auditor General of the Federation and Office of the Accountant General of the Federation, Budget Office of the Federation (BoF) and all other Federal MDAs and the National Assembly

All MDAs are expected to be accountable and ensure that the government obtains value for all public expenditure.

Specific MDAs such as the Federal Ministry of Finance, Office of the Auditor General of the Federation and Office of the Accountant General of the Federation, Budget Office of the Federation (BoF) and National Planning Commission (NPC), have statutory responsibility for rendering annual accounts, audit, budget and M&E reports to the FEC and/or the National Assembly. This is in consonance with Strategic Thrust 5: High Performance Government as it relates to a high performance culture and accountability for performance.

Achievements and Implementation Progress

Auditor General's Office – The 4 KPIs reported on were: (a) number of paragraphs in the Annual Report of the Auditor-General – 419 (2009), 402 (2010) (b) number of MDAs audited and issued queries – 69 (2009), 38 (2010) (c) number of MDAs audited -140 (2009) 140 (2010) and (d) number of staff trained - 438 (2009) and 388 during year under review. When the values for 2009 are compared with those of 2010, it is seen that a remarkable achievement was recorded by the Agency, in that as principles of accountability and transparency are observed in MDAs, coupled with the relentless fight against corruption, the number of queries to MDAs should naturally reduce while the number of agencies to be audited should increase to ensure total coverage. However, the number of staff trained during the year under review fell below the baseline KPI.

B. CITIZEN-CENTRIC GOVERNMENT

Responsible MDAs – “work in progress”

The hall mark of any democracy is the conduct of free, fair and credible elections, to which the federal government remains strongly committed.

Achievements and Implementation Progress

The 2 KPIs in respect of Governance are (a) No of registered mediation cases and (b) no of election results challenged or cancelled. The baseline value 2009 for the two KPI's are 70 – 80 cases for registered mediation cases and 1,249 for election results challenged or cancelled. Comparing with the actual value for 2010 with the 2009 baseline value (70-80 and 1,249), the target set for 2010 is also in agreement with the figure given as 2009 baseline and the actual value 2010 respectively. The MDA in this regard, has actually not made any appreciable improvement because the number of mediation cases would have brought about reduction in the number of elections results challenged or cancelled by a court of law.

C. INTEGRATED GOVERNMENT

Responsible MDAs – National Planning Commission (NPC), National Bureau of Statistics (NBS), Centre for Management Development (CMD)

The KPIs and performance of NPC as it relates to integrated government are (1) Overseas Development Assistance (ODA) as % of GDP (0.4 in 2009, actual value for 2010 was 0.5 while 0.4 was the 2010 target, (2) ODA as % of Federal Government of Nigeria (FGN) Annual Budget – 6.9 (2009), 5.0 (2010 actual) and 0.4 (2010 target), ODA disbursement and utilisation rates stood at 5.6 for 2009 and 2010 actual and target.

Achievements and implementation progress

ODA as percentage of GDP and FGN Annual budget should decrease as Nigeria moves towards achieving its development goals and becomes more economically independent. The figures indicate that in both of these indicators, not much progress has been made to reduce the ODA. This is perhaps because it is anticipated that funding for key NV 202020 projects and programmes would initially come from a combination of private, government and ODA sources.

4.5.2 RIGHT PEOPLE

A. COMPETENT NON-CORRUPTIBLE AND COMMITTED PUBLIC SERVICE

Responsible MDAs - Office of Head of Civil Service to the Federation (OHCSF), Economic and Financial Crime Commission (EFCC), ICPC

No data is available for this section.

B. PUBLIC SERVICE AS EMPLOYER OF CHOICE

Responsible MDAs – Office of the Secretary to the Government of the Federation (OSGF), Office of Head of Civil Service of the Federation (OHCSF), Public Service Institute Of Nigeria, Federal Civil Service Commission, Federal Character Commission, NIPSS, ASCON, CMD, etc

The aim is to continuously modernize practices and competencies in order to improve the Public Service. This outcome also has implications for the outcome (under Strategic Thrust 2: Sustainable Economic Growth) of creating a competitive workforce.

Achievements and Progress Implementation

For example, the Public Service Institute of Nigeria recorded some achievement, among others, in the training of Officers on GL 14 – 16 in the Federal Civil Service - 10,000 in 2009 and 14, 6,500 for 2010, in Training-the-Trainers of the Management Development Institute, Calabar, and Training of Niger State's Permanent Secretaries etc

However, a closer look at the KPIs they submitted, show a decline in the pre-retirement training of officers (1st Batch) for effectiveness; 300 in 2009 and 77 in 2010. This shows a sharp decline in performance.

Information from other MDAs was not available

4.5.3 FOREIGN RELATIONS AND ECONOMIC DIPLOMACY

Responsible MDAs – Ministry of Foreign Affairs (MFA), National Planning Commission

Foreign Relations and Economic Diplomacy are an aggregation of a country's national interest. Both are the result of the interaction of internal and external forces as perceived by the foreign policy decision makers. The foreign policy of every country has an underlying orientation. For Nigeria, this is the promotion and protection of the national interest, respect for international law and treaty obligations to organize a market-driven economy, which are all enshrined in, Article 19, of the 1999 Constitution.

The NV2020 blueprint expects that as a major player in the sub-region, Nigeria will maximize the opportunity offered by the adoption of the Common External Tariff (CET) in 2005, to deepen sub-regional integration. Nigeria accounts for 51% of the firms involved in the ECOWAS Trade Liberalization Scheme.

On South-South cooperation, Nigeria's plan is to reorient its foreign trade strategy to target newly encouraging economies, such as India, China, Brazil and Russia and capitalize on these strategic relationships to improve its terms of trade and seek new markets for its locally produced goods. The increasing trade and financial links with China, India and other emerging economies aims to encourage Foreign Direct Investment (FDI) in various sectors of the economy.

Since economic diplomacy is planned to dominate Nigeria's 2010-2020 foreign policy objective, this report assesses how the MFA has nurtured the strategic partnerships with other countries and international organizations. It will also evaluate the National Planning Commission's role in coordinating development cooperation in Nigeria and in providing the link for intervention by bilateral and multi-lateral donor agencies and the government.

Achievements and Implementation progress

External

The report on progress against KPIs received from the MFA shows an increase in the number of diplomatic missions abroad from 105 in 2009 to 106 in 2010, with the number expected to increase progressively up to 2020. There was however, no indication as to how the increase in foreign missions is linked to economic diplomacy. No mention is made of how existing missions or the new missions are aligned with the economies that are most beneficial economically to Nigeria, even if this would mean the need to drastically reduce non-economically or non-strategically viable missions. For example, ensuring that the opening of new missions is aligned to improving trade relationships with newly emerging economies.

The MFA would need to review the policy of establishing missions abroad in a way that facilitates and boosts Nigeria's trade and investment and other economic interests. Furthermore, training, which would transform all career staff to become more of trade and economic diplomats, rather than mere political representatives, must be prioritized. Keeping records of tangible and intangible economic benefits by our missions abroad is crucial, as this will assist in creating a database for effective planning and analysis of foreign policy thrusts.

Cooperation with other MDAs to ensure adequate information and to facilitate trade missions should also form the focus of the MFA in the future.

Achievements and implementation progress

With regard to regional interest, the full implementation of the relevant ECOWAS Protocol on border administration is critical. This will also create a conducive environment for the free movement of goods and services, as well as stimulate trade to the advantage of Nigeria. In the West African sub region, Nigeria continues to play a key leadership role in maintaining peace, security and stability within the sub-region, which is assessed as absolutely essential for safeguarding its economic interest. The peace keeping investment can be maximised to ensure Nigerian contractors, consultants, companies and so on are involved in post-conflict reconstruction.

On the Technical Aid Corps, the baseline value of the number for volunteers deployed abroad on a biennial basis in 2006/2008 was 922. No data is available on the 2010 targets but, future targets set for 2011 to 2020 reflect a decrease in the number of TAC volunteers from 992 to 660. Data on the TAC would highlight Nigeria's investment and image as an aid giving, rather than only an aid recipient, country.

Furthermore, the implementation of the TAC has potential for greater political and economic negotiation among ACP countries, which could enable Nigerian businessmen to enter those countries, to establish businesses in the area of construction, banking and finance, manufacturing, etc.

Politically, the MFA plans to facilitate Nigeria's quest for a permanent seat in the envisaged, expanded UN Security council, to enhance the country's relevance, prestige and image. The establishment of a Bi-National Commission between Nigeria and USA provides a good platform to develop a robust political and socio-economic relationship between the two countries.

Internal

In 2010, the Government made concerted efforts to foster cooperation with the international community for mutual benefit. For example, on donor assistance, as detailed in the report by the NPC, efforts have been made to review the policy on Official Development Assistance (ODA), to make it an effective instrument for promoting development and to achieve national

absorptive capacity. Nigeria's accession to the Paris Declaration on aid effectiveness in May, 2007 has fostered cooperation with developing partners and facilitated her achievement of the MDGs, particularly in the fight against HIV/AIDS, as well as public sector reform at both the national and sub-national levels.

4.6 CROSS CUTTING ISSUES

This section deals mainly with issues that straddle all the KPIs and for which the Government is committed to having development impact. The issues of women, youths, children and the regions in the country require special investments for social, economic, political and legal development to be achieved and these are carefully articulated in the First National Implementation Plan.

4.6.1 REGIONAL DEVELOPMENT

Responsible MDAs – Ministry for Federal Capital Territory (MFCT), Ministry of Niger Delta Affairs (MNDA) and the States

The programmes and projects of the MFCT and MNDA have been adequately captured in the section dealing with Health, Education, Housing, Environment and Infrastructure. In future reports, the activities of the states will be captured under this section.

4.6.2 COMMUNITY EMPOWERMENT

Responsible MDAs - Federal Ministry of Women Affairs, Women Development Centre

The first National Implementation Plan sets out, among other things, to provide gender focal points in public agencies, implement gender sensitive budgets, emphasize gender mainstreaming, reduce violence against women, reduce the incidence of poverty and improve the quality of life of women and develop mechanisms to increase socio-economic and socio-political participation of women. The targets set for women issues are:

- Increase women access to paid employment, land, credit and other productive resources from 42.9% to 65% of the women population by 2013
- Increase in the proportion of women in executive position in the workforce to at least 30%
- Review, domesticate and implement international and regional conventions on women and children
- Increase the percentage of women in agro-allied business by 5% annually
- Improve women's health status by 5% annually
- Reduce the incidence of poverty among women by 10%
- Increase females in science and technology courses by 10% annually
- Reduce mother to child HIV/AIDS transfusion by 10% annually
- Provide skills, entrepreneurial training and equipment to 50 women from each local government area annually

Achievements and Implementation Progress

In assessing the 2010, key activities of the FMWA, a lot was achieved in the areas of political awareness of women and support for women aspirants towards the 2011 general elections such as creating a database of women political aspirants and setting up a women political trust fund. Educational and vocational skills training programmes were conducted for women, skills development centres for women and people with disabilities, were established, care and support for women and people with disability, were enhanced by the

provision of loans to them through the WOFE and BUDFOW Programmes and ambulances as part of the Emergency Support Programme on reduction of Maternal and Child Mortality were procured and distributed to 16 states.

The protection and development of children and the advancement of women, as well as the provision of support and enabling environment for the physically challenged are also captured in the KPIs up to 2015. At the institutional level, national and international policy treaties, conventions and protocols such as the Child Rights Act, Gender Policy, CEDAW, Rehabilitation Policy, Social Welfare Policy, were implemented with 23 States domesticating the Child Rights Act.

Government's intervention activities saw marked improvement in gender mainstreaming between 2007 and 2010, as the percentage of women in the Senate and House of Representatives increased from 3.1% to 7.5%. Also, the percentage of women in the State Houses of Assembly improved; there was also an increased number of women as Deputy Governors. More women sought senatorial and gubernatorial positions in 2010. The implications of this were increase in proportion of women in decision making and appreciable progress towards achieving the NV2020, 1st NIP and MDG3 targets for 2015. Attributable to this were also increased advocacy for women participation and further increase in federal budget and MDG funding for women issues.

Table 4.6a
Performance of Key Indicators on Women

KPI Name	Baseline (2005-09)	Year	Source	2010 actual achievements	Source	Target 2010	Target 2011	Source
Women's Unemployment rate	14.65	2005	NBS	N/A	N/A			14.65
Percentage of Women Legislators in Senate	8.26	2007	National Assembly	N/A	N/A	9	35	8.26
Percentage of Women Legislators in House of Representative	7.22	2007	National Assembly	N/A	N/A	26	35	7.22
Percentage of Women Legislators in the State Houses of Assembly	5.49	2007	INEC	N/A	N/A	53	35	5.49
Percentage of Women Chairpersons in Local Government Areas	4.6	2007	INEC	N/A	N/A	11	35	4.6
Percentage of Women Councillors in Local Government Areas	9.43	2007	INEC	N/A	N/A	164	35	9.43
Prevalence of Female Genital Mutilations	27.8	2006	NBS	N/A	N/A			27.8
<i>Source: Federal Ministry of Women Affairs and Social Development</i>								

4.6.2.2 YOUTH ISSUES

Responsible MDAs - Federal Ministry of Youths Development, National Youths Service Corps (NYSC)

The Nigerian youths constitute 39% of the total Nigerian population and, with a population growth rate of 3.18% annually, it is evident that Nigeria's population by 2015 will still be young, if the population of 0-14 years is added to the youth population. Recognizing that the youths constitute an abundant asset, improving the condition of the youths will reduce restiveness and poverty in Nigeria.

