

National Development Planning and Transformation Agenda: The Malaysian Experience



**Presented to the Joint Planning Board/National
Council on Development Planning Meeting**

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Outline



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- 2.0 Relevance of National Strategic Planning to Growth and Development
- 3.0 Why Develop Transformation Agenda?
- 4.0 The Malaysian Transformation Experience
- 5.0 Critical Success Factors for Malaysia
- 6.0 Key Lessons for Nigeria: Implications for States

1.0 Background



- Challenge of effective delivery of government services has been universal
 - Aspiration is to deliver improved performance without commensurate increase in taxation
 - Current global economic crisis has made this challenge more acute
 - Especially at the sub-national level of Government
- Strategic Development Planning and Transformation programmes attempted in several countries
 - With minimal impact, in most cases
- For meaningful transformation to take place, there must be:
 - Strategic implementation to ensure effective delivery of the reform programme
 - Focus on Big Fast Results (BFR)
- This was the approach adopted by Malaysia
 - Using the Concept of Deliverology



1.0 Background

- Book on **DELIVEROLOGY : INSTRUCTION TO DELIVER** was produced by Michael Barker et al
- Delivery movement effectively started in 2001, during second term of British Prime Minister, Tony Blair
 - Second election in 2001, with lower percentage of the vote
 - Why? Because of “failure to deliver” in first term
- Arising therefrom, concept of Deliverology was originally introduced in the British Civil Service Prime Minister’s Delivery Unit (PMDU) was established.
- What is Deliverology?
- Deliverology has been described as systematic process for driving progress and delivering results in government
 - The emerging science of getting things done in government
 - Focus is on ensuring effective **delivery**
 - Prime Minister Tony Blair in his memoirs said: the Delivery Unit was the best reform of the government machinery he ever made



1.0 Background

- Key elements of a Credible Delivery system are:
 - Persistence
 - Discipline
 - Rigour
 - Courage
 - Resolving difficult issues in staffing, organization and relationship with stakeholders
- Several Governments have adopted Prime Minister Tony Blair's Approach
 - Adopted and refined the system to their own circumstances
 - A number of countries have achieved significant results
- Example of Countries that have adopted the system and benefited are:
 - USA (Several States)
 - South Africa
 - Malaysia

2.0 Relevance of National Strategic Planning to Growth and Development



- Strategic planning is the process of identifying where you want to be and deciding what you must do to get there
 - involves determination of long term goals and identification of best approach for their achievement
- Based on core elements of monitoring, forecasting, goal setting and implementation
- Framework has potential to assist developing countries to achieve sustainable development:
 - Development that meets the needs of the present without compromising our ability to meet the needs of the future
- Serves as a veritable tool for the achievement of international development targets, such as MDGs
- Provides a guide for the short/budgetary preparation
 - Applicable to both Federal and State entities of government
- Facilitates growth and development of the country.



2.0 Relevance of National Strategic Planning to Growth and Development

- Lessons from our own experience:
 - Nigerian economy witnessed improvements in the periods when strategic plans were implemented
 - As evidenced in the matrix below:

Period	Av. GDP Growth Rate	Population Growth Rate	Poverty Rate
1962-1975	9.4%	0.5%	47.9%
1975-1990	-0.7%	1.8%	58%
1990-1999	2.8%	2.8%	70%
1999- 2007	6.5%	3%	50%