Achievements and Implementation Progress

To this effect, the 1st NIP sets out to develop and empower the youths, through developing their entrepreneurial skills and competencies, strengthening their participation and, promoting national unity through youths' integration. It sets the targets for youth issues as:

- Providing and promoting educational, vocational talent and skills development to 40% of the youths
- Reduction of the high unemployment rate of 19.7% among the youths.
- Ensuring 25% of the youths' participation in decision making at local, state and national levels of governance
- Reducing the incidence of HIV/AIDS, substance abuse, cultism and violence among the youths by 30%
- Strengthening family and parenting skills of at least 80% of the youths

The FMYD reports that it has so far, successfully exposed 9.6 million young people to leadership responsibilities and processes of decision-making in governance, as well as awarded contracts for the construction of 6 additional youth centres, which are between 52% - 62% stages of completion. It plans to complete 3 more youths' centres so as to increase access to vocational skills training to additional 7,200 unemployed youths annually, select suitable / qualified participants for training programmes and liaise with micro finance banks so youths can access loans.

Given the low performance rating, the percentage of youths in the population and the proportion earmarked to benefit from the targets set, the FMYD would need to engage more in partnerships with State and Local Governments, NGOs, CBOs and faith based organisations to achieve the stated targets.

Table 4.6b
Performance of Key Indicators on Youth

KPI Name	Baseline (2005-09)	Year	Source	2010 Actual Values	Source	Target 2010	Target 2011	Source
<i>Percentage of youth accessing vocational, ICT and entrepreneurial skills training</i>	4.17	2009	NYDR, NYSC	1.81	NYSC, FMYD	1.81	7.65	FMYD
<i>Percentage of young people with understanding of citizenship responsibilities, governance and decision making processes (Legislative and Political)</i>	21.6	2009	NYDR, NYSC	2.97	NYSC, C & LTC and FMYD	2.97	4.5	FMYD
<i>Percentage of young people with knowledge of at least three ways of HIV/AIDS transmission and prevention</i>	0.75	2009	NYDR, NYSC	3.03	NYSC	3.03	6.5	FMYD
Federal Ministry of Youth Development								

CHAPTER 5

ISSUES AND CHALLENGES

5.0 MACROECONOMY: KEY ISSUES OF DEVELOPMENT

Arising from the analysis of the macroeconomic performance in 2010, the key development challenges in the macroeconomic area of the Nigerian economy during the period relate to growth without employment, coupled with a less than satisfactory progress made in poverty reduction. Addressing this would require altering the character of growth to be pro-poor and employment friendly. The country's weak development balance sheet, reflected in the GDP structure, with weak sectoral linkages and low value addition, constitutes yet another critical issue to be addressed for development.

The government revenue and export bases are also weak. These are reflected in the low performance of non-oil revenues and services account in the balance of payment. The development challenge therefore is how to broaden the productive, revenue and export bases of the economy through diversification. The predominance of informality in the economy, with low productivity, serves as a serious, binding constraint to efforts aimed at shifting the national production possibility frontier outwards, which require efficiency aimed in resources allocation. The challenge here relates to evolving measures to transform and integrate the informal sector into the mainstream of economic activity. Such measures would also reduce the prevalence of dualism in its various dimensions with the consequent asymmetry in response to policy measures. The prevalence of a poor business environment characterized by difficulties which flows from a hoard of factors including poor infrastructure, especially power supply, low ease of doing business, low level of security and low access to credit facilities constitutes yet another critical growth retarding factor. This has created a malfunctioning economic system with low response to incentives and prevented the various sectors of the economy from realizing their potentials. Resolving these challenges is critical to Nigeria realizing its potentials and achieving its national aspirations, particularly the NV20:2020 and the Millennium Development Goals.

5.1 CHALLENGES

Below are the highlights of some key challenges faced by the MDAs in the year under review:

5.1.1 ECONOMIC

- Insufficient and late release of funds
- Inadequate budgetary allocation to major projects in the various sectors.
- Variation in contract costs.
- Slow and cumbersome procurement processes.
- Inappropriate allocation of funds to subheads
- Lack of accountability.
- Little or no access to micro-credit facilities especially among the youths and women.
- Low quality of private sector investment.
- Low level of Public Private Participation.
- Huge debts owed by many key parastatals, such as Ajoakuta Steel Company Limited (ASCL) and National Iron Ore Mining Company (NIOMCO).

- Financial Management: challenges and limited skills in budgeting, budget phasing, budget monitoring & evaluation and use of financial packages such as SUN, Excel.
- Non competitiveness: As currently managed, the sectors cannot profitably compete in the international market. This non-competitiveness can be attributed to several factors, including: high cost of marketing, high production cost structure, limited commodity processing to enhance shelf life, and transportation to trade points, high exchange rates, difficulty in accessing regional and global markets, domestic policy-related obstacles that discriminate against exports and the price competing products.

5.1.2 LEGAL

Lack of enabling laws has continued to hinder the optimal performance of some MDAs such as The Public Service Institute of Nigeria (PSIN) and the Office of the Auditor-General of the Federation. The bills were still waiting to be passed by the National Assembly, at the time of this report. Other legal challenges are:

- Weak regulation and enforcement capabilities
- Litigation from contractors due to late payment
- Land Use Act and Administration.
- Inability to pass the Petroleum Industry Bill (PIB).
- Absence of a strong legal and regulatory framework for the Oil & Gas Sectors.
- Lack of understanding of the legal framework and specialised skills for implementing Public Private Partnerships (PPP) including, skills for PPP contracts and conflict resolutions

5.1.3 POLICY

- Inconsistent policies: inconsistent policies in various sectors at both Federal and State Government levels.
- Lack of policy continuity and coherence.
- Low level of awareness on the role of Intellectual Property
- Slow implementation of the Public Private Partnership framework.
- Uncoordinated intersectoral linkages, leading to ineffective policies or dearth of synergy.
- Land Ownership and Tenure: Incentives to invest in agriculture in particular and other activities in general, are undermined by policies regarding land ownership and land tenure. The Land Use Act does not recognize such informal land ownership contracts, so most of these are in fact not legally secured. The insecurity of tenure system is therefore a constraint to expanding production which serves as a disincentive for making long-term improvement of the land.
- Disconnect between trade and industry policy formulation and implementation within the various organs of government and other stakeholders.

5.1.4 SOCIAL

- Untimely payment of compensation to host communities
- Inadequate infrastructure such as roads, rail, communications, water and power
- Restrictiveness in host communities
- Socio-cultural inhibitions on empowerment of women
- Inadequate safety net for the vulnerable in society
- Unreliable and untimely data
- Very poor work ethics
- Rising unemployment rate
- Operational and health hazards
- Resistance from unsettled inhabitants
- Insecurity, which discourages tourist inflows
- Issues of power and power relations including the inappropriate use and sometimes, misuse of power.

5.1.5 HUMAN CAPITAL

Nigeria faces huge capacity gaps in critical areas, such as, ICT, strategic thinking and policy analysis; leadership inadequacy at all levels, arising from opportunistic career advancement and selection. Others include:

- Falling standards of educational institutions.
- Low level of human, capital and service delivery
- Low awareness and implementation of assurance policy
- High rate of examination malpractice at all levels of education.
- High level of vaccine preventable disease impacting on health.
- Inadequate ICT development and use.
- Inadequate labour remuneration
- Lack of interest in taking up research and development outcomes by entrepreneurs.
- Population growth: One of the major challenges is the high population growth which is projected to reach 225 million by the year 2020, which results in an ever increasing demand for services against a diminishing trend in supply thereby creating a large supply gap. Furthermore, the rapid rate of urbanization of about 4% per annum, implies that this would lead to high increases in demand and pressure on the system.

5.1.6 POLITICAL

The Political tensions in some parts of the country have become major constraints to efficient service delivery. For instance, construction and project monitoring etc., cannot be carried out in some areas. Often, resources not provided for in the budget and which should have been deployed towards implementation of development projects have been diverted towards dousing the tensions and addressing the fallouts.

5.1.7 INSTITUTIONAL

- Lack of institutional coordination among the MDAs.
- Lack of effective implementation, monitoring & evaluation
- Lack of goal congruence and unity of purpose, even at intra and inter-ministerial levels, leading to role conflict and, sometimes, working at cross purposes with attendant delays in dealing with matters of national importance.
- Non rationalisation of mandates of newly created agencies with existing ones, as in the case of the NDDC and the Ministry of Niger Delta Affairs.
- Inflexibility and low responsiveness to public and global market demands, resulting from the bureaucratic and hierarchical system that is in operation.
- The Public Service has been weakened through the erosion of its values, ethics and integrity. Leading to a high level of indiscipline in the Service.
- Public service slow response to change, particularly those driven by technological development. Also, lack of public service will to review obsolete rules and regulations constrain creativity and innovation

5.1.8 OTHERS

- High cost of projects in the Niger Delta, as a result of the terrain.
- Environmental degradation (e.g. erosion and deforestation)
- Weak agro-industrial sector linkages resulting in wastage of surpluses, and low prices during harvest periods.
- Operation and maintenance inefficiencies: Operations and maintenance is a major challenge due to limited funds available, limited capacity and a poor maintenance culture.
- Insufficient geosciences data to attract investors.
- Non- dredging of the Excravos bar to allow high capacity ships to berth at the Delta Steel Company (DSC) port to make the operations of ASCL and DSC economically viable sustenance of the Amnesty Programme of Government.
- Undue interference from the external sector.

5.2 FOREIGN AFFAIRS AND ECONOMIC DIPLOMACY

These are identified challenges which include incidents of insecurity which tends to portray Nigeria as unsafe to prospective foreign investors and militate against early realization of the country's foreign policy objectives. In addition to these is the lack of adequate infrastructure and high cost of doing business in Nigeria, which tend to frustrate efforts aimed at attracting foreign investment.

Furthermore, concentration of political, economic and diplomatic dialogue with Europe, North America and Asia to the exclusion of other critical regions, like Latin America and Australasia, may have been counterproductive to the pursuit of economic diplomacy and international relations.

In addition, the non-effective implementation of both bilateral and multilateral agreements has remained a bane in Nigeria's foreign policy and international relations calculation. This has denied Nigeria the realization of the full, potential benefits from such agreements.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 RECOMMENDATIONS

A. MACROECONOMY

Addressing low value addition, weak sectoral linkages, poor business environment as components of security, infrastructure and business support, growth without employment and narrow and weak productive, exports and revenue basis which were identified as key challenges is a necessity. The sustenance of the Amnesty Programme in the Niger Delta, establishment of a trust fund for credit to small and micro enterprises, addressing the binding constraints to growth with measures to enhance and broaden the productive, revenue and export bases, are suggested as solutions to the identified challenges.

HUMAN AND SOCIAL DEVELOPMENT

The human capital and social development sector contributed immensely to the overall performance of the economy between 2009 and 2010. Focus on human capital is imperative because it is the human element that will harness the natural resources for overall development. Of significance is the fact that Ministries, Departments and Agencies actively participated in this first, evidence-based, technical and outcome-focused monitoring and evaluation process. **Government will need to constitute a Committee to come up with a human capital strategy and must have the political will to implement the recommendations of such a committee.**

INFRASTRUCTURE

In 2010, physical infrastructure witnessed some improvements over 2009, due to the commitment on the part of the Government to address the deficit in infrastructure. The private sector is also beginning to play supportive role in the provision of infrastructure. The Private sector's role in infrastructure provision will increase in the years to come if a robust Public Private Partnership framework is put in place. **Government must review and establish a robust PPP framework including provision for developing the necessary PPP skills and competencies.**

SECURITY AND GOVERNANCE

Significant measures have been taken over the years to improve the level of governance and security in the country. These include the adoption of several institutional and structural reforms. The current effort at instituting a system of governance that is transparent, accountable and gives voice to the people should be sustained for national development. It is hoped that these efforts should be encouraged to ensure the achievement of the desired goals in the NV20:2020.

Adequate cooperation amongst the MDAs, Military and other security Agent to promote cohesion is essential. So are the implementation of Workman Compensation and Group life insurance policies to take of operational and health hazards and adequate dialogue and compensation for the affected people. Also there is a need to sensitise the Nigerian Armed to the NV20:2020 agenda of a modern armed forces,

responsible for the security planning of a country that is aspiring to become one of the top 20 economies in the world.

GENERAL ADMIN

As stated in Chapter 3, taking a cue from the 1st NIP of NV.20:2020, the marginal gains recorded by the Public Service reform are not sufficient to carry the Service to the next level. However, dealing with the challenges must begin with the consolidation of the gains of the reforms. **In addition, putting in place an effective, efficient and result oriented administration, which is in line with the strategic, national goal of good governance, requires a professional and apolitical public service, in which improvements will be progressive and self propelled, driven by public officers of impeccable character and integrity, with the right skills-mix and sufficiently challenged and motivated to be efficient managers of resources and talents. In other words, the goal should be to transform the public service into a competent and virile service, providing policy advice and guidance for a rapidly growing economy.**

In the light of the challenges highlighted above, it is recommended that the public service should be fundamentally transformed into a vibrant service that is highly productive and socially responsive. In this regard, efforts should be intensified to address the policy related issues as well as the identified financial, political, social, legal, infrastructural and human capacity challenges currently facing the public service.

REGIONAL DEVELOPMENT

Sustainable management of resources remains a critical factor in the attainment of the NV20:2020. Its relevance permeates all sectors of the economy and therefore all its elements such as conservation of natural resources, climate change, pollution control and waste management, among others, require to be adequately managed.

The programme of the Presidential Committee on Amnesty greatly brought about peace in the Niger Delta region in the year 2010 and should be implemented to its logical conclusion

FOREIGN AFFAIRS

The overview of the Nigeria's foreign relations and economic diplomacy reveals drastic improvement in the interface of domestic and foreign relations in the Africa sub-region. It is recommended that Nigeria facilitates its economic diplomacy policy thrust towards building bridges of friendship with other nations of the world so as to harness Nigeria's viable and sustainable economic environment. **The following are further recommendations to improve economic diplomacy:**

- **Policy continuity by successive administrations**
- **Public awareness and consensus for policy formulation and implementation**
- **Deliberate government policy of sponsorship of Nigerians' candidature and internship into positions in international organisations/agencies**
- **Develop a critical bent towards multilateralism, given the objectives of NV 20:2020 viz-a-vie the realities of globalization;**
- **Economic integration at the national, sub-national, and regional levels and with global financial institutions.**

- **Human capital development in bilateral and multilateral negotiations, including in international languages and ICT.**
- **Establishment of Nigeria's physical presence in Central America, and Australasia and emerging economies to leverage economic diplomacy**
- **Explore through cooperation, greater trans-border cooperation with Nigeria's neighbours on critical global and sub-regional issues like immigration, human and drug trafficking, human rights, terrorism, proliferation in small arms, energy. etc.**

6.2 CONCLUSION

The exercise provided an overview, analysis and evaluation of the performance of the economy and other sectors using key performance indicators (KPIs) as measurement tools. The issues arising from the report have demonstrated contributory impact in achieving the goals of MDGs by 2015 and National Vision 20:2020. The findings show that this approach has potential for producing the desired results if consistently applied to the overall performance delivery mechanism for national development.

There is no pretence about the teething problems in this report. These are characteristic of any approach or system that is new. The strength of the capacity of MDAs to develop and apply KPIs to monitor and evaluate policies, programmes and projects is critical. The key findings show that more attention is needed in human, financial and statistical issues for better assessment of performance of the economy in the future.

The effective implementation of the National Monitoring and Evaluation framework is essential in this regard. There is therefore the need for the MDAs to be adequately educated on the Key Performance Indicators (KPIs) for effective tracking of the implementation of plans and annual budgets without which achieving the national aspirations would be difficult. In this regard, the capacity building workshops organized by NPC on M&E and the KPIs will be sustained and developed. Efforts will also be more targeted so that the beneficiaries of such trainings would be the desk officers/relevant staff that would be responsible for populating the KPIs templates for their respective MDAs.

PART II

INTRODUCTION TO MDAs SCORECARD

The MDAs scorecard below was compiled from the data submitted by each MDA. The scorecard shows whether MDAs are on, above or below target, or indicates that there is insufficient information to make a determination of progress. While the originally approved KPIs underpinned most of the progress rating, it became necessary to include some new KPIs developed by MDAs that had not been previously captured but yet showed great enthusiasm for the M&E process. One such example was the submission by the Federal Road Safety Corps, which offered great detail on the internal security of the Nigerian people, as it relates to road traffic incidences.

The ratings are in no way a judgement call on MDAs, but a “face value” analysis of what could be achieved through robust monitoring and evaluation and the alignment of priority programmes and projects to National plans. It must be acknowledged that the NV202020 National M&E framework is a new tool and that MDAs are yet to begin to factor the collection and collation of the expected information into their routine. The scorecard offers MDAs the opportunity to see where the gaps are in data collection and to intensify the process of institutionalising M&E in their work.

There are also some question marks on the progress on some KPIs. These are where MDAs reporting on the KPIs are not the implementing MDAs or where the figures are presumed not to be convincing e.g. where all targets and actual are the same for all of an MDAs KPIs. M&E reports are not punitive in nature but fashioned to provide progress support through robust analysis. The assessment ultimately reflects the data provided and if data is not factual then the report will be far from credible. Primary responsibility for providing factually accurate information rests with individual MDAs.

MDAs SCORECARD

Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Central Bank of Nigeria	CBN	% of total employment in sector	Sustainable Economic Growth	Strong Poles of Growth	Financial Sector	0.4	2009	NBS	0.4	NBS	N/A
Central Bank of Nigeria	CBN	GDP per capita in sector	Sustainable Economic Growth	Strong Poles of Growth	Financial Sector	2878.1	2009	NBS	3206.8	NBS	34
Central Bank of Nigeria	CBN	% contribution to GDP	Sustainable Economic Growth	Strong Poles of Growth	Financial Sector	3.7	2009	NBS	3.6	NBS	3.3
Central Bank of Nigeria	CBN	Foreign reserves as a % of GDP	High Performance Government	Responsible Financial Management	Fiscal Sustainability	25.9	2009	CBN	16.74	CBN	N/A
Consumer Protection Council	CPC	Total No. of consumer complaints resolved	Sustainable Economic Growth	Strong Poles of Growth	SMEs	146 out of 334 complaints received	2009	CPC	1258 out of 1413 complaints	CPC	N/A

Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Economic and Financial Crimes Commission	EFCC	Governance Matters - GIR: Control of Corruption (Ranking)	High Performance Government	Right People	Competent, non corruptible and Committed Public Service	N/A	N/A	N/A	N/A	N/A	
Ministry of Aviation/ Federal Airports Authority of Nigeria	MoA/FAAN	Aircraft Passenger Traffic	Enablers	Affordable Quality Infrastructure	Air	12553438	2009	FAAN Air Traffic Report	13719 556	FAAN Air Traffic Report	

Ministry of Aviation/ Federal Airports Authority of Nigeria	MoA/FAAN	<i>Aircraft Traffic</i>	Enablers	Affordable Quality Infrastructure	Air	220625	2009	FAAN Air Traffic Report	241373	FAAN Air Traffic Report	
Ministry of Aviation/ Federal Airports Authority of Nigeria	MoA/FAAN	<i>Air Freight Tonnage</i>	Enablers	Affordable Quality Infrastructure	Air	140282	2009	FAAN Air Traffic Report	178306	FAAN Air Traffic Report	
Federal Capital Territory, Abuja	FCTA	<i>% of Kilometres constructed</i>	Cross-Cutting Issues	Regional Development	N/A	24.29	2009	FCTA Dept of Eng. Services	41.8	FCTA Dept of Eng. Services	
Federal Capital Territory, Abuja	FCTA	<i>% Land surveyed and mapped</i>	Cross-Cutting Issues	Regional Development	N/A	30	2009	FCTA Dept of survey and mapping	40	FCTA Dept of survey and mapping	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Capital Territory, Abuja	FCTA	<i>% of Houses Built and allocated</i>	Cross-Cutting Issues	Regional Development	N/A	29.5	2009	FCTA Dept of mass housing and resettlement	35.05	FCTA Dept of mass housing and resettlement	
Federal Fire Service	FFS	<i>Number of fire stations in the country</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	296	2008	FFS	301	FFS	
Federal Fire Service	FFS	<i>Number of Fire personnel in the country</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	5101	2008	FFS	5864	FFS	
Federal Fire Service	FFS	<i>Number of life lost in the 36 states and FCT</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	990	FFS	
Federal Fire Service	FFS	<i>Number of life saved in the country</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	9771	FFS	
Federal Fire Service	FFS	<i>Estimated property lost (N million)</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	53.97	FFS	
Federal Fire Service	FFS	<i>Estimated property saved (N million)</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	2249.29	FFS	

<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Federal Fire Service	FFS	<i>Estimated property saved (N million)</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	2249.29	FFS	
Federal Ministry of Agriculture	FMARD	<i>% of population with secure food supply</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Agriculture	FMARD	<i>Real GDP Growth Rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	5.9	2009	NBS	5.7	NBS	
Federal Ministry of Agriculture	FMARD	<i>Real GDP Growth rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	6.7	2009	NPC	8.2	NBS	
Federal Ministry of Agriculture	FMARD	<i>% of total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	30.6	2009	NBS	30.6	NBS	
Federal Ministry of Agriculture	FMARD	<i>% of total employment in the sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	58.63	2007	NBS	65	NBS	
Federal Ministry of Agriculture	FMARD	<i>GDP per capita in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	59516.3	2009	NPC	66932.9	NBS	
Federal Ministry of Agriculture	FMARD	<i>% Contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	41.7	2009	NPC	40.9	NBS	
Federal Ministry of Agriculture	FMARD	<i>% Contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	41.80	2009	NPC	42	NBS	
Federal Ministry of Agriculture	FMARD	<i>Yield (\$/ ha)</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	N/A	N/A	N/A	N/A	N/A	
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Federal Ministry of Agriculture	FMARD	<i>% of production wastage</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Agriculture	FMARD	<i>Size of Irrigated Land</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	N/A	N/A	N/A	N/A	N/A	

Federal Ministry of Agriculture	FMARD	<i>Yield per hectare, Cassava Tuber</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	11.78	2009	NBS	12	FMARD
Federal Ministry of Agriculture	FMARD	<i>Yield per hectare, Cotton</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	1.42	2009	NBS	1.3	FMARD
Federal Ministry of Agriculture	FMARD	<i>Yield per hectare, Maize</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	2.21	2009	NBS	2.19	FMARD
Federal Ministry of Agriculture	FMARD	<i>Yield per hectare, Millet</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	1.3	2009	NBS	1.1	FMARD
Federal Ministry of Agriculture	FMARD	<i>Yield per hectare, Rice</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	1.98	2009	NBS	1.8	FMARD
Federal Ministry of Agriculture	FMARD	<i>Production quantity, Cassava Tuber, metric tons</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	36,807,370	2009	NBS	37,504,080	FMARD
Federal Ministry of Agriculture	FMARD	<i>Production quantity, Cotton, metric tons</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	531,480	2009	NBS	485.94	FMARD
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Agriculture	FMARD	<i>Production quantity, Maize, metric tons</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	7,358,260	2009	NBS	7,305,530	FMARD
Federal Ministry of Agriculture	FMARD	<i>Production quantity, Millet, metric tons</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	4,884,890	2009	NBS	4,124,560	FMARD
Federal Ministry of Agriculture	FMARD	<i>Production quantity, Rice, metric tons</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	3,540,940	2009	NBS	3,218,760	FMARD
Federal Ministry of Agriculture	FMARD	<i>Total agricultural production quantity, in millions of metric tons</i>	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	53,122,940 m/T	2009	NBS	111	FMARD
Federal Ministry of Commerce & Industry	FMCI	<i>% Increase in trade with top 20 trading partners</i>	Sustainable Economic Growth	Strong Poles of Growth	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Commerce & Industry	FMCI	<i>Real GDP Growth Rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	11.5	2009	NBS	11.2	NBS

			Growth								
Federal Ministry of Commerce & Industry	FMC&I	<i>Real GDP growth rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	16%	2006	NBS	44%	FMC&I	
Federal Ministry of Commerce & Industry	FMC&I	<i>% of total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	24.9	2009	NBS	24.9	NBS	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Commerce & Industry	FMC&I	<i>% Total employment in the sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	54%	2009	FMC&I	68%	FMC&I	
Federal Ministry of Commerce & Industry	FMC&I	<i>GDP per capita in sector (naira)</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	26448.8	2009	NBS	29592.1	NBS	
Federal Ministry of Commerce & Industry	FMC&I	<i>% contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	18.1	2009	NBS	18.7	NBS	
Federal Ministry of Commerce & Industry	FMC&I	<i>% Contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	14%	2008	NBS	33%	FMC&I	
Federal Ministry of Commerce & Industry	FMC&I	<i>% Contribution to GDP growth rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Wholesale & Retail Trade	29%	2008	NBS	59%	FMC&I	
Federal Ministry of Commerce & Industry	FMC&I	<i>Real GDP Growth Rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	7.9	2009	NBS	7.6	NBS	
Federal Ministry of Commerce & Industry	FMC&I	<i>% of total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	10.6	2009	NBS	10.6	NBS	
Federal Ministry of Commerce & Industry	FMC&I	<i>GDP per capita in sector (naira)</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	3367	2009	NBS	3206.8	NBS	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	

Federal Ministry of Commerce & Industry	FMCI	<i>Production capacity utilization'</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	36	2009	OPS & MAN	N/A	N/A	
Federal Ministry of Commerce & Industry	FMCI	<i>Access of rural communities to production assets</i>	Sustainable Economic Growth	Inclusive Growth	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Commerce & Industry	FMCI	<i>% Total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	15%	2009	NBS	17.30 %	FMC&I	
Federal Ministry of Commerce & Industry	FMCI	<i>Capacity utilization</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	37%	2009	CBN	45%	CBN	
Federal Ministry of Commerce & Industry	FMCI	<i>% contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	4.2	2009	NBS	4.2	NBS	
Federal Ministry of Commerce & Industry	FMCI	<i>% Contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	4.13%	2009	CBN	4.60%	CBN	
Federal Ministry of Commerce & Industry	FMCI	<i>% Local content in manufacturing</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	22%	2009	MAN	24.50 %	FMC&I	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Commerce & Industry	FMCI	<i>Employment share of manufacturing</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	11.80%	2009	MAN	16.20%	FMC&I	
Federal Ministry of Commerce & Industry	FMCI	<i>Share of manufacturing to total exports</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	2.50%	2009	MAN	2.70%	FMC&I	
Federal Ministry of Commerce & Industry	FMCI	<i>Reduction in overall production cost</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	25%	2009	MAN	35%	FMC&I	
Federal Ministry of Commerce & Industry	FMCI	<i>GDP per capita in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	N539.1billion	2009	NBS	N620.1billion	MAN	
Federal Ministry of Commerce & Industry	FMCI	<i>Real GDP growth rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Manufacturing	7.94%	2009	NBS	8.40%	MAN	