2.0 Relevance of National Strategic Planning to Growth and Development (Cont'd)



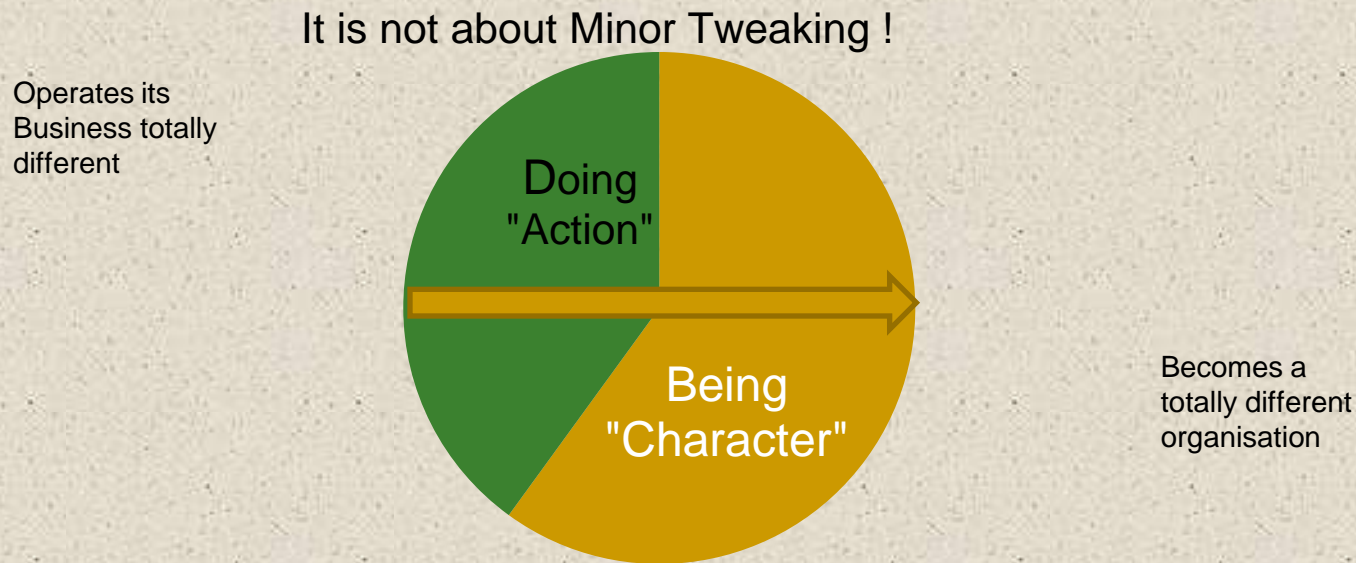
- Success of strategic planning experience
 - China & India
 - Asian Tigers: Singapore, Malaysia, Indonesia
 - The results are obvious!

Country	No. of Years of consistent strategic planning	GDP per capita US\$		Poverty Rate %	
		1975	1999	1975	1999
Malaysia	45	808	6,800	65	8
India	55	430	2,420	58	36
Singapore	40	2,505	27,597	-	-
Indonesia	40	1,504	2,046	60	14
Nigeria	15	454	325	47	70



3.0 Why Develop Transformation Agenda?

- In spite of the improvement in performance associated with the implementation of national strategic development plans
 - There remains certain lingering challenges in most countries
 - Suggests the need for a paradigm shift in the economic management process
- Transformation entails fundamental changes in
 - The way an organisation **Does** its business (Doing), and
 - The **character** of the organisation (Being)



- Approach paves way for accelerated growth and development of the Country

4.0 The Malaysian Transformation Experience



- Transformation process in Malaysia commenced through a series of Cabinet Retreats.
 - Malaysian Prime Minister introduced 4 strategic thrusts towards moving Malaysia to a developed nation status by 2020
 - 1 Malaysia (people First, performance Now)
 - 10th Malaysia 5- year plan, anchored on Malaysia Vision 2020
 - Government Transformation Programme (GTP)
 - Economic Transformation Programme (ETP)
- Experience has shown that most countries produce beautiful plans but lack detailed programmes
 - Plan (30,000 feet)
 - (a) Strategic intent
 - (b) Strategic plan
 - (c) Blueprint
 - (d) Strategic document
 - Programme (3 feet)
 - (a) Projects
 - (b) Action items
 - (c) Timelines
 - (d) Project owners
 - (e) Targets
 - Emphasis is placed on Big Fast Results (BFR)

4.0 The Malaysian Transformation Experience



A. Government Transformation Programme (GTP)

- Malaysia's Government's Transformation Programme (GTP) was developed in 2009
 - A 261 page document (full version)
 - 31 page abridged edition
 - Based on multiple surveys carried out as follows:

Sources	Crime	Education	Corruption	Unity	Economy	Transport	Political-Stability	Energy
Public perception (Sept 2008)	✓	✓	✓	✓	✓			
Media Analysis (May 2009)	✓	✓	✓		✓	✓		✓
Mardeka pathis (June 2009)	✓		✓	✓	✓		✓	
Cabinet polls (July 2009)	✓	✓	✓	✓	✓	✓		

4.0 The Malaysian Transformation Experience



- Base on the survey results Government Introduced 6 NKRA's (National Key Result Areas) – most important for the country.



- No. 7 was added in July 2011

4.0 The Malaysian Transformation Experience



B. Economic Transformation Programme (ETP): *To transform Malaysia from middle to high income economy by year 2020*

- Economic Transformation programme (ETP) Roadmap was formally launched in October 2010
 - A 601 page document (full version)
 - 55 page abridged edition

- The Key indicators/Targets (True North) are:

(a) GNI (Target for 2020)

- GNI per capita projected to double from \$7,500 to \$15,000
- GNI to grow to \$523 billion
- 6% GDP Growth Per annum

(b) Jobs

- 3.3 million additional jobs

4.0 The Malaysian Transformation Experience



(c) Investment

- \$444 billion
- 92% Private Sector; 8% Public Sector
- 73% Domestic, 27% Foreign Direct Investment