Ministry of Defence	MOD	% GDP military budget relative to other neighbouring country average	Safe & Secure Lives	Safe & Secure Nation	External Perspective	1.5%	2007	MoD	0.5%	MoD		
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement			
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source		
Ministry of Defence	MoD	Level of engagement in international fora	Safe & Secure Lives	Safe & Secure Nation	External Perspective	4th world ranking contributor or to peace support	2009	MoD	4th world ranking contributor	MoD		
Ministry of Defence	MoD	Public confidence in the military	Safe & Secure Lives	Safe & Secure Nation	External Perspective					MoD		
Ministry of Defence	MoD	% of mobilisation within timing requirement	Safe & Secure Lives	Safe & Secure Nation	External Perspective	Classified		MoD	Classified	MoD		
Ministry of Defence	MoD	Number of armament incidents	Safe & Secure Lives	Safe & Secure Nation	External Perspective	Negligible	2009	MoD	Negligible	MoD		
Federal Ministry of Education	FME	WEF - GCR: Quality of Education System (Ranking)	Enablers	Affordable Quality Education	Quality of Education System	N/A	N/A	N/A	N/A	N/A		
Federal Ministry of Education	FME	IMD - WCR - Education system (Ranking)	Enablers	Affordable Quality Education	Quality of Education System	N/A	N/A	N/A	N/A	N/A		
Federal Ministry of Education	FME	Performance in standardized tests (World Ranking)	Enablers	Affordable Quality Education	Relevant Skills	N/A	N/A	N/A	N/A	N/A		
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement			
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source		
Federal Ministry of Education	FME	Survival rate of girls/ boys enrolled in primary school	Better Quality of Life	Universal Primary Education	N/A	N/A	N/A	N/A	N/A	N/A		

Federal Ministry of Education	FME	Primary School enrolment of children	Better Quality of Life	Universal Primary Education	N/A	18519733	2008	FME (Unpublished)	20291709	N/A		
Federal Ministry of Education	FME	% Primary School enrolment of children aged 6 – 11	Better Quality of Life	Universal Primary Education	N/A	N/A	N/A	N/A	89	UBEC		
Federal Ministry of Education	FME	Secondary school enrolment	Enablers	Affordable Quality Education	Quality of Education System	N/A	N/A	N/A	N/A	N/A		
Federal Ministry of Education	FME	Number of secondary education graduates	Enablers	Affordable Quality Education	Quality of Education System	862363	2008	FME (Unpublished)	N/A	N/A		
Federal Ministry of Education	FME	Ratio of girls to boys in secondary school education	Enablers	Affordable Quality Education	Quality of Education System	4;5	2008	FME (Unpublished)	N/A	N/A		
Federal Ministry of Education	FME	% of school attendance of orphans vs non orphans aged 10-14	Enablers	Affordable Quality Education	Equal Education	0.93	2007		N/A	N/A		
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement			
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source		
Federal Ministry of Education	FME	% of population with Secondary education	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	73	2008	NBS	N/A	N/A		
Federal Ministry of Education	FME	Tertiary education enrolment (C.O.E)	Enablers	Affordable Quality Education	Quality of Education System	1079720	2008	FME (Unpublished)	N/A	N/A		
Federal Ministry of Education	FME	Tertiary education enrolment (Monotechnics)	Enablers	Affordable Quality Education	Quality of Education System	17321	2009	N/A	13239	FME		
Federal Ministry of Education	FME	Tertiary education enrolment (Polytechnics)	Enablers	Affordable Quality Education	Quality of Education System	654804	2009	FME (Unpublished)	654904	FME		
Federal Ministry of Education	FME	Tertiary education enrolment (Universities)	Enablers	Affordable Quality Education	Quality of Education System	577029	2009	FME (Unpublished)	604068	FME		
Federal Ministry of Education	FME	Number of tertiary education graduates (C.O.E)	Enablers	Affordable Quality Education	Quality of Education System	66824	2009	FME (Unpublished)	N/A	N/A		

Federal Ministry of Education	FME	Number of tertiary education graduates (Monotechnics)	Enablers	Affordable Quality Education	Quality of Education System	3572	2009	FME (Unpublished)	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Education	FME	Number of tertiary education graduates (Polytechnics)	Enablers	Affordable Quality Education	Quality of Education System	22406	2009	N/A	N/A	N/A	
Federal Ministry of Education	FME	Number of tertiary education graduates (Universities)	Enablers	Affordable Quality Education	Quality of Education System	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	Ratio of girls to boys in tertiary education	Enablers	Affordable Quality Education	Equal Education	69	2009	NPC	N/A	N/A	
Federal Ministry of Education	FME	Private vs public sector enrolment	Enablers	Affordable Quality Education	Equal Education	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	Availability of vocational training (# of institutions, graduate)	Enablers	Affordable Quality Education	Equal Education	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	Adult Literacy rate (aged 15 and above)	Better Quality of Life	Universal Primary Education	N/A	56.3	2007	NBS	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Education	FME	Adult enrolment in literacy programs	Better Quality of Life	Universal Primary Education	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	Survival rate of illiterate adults enrolled in literacy programs	Better Quality of Life	Universal Primary Education	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	% of Agro-engineers vs demand	Enablers	Affordable Quality Education	Relevant Skills	N/A	N/A	N/A	N/A	N/A	

Federal Ministry of Education	FME	% of Petro-engineers vs demand	Enablers	Affordable Quality Education	Relevant Skills	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	% of Electrical engineers vs demand	Enablers	Affordable Quality Education	Relevant Skills	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	% of Electricians vs demand	Enablers	Affordable Quality Education	Relevant Skills	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	Govt communication to population of expected "in demand" skills over next 10 years	Enablers	Affordable Quality Education	Relevant Skills	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Education	FME	% of literate women vs men (age 18-24)	Sustainable Economic Growth	Competitive Workforce	Diverse Workforce	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	# of Schools offering Civic Education courses	Safe & Secure Lives	Positive Nigerian Identity	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Education	FME	Citizen feedback on Civic Education messages in Primary Schools (Survey)	Safe & Secure Lives	Positive Nigerian Identity	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Environment	FMEN	Energy use (kg oil equivalent) per \$1 GDP	Sustainable Economic Growth	Environmentally Sound Growth	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Environment	FMEN	Carbon dioxide emissions per capita	Sustainable Economic Growth	Environmentally Sound Growth	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Environment	FMEN	Consumption of ozone depleting CFCs	Sustainable Economic Growth	Environmentally Sound Growth	N/A	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		

<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Federal Ministry of Environment	FMEN	% of population using solid fuels	Sustainable Economic Growth	Environmentally Sound Growth	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Environment	FMEN	% of population with sustainable access to improved water source	Sustainable Economic Growth	Environmentally Sound Growth	N/A	48	2009	NPC	N/A	N/A
Federal Ministry of Environment	FMEN	% of population with access to improved sanitation	Sustainable Economic Growth	Environmentally Sound Growth	N/A	44	2009	NPC	N/A	N/A
Federal Ministry of Environment	FMEN	% Area covered by Forest	Sustainable Economic Growth	Environmentally Sound Growth	N/A	10.39	2009	Dept of Forestry	10.39	Dept of Forestry
Federal Ministry of Environment	FMEN	% of Biodiversity Hotspots strengthened and protected	Sustainable Economic Growth	Environmentally Sound Growth	N/A	6.4	2009	Dept of Forestry	6.4	Dept of Forestry
Federal Ministry of Environment	FMEN	% of forest area protected	Sustainable Economic Growth	Environmentally Sound Growth	N/A	23.1	2009	Dept of Forestry	23.5	Dept of Forestry
Federal Ministry of Environment	FMEN	% of Impact of Erosion & Flood Control Measures	Sustainable Economic Growth	Environmentally Sound Growth	N/A	13	2009	Dept of Forestry	67	Dept of Forestry
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Federal Ministry of Environment	FMEN	% of National Parks Strengthened and protected	Sustainable Economic Growth	Environmentally Sound Growth	N/A	100	2009	National Parks Services, FME	100	National Parks Services, FME
Federal Ministry of Finance, Budget Office of the Federation	FMF, BOF	Federation accounts as % of state budgets	Sustainable Economic Growth	Inclusive Growth	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Finance, Budget Office of the Federation	FMF, BOF	Link: FYN+1 budgets vs FYN performance (top 5 ministries)	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	N/A	N/A

Federal Ministry of Finance, Budget Office of the Federation	FMF, BOF	% of states with public consultations in crafting of the state budget	High Performance Government	High Performance Culture	Citizen-Centric Government	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Finance, Budget Office of the Federation	FMF, BOF	Public sector recurrent expenditure as % of GDP	High Performance Government	Responsible Financial Management	Fiscal Sustainability	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Finance, Budget Office of the Federation	FMF, BOF	Government Expenditure as a % of GDP	High Performance Government	Responsible Financial Management	Fiscal Sustainability	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Finance, Budget Office of the Federation	FMF, BOF	Budget Marksmanship (spent as a % of budgeted)	High Performance Government	Responsible Financial Management	Effective and Efficient use of Financial Resources	0.902	2009	MPA records	0.889	MPA records	
Ministry of Foreign Affairs, Ministry of Defence	MFA, MOD	Level of engagement in international fora	Safe & Secure Lives	Safe & Secure Nation	External Perspective	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Health	FMoH	Life Expectancy	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	47	2009	UNICEF	N/A	N/A	
Federal Ministry of Health	FMoH	Under 5 mortality rate, per 1000 live births	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	157	2008	FMoH			
Federal Ministry of Health	FMoH	Infant mortality rate, per 1000 live births	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	75	2008	FMoH			
Federal Ministry of Health	FMoH	Maternal mortality rate, per 100,000	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	545	2008	FMoH			
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Health	FMoH	Percentage of births attended by skilled health personnel	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	38.9	2008	NDHS			

Federal Ministry of Health	FMoH	<i>Percentage of Case Fatality rate among women with obstetric complications in EMOC facilities</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare		2008/9	EOC Survey/ Sentinel			
Federal Ministry of Health	FMoH	<i>Adolescents Birth Rate per 1,000</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	126	2008/9	NDHS			
Federal Ministry of Health	FMoH	<i>% of population with routine immunization coverage</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	27	2009	NPC			
Federal Ministry of Health	FMoH	<i>Percentage of 1 year old immunized against measles</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	41.4	2008	NDHS/M ICS/Health Facility Surveys			
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Health	FMoH	<i>Percentage of states whose routine HMIS returns meet minimum requirement for data quality standard</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare		2008/9	State Reports/ integrated Disease Surveillance System			
Federal Ministry of Health	FMoH	<i>Percentage of Prevalence of children under-5 years of age who are underweight</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	27.19	2008	NDHS/M ICS/Health Facility Surveys			
Federal Ministry of Health	FMoH	<i>Percentage of children 6-59 months receiving Vitamin supplements twice a year</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	83	2009	NDHS/M ICS/Immunization coverage surveys			

Federal Ministry of Health	FMoH	<i>Percentage of children under 6 months exclusively breastfed</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	13	2008	NDHS			
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Health	FMoH	<i>Death rates associated with Malaria</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare						
Federal Ministry of Health	FMoH	<i>Percentage of children under 5 sleeping under insecticide-treated bed nets</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	5.5	2008	NDHS/MICS			
Federal Ministry of Health	FMoH	<i>Percentage of Malaria incidence among under -5 children</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	16	2008	NDHS/MHMIS			
Federal Ministry of Health	FMoH	<i>Percentage of women with pregnancy within the last 2 years who received intermittent preventive treatment for malaria</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	18	2008	NDHS, MHMIS, MICS			
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Health	FMoH	<i>% of population in malaria risk areas using effective malaria prevention and treatment measures</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare						

Federal Ministry of Health	FMoH	<i>HIV/AIDS prevalence among population aged (15-24 years)</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	4.2	2009	FMoH			
Federal Ministry of Health	FMoH	<i>Percentage of Contraceptive prevalence rate (Modern)</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	9.7	2008	NDHS/M IVS			
Federal Ministry of Health	FMoH	<i>Condom use at last high risk sex</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	39.2	2007	NBS			
Federal Ministry of Health	FMoH	<i>Contraceptive prevalence rate (%)</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	9.7	2008	FMH			
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Health	FMoH	<i>Percentage of population aged 15-24 with comprehensive correct knowledge of HIV/AIDS</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	22.2 (Female), 32.6 (Male)	2008	NDHS/M ICS/NA RHS			
Federal Ministry of Health	FMoH	<i>Percentage of HIV infected pregnant women who receive ARV prophylaxis to reduce the risk of METRIC TONSCT</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare						
Federal Ministry of Health	FMoH	<i>Percentage of population with advanced HIV infection and access to antiretroviral drugs</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare						
Federal Ministry of Health	FMoH	<i>Percentage of Prevalence of tuberculosis</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare						
Federal Ministry of Health	FMoH	<i>Percentage of tuberculosis case cured under directly observed treatment short course</i>	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	71 cure rates and 82 treatment success rate	2008	NTBLCP			

Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Health	FMoH	Percentage of TB case detection rate under directly observed treatment short course	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	31	2008	NTBLCP		
Federal Ministry of Health	FMoH	Number of new wild poliovirus cases	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	382	2009	WHO		
Federal Ministry of Health	FMoH	Proportion of population below minimum level of dietary energy consumption	Better Quality of Life	Eradicate Poverty	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Health	FMoH	% of population with access to health clinics	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Health	FMoH	% of population with access to affordable essential drugs on a sustainable basis	Better Quality of Life	Quality Affordable Healthcare	Secondary Healthcare	40	2009	NPC		
Federal Ministry of Health	FMoH	Number of hospital beds per 10,000 people	Better Quality of Life	Quality Affordable Healthcare	Tertiary Healthcare					
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Health	FMoH	Number of hospitals/ Sq km	Better Quality of Life	Quality Affordable Healthcare	Tertiary Healthcare					
Federal Ministry of Health	FMoH	% of population with NHIS coverage	Better Quality of Life	Quality Affordable Healthcare	Tertiary Healthcare					
Federal Ministry of Health	FMoH	Proportion of Health Professional per population	Better Quality of Life	Quality Affordable Healthcare	Primary Healthcare		2008/9	NHMIS/HRHIS		

Federal Ministry of Information and Communication	FMIC	<i>Real GDP Growth Rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	34.2	2009	NBS	34.5	NBS	
Federal Ministry of Information and Communication	FMIC	<i>% of total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	3%	2009	NBS	0.3%	NBS	
Federal Ministry of Information and Communication	FMIC	<i>GDP per capita in sector (naira)</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	1646.9	2009	NBS	2240.5	NBS	
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Federal Ministry of Information and Communication	FMIC	<i>% contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	3.7	2009	NBS	4.2	NBS	
Federal Ministry of Information and Communication	FMIC	<i>Governance Matters - GIR: Voice and Accountability (Ranking)</i>	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Information and Communication	FMIC	<i>Citizens' satisfaction with their government (Survey)</i>	High Performance Government	High Performance Culture	Citizen-Centric Government	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Information and Communication	FMIC	<i>% of people who believe the country is headed in the right direction (Survey)</i>	High Performance Government	High Performance Culture	Citizen-Centric Government	N/A	N/A	N/A	N/A	N/A	
Ministry of Interior	MI	<i>No of displaced persons</i>	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		

<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Ministry of Interior	MI	Governance Matters - GIR: Political Stability and Absence of Violence (Ranking)	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Justice	FMJ	No of criminal cases successfully prosecuted	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	2026	2009	NPF submission, 2011	N/A	N/A	
Federal Ministry of Justice	FMJ	Grass roots courts system	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Justice	FMJ	Number of non-enforced court rulings	High Performance Government	High Performance Culture	Citizen-Centric Government	N/A	N/A	N/A	N/A	N/A	
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Federal Ministry of Justice, LAC	FMJ, LAC	IMD - WCR: Quality of Legal Framework (Ranking)	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Justice, LAC	FMJ, LAC	WEF - GCR: Efficiency of Legal Framework (Ranking)	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Justice, LAC	FMJ, LAC	Recognition of property rights	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	N/A	N/A	

Federal Ministry of Justice, LAC	FMJ, LAC	<i>Number of registered mediation cases</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Justice, LAC	FMJ, LAC	<i>IMD - WCY: Legal Framework (Ranking)</i>	Enablers	Rule of Law	Equal Justice	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Federal Ministry of Justice, LAC	FMJ, LAC	<i>% of court rulings which are enforced</i>	Enablers	Rule of Law	Equal Justice	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Justice, National Food and Drug Agency	FMJ, NAFDAC	<i>Governance Matters - GIR: Regulatory Quality (Ranking)</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Labour and Productivity	FMLP	<i>Workplace fatalities per 10,000 workers</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Ease of Doing Business	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Labour and Productivity	FMLP	<i>Employment rate for population aged 15-65</i>	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	N/A	N/A	N/A	21.4	NBS	
Federal Ministry of Labour and Productivity	FMLP	<i>% of people with special needs employed</i>	Sustainable Economic Growth	Competitive Workforce	Diverse Workforce	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	

Federal Ministry of Labour and Productivity	FMLP	Numbers of jobs created	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	200809	2009	NDE	95997	FMLP
Federal Ministry of Labour and Productivity	FMLP	Number of Trade/ industrial disputes recorded	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	228	2009	FMLP	263	FMLP
Federal Ministry of Labour and Productivity	FMLP	Percentage of Trade/ Industrial Disputes Resolved	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	52.6	2009	FMLP	135 (51.8)	FMLP
Federal Ministry of Labour and Productivity	FMLP	Percentage of Trade /Industrial Disputes resulted in strike	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	N/A	2009	FMLP	14.8	FMLP
Federal Ministry of Labour and Productivity	FMLP	Total Man Days Lost	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	483530	2009	FMLP	593530	FMLP
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source
Federal Ministry of Labour and Productivity	FMLP	Number of Skill Upgrading Training Centre	Sustainable Economic Growth	Competitive Workforce	Quality Workforce	8	2009	FMLP	8	FMLP
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	% of population with access to sustainable housing	Better Quality of Life	Affordable Homes	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	Real GDP Growth Rate	Sustainable Economic Growth	Strong Poles of Growth	Building & Construction	11.5	2009	NBS	11.5	NBS

Federal Ministry of Lands, Housing and Urban Development	FMLHUD	% <i>Employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Building & Construction	2.4	2009	NBS	2.4	NBS	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source	
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	<i>GDP per capita in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Building & Construction	9653.8	2009	NBS	12405.4	NBS	
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	% <i>contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Building & Construction	3.6	2009	NBS	3.7	N/A	
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	<i>Average cost of materials</i>	Sustainable Economic Growth	Strong Poles of Growth	Building & Construction	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	<i>Rate of rural-urban migration</i>	Sustainable Economic Growth	Inclusive Growth	N/A	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source	
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	% <i>of population which are house owners</i>	Better Quality of Life	Affordable Homes	N/A	2.30%	2009	FMLHUD		FMLHUD	

Federal Ministry of Lands, Housing and Urban Development	FMLHUD	% of support for the construction of low cost Housing Units by Government (Prototype Housing Scheme)	Better Quality of Life	Affordable Homes	N/A	1132	2009	FMLHUD	24 units	FMLHUD
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	Number of housing units constructed under PPP arrangement	Better Quality of Life	Affordable Homes	N/A	1181	2009	FMLHUD	374	FMLHUD
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	Total Revenue Generated from land charges: premium, ground rent, consent etc.	Better Quality of Life	Affordable Homes	N/A	N1.5b	2009	FMLHUD	N1.65b	FMLHUD
Federal Ministry of Lands, Housing and Urban Development	FMLHUD	Total number of Federal Government Land records captured in FELIS Database	Better Quality of Life	Affordable Homes	N/A	32,000	2009	FMLHUD	5,000	FMLHUD
Ministry of Mines and Steel Development	MMSD	Real GDP Growth Rate	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	12.1	2009	NBS	12.3	NBS
Ministry of Mines and Steel Development	MMSD	% of total employment in sector	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	0.2	0.2	NBS	0.2	NBS

<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Ministry of Mines and Steel Development	MMSD	<i>GDP per capita in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	263.1	2009	NBS	286.6	NBS
Ministry of Mines and Steel Development	MMSD	<i>% contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	0.2	2009	NPC	0.2	0.2
Ministry of Mines and Steel Development	MMSD	<i>Production capacity utilization</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A
Ministry of Mines and Steel Development	MMSD	<i>Proven Reserves</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A
Ministry of Mines and Steel Development	MMSD	<i>Mineral mapping coverage</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A
Ministry of Mines and Steel Development	MMSD	<i>Real GDP Growth rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	-0.8	2009	NPC	2.8	NPC
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Ministry of Mines and Steel Development	MMSD	<i>% of total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A
Ministry of Mines and Steel Development	MMSD	<i>GDP per Capita in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A

Ministry of Mines and Steel Development	MMSD	% contribution to GDP	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	-4.2	2009	NPC	15.4	NPC	
Ministry of Mines and Steel Development	MMSD	production capacity (tones)	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	14,757,434	2009	Statistic Unit (MI)	24791251	Statistic Unit (MI)	
Ministry of Mines and Steel Development	MMSD	Production Capacity Utilization	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Ministry of Mines and Steel Development	MMSD	Proven Reserves	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A	
Ministry of Mines and Steel Development	MMSD	Mineral mapping coverage	Sustainable Economic Growth	Strong Poles of Growth	Minerals & Metals	N/A	N/A	N/A	N/A	N/A	
Ministry of Niger Delta Affairs	MNDA	% of KM of Roads dualized/constructed	Cross-Cutting Issues	Regional Development	N/A	5%	2009	Infrastructural Development Dpt. MNDA	502.248 KM	Infrastructural Development Dpt. MNDA	
Ministry of Niger Delta Affairs	MNDA	% of Units of Houses and Skill Acquisition Centres Constructed	Cross-Cutting Issues	Regional Development	N/A	N/A	2009	Infrastructural Development Dpt. MNDA	N/A	Infrastructural Development Dpt. MNDA	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	

Ministry of Niger Delta Affairs	MNDA	% of Communities provided with Potable Water	Cross-Cutting Issues	Regional Development	N/A	N/A	2009	Infrastructural Development Dpt. MNDA	N/A	Infrastructural Development Dpt. MNDA
Ministry of Niger Delta Affairs	MNDA	% of Communities provided with Electricity	Cross-Cutting Issues	Regional Development	N/A	N/A	2009	Infrastructural Development Dpt. MNDA	N/A	Infrastructural Development Dpt. MNDA
Ministry of Niger Delta Affairs	MNDA	% of Hectares of land reclaimed and Erosion Shorelines Protected	Cross-Cutting Issues	Regional Development	N/A	N/A	2009	Infrastructural Development Dpt. MNDA	9.22	Infrastructural Development Dpt. MNDA
Ministry of Niger Delta Affairs	MNDA	(a) Shoreline to be protected	Cross-Cutting Issues	Regional Development	N/A	N/A	2009	Infrastructural Development Dpt. MNDA	3,375m	Infrastructural Development Dpt. MNDA
Ministry of Petroleum Resources	MPR	Real GDP Growth Rate	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	0.5	2009	NBS	4.6	NBS
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Ministry of Petroleum Resources	MPR	% of total employment in sector	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	0.04	2009	NBS	4	NBS
Ministry of Petroleum Resources	MPR	GDP per capita in sector	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	48060.7	2009	NBS	51229.7	NBS
Ministry of Petroleum Resources	MPR	% contribution to GDP	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	1.13	2009	NNPC, NBS	16.48	NBS
Ministry of Petroleum Resources	MPR	Production capacity, in millions of barrels per day	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	2.16	2009	NNPC, NBS	2.3	NNPC

Ministry of Petroleum Resources	MPR	<i>Proven Oil Reserves, in billions of barrels</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	31.9	2009	NNPC, NBS	35	
Ministry of Petroleum Resources	MPR	<i>Proven Gas Reserves, in trillions of cubic feet</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	187.44	2005	NNPC, NBS	N/A	NNPC
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source
Ministry of Petroleum Resources	MPR	<i>Contracting times for oil and gas projects (days)</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	N/A	N/A	N/A	N/A	N/A
Ministry of Petroleum Resources	MPR	<i>Domestic usage of LPG gas (m3)</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	N/A	N/A	N/A	N/A	N/A
Ministry of Petroleum Resources	MPR	<i>Real GDP Growth rate</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	1.3	2009	NPC	2.6	NPC
Ministry of Petroleum Resources	MPR	<i>% of total employment in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	<25	2009	NPC	35.5	NPC
Ministry of Petroleum Resources	MPR	<i>GDP per Capital in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	<15	2009	NPC	18	NPC
Ministry of Petroleum Resources	MPR	<i>% contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	16.05	2009	NPC	16	NPC
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source

Ministry of Petroleum Resources	MPR	<i>Production Capacity in Millions of Barrels per day</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	1.7mbpd	2009	NPC	2.8mbdp	NPC
Ministry of Petroleum Resources	MPR	<i>Production Capacity Utilization</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	0.75mbpd	2009	NPC	0.75	NPC
Ministry of Petroleum Resources	MPR	<i>Proven Oil Reserves in billions of Barrels</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	37.8b barrel	2009	NPC	40b barrels	NPC
Ministry of Petroleum Resources	MPR	<i>Proven Gas Reserves in trillions of cubic ft</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	187	2009	NPC	180Tcf	NPC
Ministry of Petroleum Resources	MPR	<i>Contracting times for Oil & Gas Projects(days)</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	360	2009	NPC	360	NPC
Ministry of Petroleum Resources	MPR	<i>Domestic Usage of LPG gas (m³)</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	135,000,000 m ³ /day	2009	NPC	27000000	NPC
Ministry of Petroleum Resources	MPR	<i>Increase funding of Oil & Gas Projects</i>	Sustainable Economic Growth	Strong Poles of Growth	Oil & Gas	10	2009	NPC	10	NPC
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source
Federal Ministry of Police Affairs	FMPA	<i>Overall crime rate (per 10,000 population)</i>	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	50	2009	NPF submission	50	NPF submission
Federal Ministry of Police Affairs	FMPA	<i>Recidivism rate over 2 years</i>	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Police Affairs	FMPA	<i>Police Preparedness (i.e. Average response time)</i>	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	7-10 minutes	2009	NPF submission, 2011	7-10 minutes	N/A
Federal Ministry of Police Affairs	FMPA	<i>% of respondents who feel safe in their neighbourhood</i>	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	survey being undertaken		NPF submission, 2011	N/A	N/A

		ood (survey)		ties							
Federal Ministry of Police Affairs	FMPA	Number of police officers/ 10,000 population	Safe & Secure Lives	Safe & Secure Homes and Communities	N/A	27	2009	NPF submission, 2011	27	NPF submission, 2011	
Federal Ministry of Police Affairs	FMPA	Level of trust in police force (Survey)	Safe & Secure Lives	Safe & Secure Homes &Communities	N/A	survey is being undertaken		NPF submission, 2011	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source	
Federal Ministry of Police Affairs	FMPA	No (and % change) of deaths due to socio-ethnic violence,	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Power	FMP	WEF - GCR: Quality of Power infrastructure	Enablers	Affordable Quality Infrastructure	Power	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Power	FMP	power Generation Capacity [megawatts]	Enablers	Affordable Quality Infrastructure	Power	3700	2009	PHCN	4000	PHCN	
Federal Ministry of Power	FMP	% Power Generation Capacity Utilization	Enablers	Affordable Quality Infrastructure	Power	78.4	2009	PHCN	82	PHCN	
Federal Ministry of Power	FMP	Power transmission capacity [MVA]	Enablers	Affordable Quality Infrastructure	Power	6848	2009	TCN	7088	TCN	
Federal Ministry of Power	FMP	% of power Generated by private sector	Enablers	Affordable Quality Infrastructure	Power	18.9	2009	Agip	27.3	Agip, Shell	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source	

Federal Ministry of Power	FMP	% ownership by private sector of distribution assets	Enablers	Affordable Quality Infrastructure	Power	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Power	FMP	Average cost/KWH	Enablers	Affordable Quality Infrastructure	Power	6.5	2009	PHCN	8.2	PHCN
Federal Ministry of Science and Technology	FMST	R&D by organized private sector as a % of GDP	Sustainable Economic Growth	Strong Poles of Growth	N/A	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Science and Technology	FMST	Solar PV Electricity Generation (dispersed)	Enablers	Affordable Quality Infrastructure	Technology	1 MW	2007	ECN	12 MW	ECN
Federal Ministry of Science and Technology	FMST	Process technologies developed to pilot scale level for uptake by potential investors	Enablers	Affordable Quality Infrastructure	Technology	16	2009	FIIRO	18	FIIRO
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Science and Technology	FMST	Developed prototypes equipment with engineering blueprint for mass production by local fabricators	Enablers	Affordable Quality Infrastructure	Technology	4	2009	FIIRO	6	FIIRO
Federal Ministry of Science and Technology	FMST	Patents/IPRs	Enablers	Affordable Quality Infrastructure	Technology	7	2009	FIIRO	11	FIIRO
Federal Ministry of Science and Technology	FMST	No. of Commercialisable and Patented r & d Products	Enablers	Affordable Quality Infrastructure	Technology	85	2008	FMST	101	FMST

Federal Ministry of Science and Technology	FMST	No. of R 7 D Products Commercialized	Enablers	Affordable Quality Infrastructure	Technology	6	2008	FMST	17	FMST
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Science and Technology	FMST	Technology transfer Trainees	Enablers	Affordable Quality Infrastructure	Technology	2700	2009	FIIRO	2788	FIIRO
Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Tourism Receipts	Sustainable Economic Growth	Strong Poles of Growth	Tourism	40%	2009	FMCTNO Survey	6,113,384 Tourists	FMCTNO Survey
Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Percentage of employment in the sector	Sustainable Economic Growth	Strong Poles of Growth	Tourism	22.70%	2009	FMCTNO Survey	1.5m	FMCTNO Survey
Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Governance matters IGR: Political stability and absence of Violence (Ranking)	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	75%	2009	FMCTNO audience interviews	65m People	FMCTNO audience interviews
Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Sense of National belonging (Survey)	Safe & Secure Lives	Safe & Secure Homes and Communities	Positive Nigerian Identity	68.30%	2009	FMCTNO audience interviews	68m People	FMCTNO audience interviews
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Number of Domestic Tourism movements	Sustainable Economic Growth	Strong Poles of Growth	Tourism	3%	2009	FMCTNO Survey	2m (People)	FMCTNO Survey
Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Citizens' satisfaction with their Government	High Performance Government	High Performance Culture	Citizen-Centric Government	25%	2009	FMCTNO Audience Interviews	30m (People)	FMCTNO Audience Interviews

Federal Ministry of Tourism Culture and National Orientation	FFMTCN OCNO	Number of initiatives conducted to Promote Nigerian Identity	Safe & Secure Lives	Safe & Secure Homes and Communities	Positive Nigerian Identity	33 Nos.	2009	FMCTN O	33 Nos.	FMCTN O
Federal Ministry of Transport	FMT	WEF - GCR: Quality of Port Infrastructure	Enablers	Affordable Quality Infrastructure	Sea	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Transport	FMT	Rehabilitation & Restoration of Port Infrastructure	Enablers	Affordable Quality Infrastructure	Sea	-	2009	NPA	57% completed	NPA
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Federal Ministry of Transport	FMT	Container Through Put	Enablers	Affordable Quality Infrastructure	Sea	5,985,79679	2009	NPA	654,595,350 (56015671: Sept. 2010)	PRS (PC) FMOT
Federal Ministry of Transport	FMT	Km of Inland navigable waters (dredged)	Enablers	Affordable Quality Infrastructure	Sea	-	2009	NIWA	496 km	NIWA
Federal Ministry of Transport	FMT	Tonnage of Freight transported through Rail	Enablers	Affordable Quality Infrastructure	Rail	15,000 metric tons	2009	Rail Dept	50,000 metric tons	Rail Dept
Federal Ministry of Transport	FMT	Rail Connectivity between major production centres	Enablers	Affordable Quality Infrastructure	Rail	378km narrow gauge	2009	Rail Dept	1010 km (632 km done in 2010)	Rail Dept
Federal Ministry of Water Resources	FMWR	% of population with access to improved water sources	Better Quality of Life	Eradicate Poverty	N/A	58%	2008	JMP – UNDP & NBS	58%	JNIP, UNDP AND NBS
Reporting MDA		KPI Name	Strategic Thrust	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	

			<u>s</u>							
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Federal Ministry of Water Resources	FMWR	% of population with access to improved sanitation.	Better Quality of Life	Eradicate Poverty	N/A	32%	2008	NDHS	32%	NDHS
Federal Ministry of Water Resources	FMWR	Size of farmland irrigated	Sustainable Economic Growth	Strong Poles of Growth	Agriculture	145,000 hectares	2009	Road map for Nigeria water sector	150,000 hectares	Road Map for Nigeria water sources
Federal Ministry of Water Resources	FMWR	% of population with sustainable access to improved Water sources	Sustainable Economic Growth	Environmentally Sound Growth	N/A	58%	2008	JMP – UNDP & NBS	58%	JNIP, UNDP AND NBS
Federal Ministry of Water Resources	FMWR	Power Generation capacity, megawatts.	Enablers	Affordable Quality Infrastructure	Power	450MW	2008	Road Map for Nigeria water sector.	560MW	Road Map for Nigeria water sources
Federal Ministry of Women Affairs and Social Development	FMWASD	% of women in wage employment in the non-agricultural sector	Sustainable Economic Growth	Competitive Workforce	Diverse Workforce	N/A	N/A	N/A	N/A	N/A
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Federal Ministry of Women Affairs and Social Development	FMWASD	Women's Unemployment rate	Cross-Cutting Issues	Special Interest Groups	N/A	14.65	2005	NBS	N/A	N/A
Federal Ministry of Women Affairs and Social Development	FMWASD	No. of OVC receiving services (health & Nutrition) provided by Global Funds	Cross-Cutting Issues	Special Interest Groups	N/A	N/A	2010	FMWASD	N/A	N/A

Federal Ministry of Women Affairs and Social Development	FMWASD	<i>Percentage of Women Legislators in Senate</i>	Cross-Cutting Issues	Special Interest Groups	N/A	8.26	2007	National Assembly	N/A	N/A	
Federal Ministry of Women Affairs and Social Development	FMWASD	<i>Percentage of Women Legislators in House of Representative</i>	Cross-Cutting Issues	Special Interest Groups	N/A	7.22	2007	National Assembly	N/A	N/A	
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	
Federal Ministry of Women Affairs and Social Development	FMWASD	<i>Percentage of Women Legislators in the State Houses of Assembly</i>	Cross-Cutting Issues	Special Interest Groups	N/A	5.49%	2007	INEC	N/A	N/A	
Federal Ministry of Women Affairs and Social Development	FMWASD	<i>Percentage of Women Chairpersons in Local Government Areas</i>	Cross-Cutting Issues	Special Interest Groups	N/A	4.6%	2007	INEC	N/A	N/A	
Federal Ministry of Women Affairs and Social Development	FMWASD	<i>Percentage of Women Councillors in Local Government Areas</i>	Cross-Cutting Issues	Special Interest Groups	N/A	9.43%	2007	INEC	N/A	N/A	
Federal Ministry of Women Affairs and Social Development	FMWASD	<i>Prevalence of Female Genital Mutilations</i>	Cross-Cutting Issues	Special Interest Groups	N/A	27.8%	2006	NBS	N/A	N/A	
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>	

Federal Ministry of Works	FMW	Road kilometres per square km	Enablers	Affordable Quality Infrastructure	Road	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Youth Development	FMYD	Percentage of youth accessing vocational, ICT and entrepreneurial skills training	Cross-Cutting Issues	Special Interest Groups	N/A	4.17	2009	NYDR, NYSC	1.81	NYSC, FMYD	
Federal Ministry of Youth Development	FMYD	Percentage of young people with understanding of citizenship responsibilities, governance and decision making processes (Legislator and Political)	Cross-Cutting Issues	Special Interest Groups	N/A	21.6	2009	NYDR, NYSC	2.97	NYSC, C<C and FMYD	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Ministry of Youth Development	FMYD	Percentage of young people with knowledge of at least three ways of HIV/AIDS transmission and prevention	Cross-Cutting Issues	Special Interest Groups	N/A	0.75	2009	NYDR, NYSC	3.03	NYSC	
Federal Ministry of Information/Federal Radio Corporation of Nigeria	FMI/FRCN	32 FM Project Across the Country	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	21	2009	FRCN	4	FRCN	
Federal Ministry of Information/Federal Radio Corporation of Nigeria	FMI/FRCN	Phased completed of 22 nos. Studio Complex, with offices	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	4	2009	FRCN	4	FRCN	

Federal Ministry of Information/Federal Radio Corporation of Nigeria	FMI/FRCN	Replacement of Dilapidated Broadcasting equipment	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	0	2009	FRCN	20%	FRCN	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Federal Road Safety Corps	FRSC	Road interval between FRSC patrol presence, Kilometres	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	131	FRSC	
Federal Road Safety Corps	FRSC	Traffic crash response time, minutes	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	20	FRSC	
Federal Road Safety Corps	FRSC	Traffic crash fatalities, per 100,000 population	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	4	FRSC	
Federal Road Safety Corps	FRSC	% of road network audited	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	4.43	FRSC	
Federal Road Safety Corps	FRSC	Production of new drivers license, # of licenses	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	400203	FRSC	
Central Bank/Fiscal Responsibility Commission	CBN/FRC	Number of breaches of Fiscals Responsibility Act/ % prosecuted	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Galaxy Backbone	GBB	Amount of Bandwidth deployed	Enablers	Affordable Quality Infrastructure	Technology	690.38	2009	Galaxy Backbone	2101.92	Galaxy Backbone	

Galaxy Backbone	GBB	Network connectivity including fibre, VSAT etc (per 10,000 people)	Enablers	Affordable Quality Infrastructure	Technology	28.1	2009	Galaxy Backbone	84.02	Galaxy Backbone	
Galaxy Backbone	GBB	Internet connectivity in schools, institutions, community centres, and other (e.g. health centres)	Enablers	Affordable Quality Infrastructure	Technology	500	2009	Galaxy Backbone	675	Galaxy Backbone	
Galaxy Backbone	GBB	Metro fibre deployed	Enablers	Affordable Quality Infrastructure	Technology	39.63	2009	Galaxy Backbone	251.63	Galaxy Backbone	
Galaxy Backbone	GBB	E-government applications in public institutions (E-mail, Portal and Web Hosting)	Enablers	Affordable Quality Infrastructure	Technology	3	2009	Galaxy Backbone	3	Galaxy Backbone	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
Galaxy Backbone	GBB	ICT Capacity Building	Enablers	Affordable Quality Infrastructure	Technology	143	2009	Galaxy Backbone	63	Galaxy Backbone	
Independent Commission for Corrupt Practices	ICCP	Number of states/ ministries with processes to report corruption complaints/ % leading to prosecutions	High Performance Government	High Performance Culture	Citizen-Centric Government	Work in progress					
Independent Commission for Corrupt Practices	ICCP	Transparency Int'l - Corruption Perception index	High Performance Government	Right People	Competent, non corruptible and Committed Public Service	N/A	N/A	N/A	N/A	N/A	

Independent National Electoral Commission	INEC	% of election results challenged or cancelled	High Performance Government	High Performance Culture	Citizen-Centric Government	Work in progress				
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
Independent National Electoral Commission	INEC	Number of parties represented at Federal level	High Performance Government	High Performance Culture	Citizen-Centric Government	Work in progress				
Independent National Electoral Commission	INEC	Number of parties represented at the State Level	High Performance Government	High Performance Culture	Citizen-Centric Government	Work in progress				
Independent National Electoral Commission	INEC	Voter turnout relative to registered voters	High Performance Government	High Performance Culture	Citizen-Centric Government	Work in progress				
Legal Aid Council	LAC	Number of applicants that received legal help in criminal cases outside police stations	Enablers	Rule of Law	Equal Justice	3781	2009	LAC	N/A	N/A
Legal Aid Council	LAC	Number of applicants that received legal assistance in police stations under the police duty solicitor scheme of the council	Enablers	Rule of Law	Equal Justice	1914	2009	LAC	2071	LAC
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source

Legal Aid Council	LAC	<i>Number of applicants that received legal assistance in civil cases</i>	Enablers	Rule of Law	Equal Justice	1318	2009	LAC	N/A	LAC
Legal Aid Council	LAC	<i>Number of Legal Aid Centres or call in centres established</i>	Enablers	Rule of Law	Equal Justice	2	2009	LAC	5	LAC
Legal Aid Council	LAC	<i>Number of legal officers per 1,000 people</i>	Enablers	Rule of Law	Equal Justice	2	2009	LAC		
National Boundary Commission	NBOC	<i>% of International Land Boundary dispute identified and resolved</i>	Safe & Secure Lives	Safe & Secure Nation	External Perspective	85.7%	2009	NBC	27.4%	NBOC
National Boundary Commission	NBOC	<i>% of Internal Boundary dispute identified and resolved</i>	Safe & Secure Lives	Safe & Secure Nation	External Perspective	80.7%	2009	NBC	31%	NBOC
Reporting MDA		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
National Boundary Commission	NBOC	<i>% of Maritime boundary dispute resolved</i>	Safe & Secure Lives	Safe & Secure Nation	External Perspective	31%	2009	NBC	31%	NBOC
National Boundary Commission	NBOC	<i>% of Communal Boundary dispute identified and resolved</i>	Safe & Secure Lives	Safe & Secure Nation	External Perspective	N/A	2009	NBC	N/A	NBOC
National Boundary Commission	NBOC	<i>% of Local Government dispute identified and resolved</i>	Safe & Secure Lives	Safe & Secure Nation	External Perspective	N/A	2009	NBC	N/A	NBOC
National Broadcasting Corporation	NBC	<i>Licensing</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	394	2009	Secretary to the commission	424	Secretary to the Commission

National Broadcasting Corporation	NBC	% of attainment in the process of Digitization	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	40	2009	In-House Digitization Report	90	In-House Digitization Committee
National Broadcasting Corporation	NBC	Monitoring Broadcast Stations for adherence to Standard: Breaches detected	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	3477	2009	Annual Report	4135	NBC Annual Report
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
National Communications Commission	NCC	% Tele-density	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	53.23	2009	NCC	63.11	NCC
National Communications Commission	NCC	% Increase in Internet Access	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications			NCC	N/A	NCC
National Communications Commission	NCC	% Contribution of Telecoms to GDP	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	3.66	2009	NCC	N/A	NCC
National Communications Commission	NCC	% Increase in Private Sector Investment	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	N18b	2009	NCC	N/A	NCC
National Copyright Commission	NCC	IMD- WCR: Copyright Protection Survey (Ranking)	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	N/A	N/A
National Emergency Management Agency	NEMA	% of Policies on Disaster Issues formulated and implemented	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	80	2009	NEMA	50	NEMA
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source

National Emergency Management Agency	NEMA	% of research activities carried out and utilized on disaster management	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	95%	N/A	NEMA	6 research activities	NEMA	
National Emergency Management Agency	NEMA	% of Disaster Management structures established in the 36 states of the federation.	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	95%	2009	NEMA	23 structures	NEMA	
National Emergency Management Agency	NEMA	% of call centres established to respond to Disaster issues	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	5%	N/A	NEMA	1 call centre	NEMA	
National Emergency Management Agency	NEMA	% of the population Sensitized on Disaster related issues.	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	80%	2009	NEMA	7000 disaster volunteers	NEMA	
National Export Promotion Council	NEPC	% Growth in exports	Sustainable Economic Growth	Strong Poles of Growth	N/A	-22.3	2009	NBS	118.8	NBS (Q1toQ3)	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
National Film & Video Censors Board	NFVCB	No. films censored and classified during the year	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	1287	2010	2010 Budgetary Allocation	N/A	N/A	
National Film & Video Censors Board	NFVCB	Digital Film Editing Studios	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	1	2010	2010 Budgetary Allocation	N/A	N/A	
National Film & Video Censors Board	NFVCB	Digital Preview Studio	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	1	2010	2010 Budgetary Allocation	N/A	N/A	
National Immigration Service	NIS	% of immigration offenders/ 10,000 checks	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	N/A	N/A	N/A	N/A	N/A	

National Planning Commission	NPC	<i>UN Human Development Index</i>	Better Quality of Life	Eradicate Poverty	N/A	0.419	2009	UNDP	0.423	UNDP	
National Planning Commission	NPC	<i>Outward FDI by local companies</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Entrepreneurial Environment	-141.05	2009	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
National Planning Commission	NPC	<i>Real GDP (N' Million)</i>	Sustainable Economic Growth	Strong Poles of Growth	N/A	718977.3	2009	NBS	775385	NBS	
National Planning Commission	NPC	<i>Nominal GDP per capita (Naira)</i>	Sustainable Economic Growth	Strong Poles of Growth	N/A	1606.37	2009	NBS/NPC	1807.37	NBS/NPC	
National Planning Commission	NPC	<i>Gain coefficient across states (GDP/capita)</i>	Sustainable Economic Growth	Inclusive Growth	N/A	0.025	2009	NPC	N/A	N/A	
National Planning Commission	NPC	<i>No. of Federal MDAs which submitted their Scorecards on time</i>	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	40	M&E Dept of NPC	
National Planning Commission	NPC	<i>% of Ministry indicators with "Red" status in scorecard</i>	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	24 (May be more due to insufficient data)	M&E Dept of NPC	
National Planning Commission	NPC	<i>% of States which submitted their scorecards on time</i>	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	

National Planning Commission	NPC	% of State indicators with "Red" status in scorecard	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	N/A	N/A	
National Planning Commission	NPC	% of ministries/ States using NBS as primary source for Performance Mgt Data	High Performance Government	High Performance Culture	Integrated Government	35	2007-2009	M&E Dept of NPC	16	M&E Dept of NPC	
National Planning Commission	NPC	% of ministries with medium term plans	High Performance Government	High Performance Culture	Integrated Government	N/A	N/A	N/A	N/A	N/A	
National Planning Commission	NPC	Donor assistance received as % of GDP	N/A	N/A	N/A						
National Planning Commission	NPC	Donor assistance received as % of government budget	N/A	N/A	N/A						
National Planning Commission	NPC	% of Donor assistance utilized	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
National Poverty Eradication Program	NAPEP	% of population below \$1/day	Better Quality of Life	Eradicate Poverty	N/A	51.6	2004	NPC	51.6	NPC/NBS	
National Poverty Eradication Program	NAPEP	Poverty rate (%)	Better Quality of Life	Eradicate Poverty	N/A	54.4	2004	NBS	54.4	NBS	
National Poverty Eradication Program	NAPEP	Poverty gap ratio (incidence x depth of poverty)	Better Quality of Life	Eradicate Poverty	N/A	0.22	2004	NBS	NA	NA	
National Poverty Eradication Program	NAPEP	Share of poorest quintile in National consumption	Better Quality of Life	Eradicate Poverty	N/A	NA	NA	NA	NA	NA	

National Sports Commission	NSC	<i>Increase Nigeria's profile in International Competitions (Medals)</i>	Safe & Secure Lives	Positive Nigerian Identity	N/A	10	2009	NSC	45	NSC	
National Sports Commission	NSC	<i>Increase Nigeria's profile in Continental Champions (Medals)</i>	Safe & Secure Lives	Positive Nigerian Identity	N/A	20	2009	NSC	45	NSC	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
National Sports Commission	NSC	<i>Increase in the number of Nigerians taking part in active sport competition through talent hunt programmes (Talents)</i>	Safe & Secure Lives	Positive Nigerian Identity	N/A	170	2009	NSC	200	NSC	
National Sports Commission	NSC	<i>Increase in number of Nigerians that participate in sport for recreation</i>	Safe & Secure Lives	Positive Nigerian Identity	N/A	36,000,000	2009	NSC	40,000,000	NSC	
New Partnership for Africa's Development	NEPAD	<i>% of population below \$1/day</i>	Better Quality of Life	Eradicating Poverty	N/A	54.40%	2009	IMF	41.40%	NG.VISION 20:2020	
New Partnership for Africa's Development	NEPAD	<i>Poverty gap ratio (incidence x depth of poverty)</i>	Better Quality of Life	Eradicating Poverty	N/A	70%	2007	IMF	60%	IMF	
New Partnership for Africa's Development	NEPAD	<i>% of population with access to improved water sources</i>	Better Quality of Life	Eradicating Poverty	N/A	56%	2008	NBS	62%	NBS	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	

New Partnership for Africa's Development	NEPAD	% of population with access to improved sanitation	Better Quality of Life	Eradicating Poverty	N/A	52%	2008	UN Statistics	58%	UN Statistics
New Partnership for Africa's Development	NEPAD	% of population which are home owners	Better Quality of Life	Eradicating Poverty	N/A	52%	2008/9	NBS	58%	NBS
New Partnership for Africa's Development	NEPAD	% of population with secure food supply	Better Quality of Life	Eradicating Poverty	N/A	70%	2009	www.cscanada.net	70%	www.cscanada.net
New Partnership for Africa's Development	NEPAD	Life Expectancy	Better Quality of Life	Affordable Quality Healthcare	Primary Healthcare	47.90%	2008	World Bank	50.90%	World Bank
New Partnership for Africa's Development	NEPAD	Infant mortality rate (per 1000 live births)	Better Quality of Life	Affordable Quality Healthcare	Primary Healthcare	138	2009	NBS	90	NPC
New Partnership for Africa's Development	NEPAD	Maternal mortality rate, per 100,000	Better Quality of Life	Affordable Quality Healthcare	Primary Healthcare	800	2009	NPC	550	NPC
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source
New Partnership for Africa's Development	NEPAD	% of population with access to affordable essential drugs on a sustainable basis	Better Quality of Life	Affordable Quality Healthcare	Secondary Healthcare	80.13%	2004	WHO	80.13%	WHO
New Partnership for Africa's Development	NEPAD	Number of hospital bed per 10,000	Better Quality of Life	Affordable Quality Healthcare	Secondary Healthcare	3 beds	2009	www.prosperity.com	3 beds	www.prosperity.com
New Partnership for Africa's Development	NEPAD	% of population with NHIS coverage	Better Quality of Life	Affordable Quality Healthcare	Tertiary Healthcare	3%	2009	www.businessdayonline	3%	www.businessdayonline

New Partnership for Africa's Development	NEPAD	Primary school enrolment	Better Quality of Life	Universal Primary Education	N/A	24,422,918	2006	NBS	24,544,900	NBS	
New Partnership for Africa's Development	NEPAD	Secondary school enrolment	Enablers	Affordable Quality Education	Quality of Education System	6,536,038	2006	NBS	7,010,000	NBS	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
New Partnership for Africa's Development	NEPAD	Tertiary education enrolment, university	Enablers	Affordable Quality Education	Quality of Education System	15%	2009	NG.VISION 20:2020	15	NG.VISION 20:2020	
New Partnership for Africa's Development	NEPAD	Tertiary education enrolment, polytechnics	Enablers	Affordable Quality Education	Quality of Education System	53%	2009	NG.VISION 20:2020	53	NG.VISION 20:2020	
New Partnership for Africa's Development	NEPAD	Tertiary education enrolment, colleges	Enablers	Affordable Quality Education	Quality of Education System	34%	2009	NG.VISION 20:2020	34	NG.VISION 20:2020	
New Partnership for Africa's Development	NEPAD	Number of secondary graduates	Enablers	Affordable Quality Education	Quality of Education System	2,652,000	2008	MDGs	2,911,001	MDGs	
New Partnership for Africa's Development	NEPAD	% of area protected	Sustainable Economic Growth	Environmentally Sound Growth	N/A	12.59%	2009	UN Statistics	14.01%	UN Statistics	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	

New Partnership for Africa's Development	NEPAD	% of population with sustainable access to improved water source	Sustainable Economic Growth	Environmentally Sound Growth	N/A	58%	2008	UN Statistics	62%	UN Statistics	
New Partnership for Africa's Development	NEPAD	% of population with access to improved sanitation	Better Quality of Life	Eradicate Poverty	N/A	37%	2008	UN Statistics	39%	UN Statistics	
New Partnership for Africa's Development	NEPAD	Real GDP Growth Rate	Sustainable Economic Growth	Strong Poles of Growth	N/A	5.30%	2009	IMF	7.53%	IMF	
New Partnership for Africa's Development	NEPAD	Tourism receipts	Sustainable Economic Growth	Strong Poles of Growth	Tourism	2.2m	2009	www.newspday.co.uk	2.5m	www.newspday.co.uk	
New Partnership for Africa's Development	NEPAD	Power Generation Capacity, Megawatts	Enablers of Development	Affordable Quality Infrastructure	Power	4,000	2009	UN Statistics	5,018	UN Statistics	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
New Partnership for Africa's Development	NEPAD	% Power Generation Capacity Utilization	Enablers of Development	Affordable Quality Infrastructures	Power	37.40%	2008	European journal of economic	37.40%	European journal of economics	
New Partnership for Africa's Development	NEPAD	% Network connectivity	Enablers	Affordable Quality Infrastructure	Technology	15.86%	2008	UN Statistics	15.86% (per 100)	UN Statistics	
New Partnership for Africa's Development	NEPAD	% of schools and vocational centres with internet access	Enablers	Affordable Quality Infrastructure	Technology	25%	2007	UN Statistics	32%	UN Statistics	
New Partnership for Africa's Development	NEPAD	% of Institutions with internet connectivity	Enablers	Affordable Quality Infrastructure	Technology	5%	2009	CBN	5%	CBN	

New Partnership for Africa's Development	NEPAD	% of households with internet connectivity	Enablers	Affordable Quality Infrastructure	Technology	0.10%	2009	CBN	1.10%	CBN
New Partnership for Africa's Development	NEPAD	No. of registered mediation cases	Enablers	Rule of Law	Quality of Legal Framework	70-80	2010	Legal Unit (NEPAD)	70-80	Legal Unit (NEPAD)
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
New Partnership for Africa's Development	NEPAD	No. of election results challenge or cancelled	High Performance Government	High Performance Culture	Citizen-Centric Government	1,249	2009	National Assembly	1,249	National Assembly Statistical Information
Niger Delta Development Commission	NDDC	% of Communities with access to improved water sources	Cross-Cutting Issues	Regional Development	N/A	6.54	2009	NDDC	1.43	NDDC
Niger Delta Development Commission	NDDC	% of population with access to microcredit	Cross-Cutting Issues	Regional Development	N/A	3.4	2009	NDDC	3.4 (11020 persons)	NDDC
Niger Delta Development Commission	NDDC	% of km of roads constructed	Cross-Cutting Issues	Regional Development	N/A	300km	2009	NDDC	400km	NDDC
Niger Delta Development Commission	NDDC	% of actual government fund released	Cross-Cutting Issues	Regional Development	N/A	1.31	2009	NDDC	N124.1 bn	NDDC
Niger Delta Development Commission	NDDC	% microcredit applications accepted	Cross-Cutting Issues	Regional Development	N/A	0.33	2009	NDDC	3570 persons	NDDC
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source

Nigeria Copyright Commission	NCOC	<i>Development of materials</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	70	NCOC
Nigeria Copyright Commission	NCOC	<i>Procurement of teaching Aids</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	0.6	NCOC
Nigeria Copyright Commission	NCOC	<i>Publication of Reports and research materials</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	0.8	NCOC
Nigeria Copyright Commission	NCOC	<i>Purchase of Computers, printers scanners, photocopiers</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	0.75	NCOC
Nigeria Copyright Commission	NCOC	<i>purchase of project vehicles</i>	Enablers	Rule of Law	Quality of Legal Framework	N/A	N/A	N/A	0.9	NCOC
Nigeria Postal Service	NIPOST	<i>Rehabilitation & remodelling of existing post office buildings nationwide to become ICT compliant</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	80 post office buildings were remodelled	2009	NIPOST	200 V-sats in Post Offices nationwide	NIPOST
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source
Nigeria Postal Service	NIPOST	<i>A comprehensive World Class National street addressing system that will facilitate proper identification of residences, businesses of every citizens</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	Inter-Agency collaborations, seminars and defining modus operandi	2009	NIPOST	All districts and major towns in Nigeria have provided with post code address	NIPOST

Nigeria Postal Service	NIPOST	<i>Constructio n of new ICT compliant post offices (Neighbour hood PB4 type)</i>	Sustain able Econo mic Growth	Strong Poles of Growth	Telecomm unications	5	2009	NIPOS T	13 New Post Offices	NIPOS T
Nigeria Postal Service	NIPOST	<i>Mail Movement</i>	Sustain able Econo mic Growth	Strong Poles of Growth	Telecomm unications	64,000,0 00 Mail items	2009	NIPOS T	N/A	N/A
Nigeria Postal Service	NIPOST	<i>Postal Financial Services</i>	Sustain able Econo mic Growth	Strong Poles of Growth	Telecomm unications	2516 Transact ions	2009	NIPOS T	N/A	N/A
Reporting MDA		KPI Name	Strateg ic Thrust s	Strategic Outcom es	Strategic Sub- Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achieve ment (2010)	Source
Nigeria Security and Civil Defence Corps	NSCDC	<i>Summary of vandalism cases prosecuted</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspectiv e	20	2009	NSCD C Legal Unit	30	NSCD legal unit
Nigeria Security and Civil Defence Corps	NSCDC	<i>Number of conviction in vandalism cases</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspectiv e	15	2009	NSCD C Legal Unit	25	NSCD legal unit
Nigeria Security and Civil Defence Corps	NSCDC	<i>Vandalism cases pending in court</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspectiv e	5	2009	NSCD C Legal Unit	5	NSCD legal unit
Nigeria Security and Civil Defence Corps	NSCDC	<i>Number of private Guard company</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspectiv e	410	2009	NSCD C	435	NSCD C
Nigeria Security and Civil Defence Corps	NSCDC	<i>Number of illegal private Guards sealed</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspectiv e	30	2009	NSCD C	78	NSCD C
Nigeria Security and Civil Defence Corps	NSCDC	<i>Number of private Guards company reopened after proper documentat ion</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspectiv e	10	2009	NSCD C	10	NSCD C
Reporting MDA		KPI Name	Strateg ic Thrust s	Strategic Outcom es	Strategic Sub- Outcomes	KPI Baseline			2010 Actual achievement	

<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Nigeria Security and Civil Defence Corps	NSCDC	<i>Number of NSCDC offices per population</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	2 to 12000 Nigerians	2009/2010	NSCDC	2 to 12000 Nigerians	NSCDC
Nigeria Television Authority	NTA	<i>No of NTA Stations nationwide</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	60 numbers	2009	NTA	65 numbers	2009 AUDITED ACCOUNTS
Nigeria Television Authority	NTA	<i>Estimated no. of viewership</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	80 million	2009	NTA	85 million	N/A
Nigeria Television Authority	NTA	<i>Transition from Standard to High definition transmission</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	2% of equipment	2009	NTA	10%	N/A
Nigeria Television Authority	NTA	<i>Upgrade of analogue facilities to Digital b/cast equipment - NTA Startimes project</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	10% of equipment	2009	NTA	40%	N/A
Nigeria Television Authority	NTA	<i>Direct-to-Home Project</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	FCT	2009	NTA	FCT and 4 States (Lagos, Kano, Oyo & PH)	N/A
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Nigeria Television Authority	NTA	<i>International Transmission - Establishment of Bureau Offices</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	2 Countries (USA and UK)	2009	NTA	5 Countries (USA, Canada, UK, Egypt and Ghana)	N/A
Nigerian Film Corporation	NFC	<i>Zuma Film Festival attendance</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	700	2008	NFC	597	NFC

Nigerian Film Corporation	NFC	<i>Training & Capacity Building for Stakeholders at NFI</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	186	2009	NFI/NFC	251	NFC/NFI	
Nigerian Film Corporation	NFC	<i>SHOOT: Human Resource Capacity Building</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	130	2009	NFI/NFC	N/A	NFC/NFI	
Nigerian Film Corporation	NFC	<i>NFC/European Union Babylon Film Workshop</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	N/A	N/A	N/A	60	NFC	
Nigerian Film Corporation	NFC	<i>Katsina State Youth Skills Acquisition Training</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	N/A	N/A	N/A	53	NFC/NFI	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source (s)	Actual Achievement (2010)	Source	
Nigerian Press Council	NPCO	<i>Newspapers</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	212	2007	NPCO	315	NPCO	
Nigerian Press Council	NPCO	<i>Magazines</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	97	2007	NPCO	112	NPCO	
Nigerian Press Council	NPCO	<i>Readership</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	4.5m	2007	NPCO	5m	NPCO	
Nigerian Prison Service	NPS	<i>Recidivism of offenders and convicted prisoners</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	9937 (16.4% increase)	2009	NPS	9937 admission (16.4 increase)	NPS	
Nigerian Prison Service	NPS	<i>% of court missed reduced</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	60	2009	NPS 2009 survey	60%	NPS	
Nigerian Prison Service	NPS	<i>Build capacity of prisons to take care of those legally interned</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	46698	2009	NPS	46698 (present capacity)	NPS	
Nigerian Prison Service	NPS	<i>Develop Human Capital resource</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	staff (3828) Inmates (2689)	2009	NPS	2689 (inmate trained) staff trained (3828)	NPS	

<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Nigerian Prison Service	NPS	<i>Decongestion of Prisons</i>	Safe & Secure Lives	Safe & Secure Nation	Internal Perspective	25%	2009	NPS	25% reduction	NPS
Office of the Accountant General of the Federation	OAGF, BOF	<i>Government Operating Revenue as a % of Budgeted revenue</i>	Sustainable Economic Growth	Stable Macroeconomic Environment	N/A	91.5	2009	OAGF & FMF	89.8	OAGF
Office of the Accountant General of the Federation	OAGF, BOF	<i>Government expenditure as a % of Budgeted expenditure</i>	Sustainable Economic Growth	Stable Macroeconomic Environment	N/A	84.2	2009	OAGF & BOF	78	OAGF
Office of the Accountant General of the Federation	OAGF, BOF	<i>Government expenditure as a % of GDP</i>	Sustainable Economic Growth	Stable Macroeconomic Environment	N/A	10.9	2009	OAGF & NBS	16.3	OAGF & NBS
Office of the Accountant General of the Federation	OAGF	<i>Collected total tax revenue as a % of GDP</i>	Sustainable Economic Growth	Stable Macroeconomic Environment	N/A	5.7	1999	OAGF	6.8	OAGF
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>			<u>2010 Actual achievement</u>	
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source(s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Office of the Head of Civil Service to the Federation	OHCSF	<i>Number of SERVICOM complaints/ % which lead to action to increase efficiency</i>	High Performance Government	High Performance Culture	Citizen-Centric Government	30	2009	Min of Police Affairs Records	24	MPA records
Office of the Head of Civil Service to the Federation	OHCSF	<i>Public Service Staff Engagement (Survey)</i>	High Performance Government	Right People	Public Service as an Employer of Choice	N/A	N/A	N/A	N/A	N/A

Office of the Head of Civil Service to the Federation	OHCSF	% of new joiners with University Degrees	High Performance Government	Right People	Public Service as an Employer of Choice	N/A	N/A	N/A	N/A	N/A	
Office of the Head of Civil Service to the Federation, Office of the Secretary to the Government of the Federation	OHCSF, OSGF	Governance Matters - GIR: Government Effectiveness (Ranking)	High Performance Government	High Performance Culture	Accountability for Performance	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source	
S&P and Fitch	SPF	Sovereign Risk Rating (BB*S&P BB*Fitch)	Sustainable Economic Growth	Stable Macro-Economic Environment	N/A	BB-	2009	S&P and Fitch	BB- for Fitch/ B+ for S&P	S&P and Fitch	
Small and Medium Enterprise Development Agency of Nigeria/NAPEP	SMEDAN/NAPEP	No. of SMEs offered Business Support Services, Business Counselling and other Advisory Services in the 36 states	Sustainable Economic Growth	Strong Poles of Growth	SMEs	5890	2009	SMEDAN	29,993	SMEDAN	
Small and Medium Enterprise Development Agency of Nigeria/NAPEP	SMEDAN/NAPEP	% of population in need of micro-credit who have access	Better Quality of Life	Poverty Eradication	Access to Micro-Credit	0.65%	2009	CBN	0.65%	CBN	
Small and Medium Enterprise Development Agency of Nigeria/NAPEP	SMEDAN/NAPEP	% of micro-credit applications accepted	Better Quality of Life	Poverty Eradication	Access to Micro-Credit	N/A	N/A	N/A	N/A	N/A	
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement		

<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Small and Medium Enterprise Development Agency of Nigeria/NAPEP	SMEDAN/NAPEP	<i>Micro-credit repayment rates</i>	Better Quality of Life	Poverty Eradication	Access to Micro-Credit	76%	2009	CBN	76%	CBN
Small and Medium Enterprise Development Agency of Nigeria/NAPEP	SMEDAN/NAPEP	<i>No. of entrepreneurs trained under the Entrepreneurship Development Programme</i>	Sustainable Economic Growth	Strong Poles of Growth	SMEs	11,757	2009	SMEDAN	4,208	SMEDAN
Small and Medium Enterprise Development Agency of Nigeria	SMEDAN	<i>Real GDP Growth Rate</i>	Sustainable Economic Growth	Strong Poles of Growth	SMEs	N/A	N/A	N/A	N/A	N/A
Small and Medium Enterprise Development Agency of Nigeria	SMEDAN	<i>GDP per capita in sector</i>	Sustainable Economic Growth	Strong Poles of Growth	SMEs	10%	2006	NBS, CBN,	N/A	N/A
Small and Medium Enterprise Development Agency of Nigeria	SMEDAN	<i>% Contribution to GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	SMEs	11%	2009	SMEDAN	13.60%	SMEDAN
<u>Reporting MDA</u>		<u>KPI Name</u>	<u>Strategic Thrusts</u>	<u>Strategic Outcomes</u>	<u>Strategic Sub-Outcomes</u>	<u>KPI Baseline</u>		<u>2010 Actual achievement</u>		
<u>Name</u>	<u>Acronym</u>	-	-	-	-	<u>Baseline</u>	<u>Year</u>	<u>Source (s)</u>	<u>Actual Achievement (2010)</u>	<u>Source</u>
Small and Medium Enterprise Development Agency of Nigeria	SMEDAN	<i>% Total employment contribution of the sector</i>	Sustainable Economic Growth	Strong Poles of Growth	SMEs	69%	2009	SMEDAN	78%	SMEDAN
Small and Medium Enterprise Development Agency of Nigeria	SMEDAN	<i>% Contribution of sector to export</i>	Sustainable Economic Growth	Strong Poles of Growth	SMEs	2.40%	2009	SMEDAN	2.90%	SMEDAN
Voice of Nigeria	VON	<i>Global coverage of target areas</i>	Sustainable Economic Growth	Strong Poles of Growth	Telecommunications	4 of 11	2009	VON, ITU	6 of 11	VON, ITU

Voice of Nigeria	VON	<i>Listener Feedback/R esponse</i>	Safe & Secure Homes and Communities	Positive Nigerian Identity	Telecommunications	8000/0.25/target area	2009	VON Airwaves, QSL Cards	9000/0.25/Target area	VON Airwaves, QSL Cards
World Bank	WBG	<i>World Bank - Ease of Doing Business (Ranking)</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Ease of Doing Business	N/A	N/A	N/A	125	World Bank
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source
World Bank	WBG	<i>Business registration cycle (in days)</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Entrepreneurial Environment	N/A	N/A	N/A	N/A	N/A
Federal Ministry of Finance, Central Bank	WBG	<i>WEF - GCR: Access to Capital</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Entrepreneurial Environment	N/A	N/A	N/A	N/A	N/A
National Planning Commission	NPC	<i>World ranking of Nominal GDP</i>	Sustainable Economic Growth	Strong Poles of Growth	N/A	43	2009	World Bank	41	IMF & CIA
National Planning Commission	NPC	<i>World ranking of GDP per capita</i>	Sustainable Economic Growth	Strong Poles of Growth	N/A	128	2009	World Bank	133	IMF
Office of the SGF/Head of Service	OSGF, OHoS	<i>WBI - Government effectiveness</i>	High Performance Government	Right People	Competent, non corruptible and Committed Public Service	N/A	N/A	N/A	N/A	N/A
Reporting MDA		KPI Name	Strategic Thrusts	Strategic Outcomes	Strategic Sub-Outcomes	KPI Baseline			2010 Actual achievement	
Name	Acronym	-	-	-	-	Baseline	Year	Source(s)	Actual Achievement (2010)	Source

Federal Ministry of Education	FME	<i>WEFGCR - Quality of Primary Education System (Ranking)</i>	Better Quality of Life	Universal Primary Education	N/A	N/A	N/A	N/A	N/A	N/A	
Federal Ministry of Commerce & Industry	FMCI	<i>WEF - GCR: Ease of Doing Business (Ranking)</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Ease of Doing Business	N/A	N/A	N/A	127	WEF	
Federal Inland Revenue	FIRS	<i>WEF- GCR: Efficiency of Tax System</i>	Sustainable Economic Growth	Conducive Business and Entrepreneurial Environment	Ease of Doing Business	N/A	N/A	N/A	N/A	N/A	