(d) Transformational Actions

- Focus Drivers
 - 12 National Key Economic Areas (NKEAs)
e.g. Agric, Palm Oil, and Business Services.
- 131 Entry Point Projects (EPPs) – Literally like an investors' prospectus
- Competitiveness “Enablers”
 - 51 Policy Measures
 - 6 Strategic Reform Initiatives (SRIs) in areas such as:
 - Human Capital Development
 - Government's Role in Business
 - Public Service Delivery

4.0 The Malaysian Transformation Experience



- Key elements for making a country to become a high income nation:
 - Focus
 - Competitiveness

C. Key Outcomes of GTP and ETP During 2010-2011

- Overwhelming performance of the GTP during 2010
 - Overall composite scoring of NKRA was 121%
- Relentless Focus and Discipline facilitated the delivery of the results
- Details of the GTP performance are shown below:



4.0 The Malaysian Transformation Experience

- GTP Delivered 121% of its Target

NKRA Overall Performance 2010

NKPIs	2010 Actual
Urban Public Transport	107%
Crime	168%
Rural Basic Infrastructure	91%
Education	156%
Low Income Household	79%
Corruption	121%
Overall Composite Scoring	121%

- Examples of these achievements include:
 - 35% reduction in street crime and 15% drop in index crime versus a year on year increase in prior years

4.0 The Malaysian Transformation Experience



- 85% literacy and 91% numeracy for Primary 1 children
- 50,000 additional or 500% increase in number of households with 24 hour electricity
- 120,000 additional or 700% increase in the number of houses with access to clean or treated water
- 2,427km or a 1100% increase in roads built or upgraded
- A 99.76% reduction in the number of families who were categorized as extreme/hardcore poor
- 192% improvement in Bus Expressway Transit (BET) ridership



4.1 Other Key GTP Results, After 12 Months

- Touched the lives of more than 2 million people living in the rural areas
 - 775 kms of rural roads completed
 - 35,291 rural houses supplied with clean water supply
 - 27,209 rural houses supplied with electricity
 - 16,926 houses for rural poor built and/or restored
- 3,756 government contracts published on line
 - 805 people arrested for corruption
- Transparency International's Global Corruption Barometer survey showed significant improvement
 - Malaysia's barometre index rose from 28% in 2009 to 48% in 2010

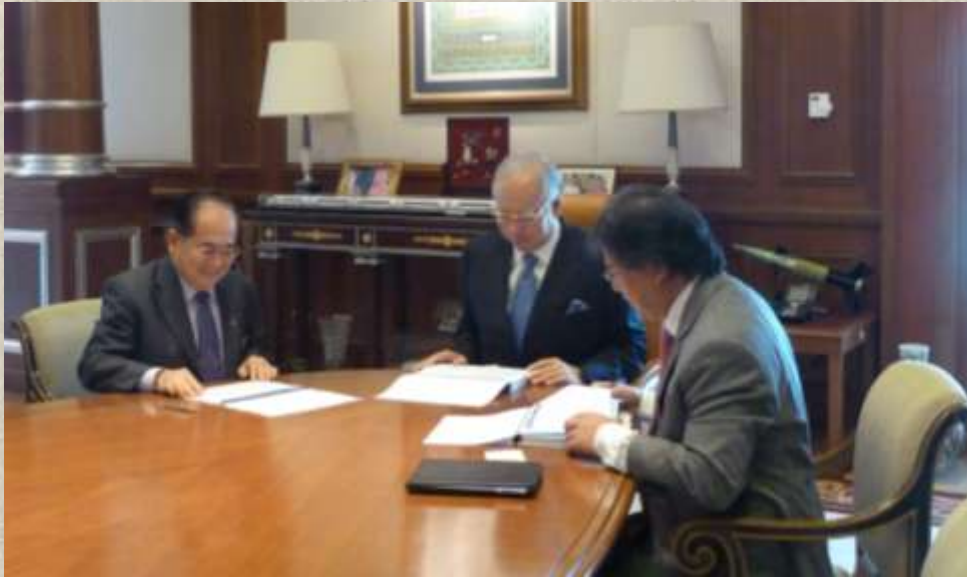


4.1 Other Key GTP Results, After 12 Months

- Ministerial Key Result Areas (MKRA) created to monitor the other Ministries:
 - 23 Ministers were involved
 - Areas identified as the key responsibilities of the Ministries
 - Ministry level KPIs are driven by dedicated Ministers
 - National level KPIs are driven by dedicated focus by PM
- PM – Minister Performance Review Session
 - Performance assessment by PM
 - Platform for sharing results by the entire cabinet
- NKRA's Tracking to 10 year Targets are on course:
 - ETP Targets are all virtually delivered
- 2011 targets were fully realized
 - Target private investment
 - New jobs created

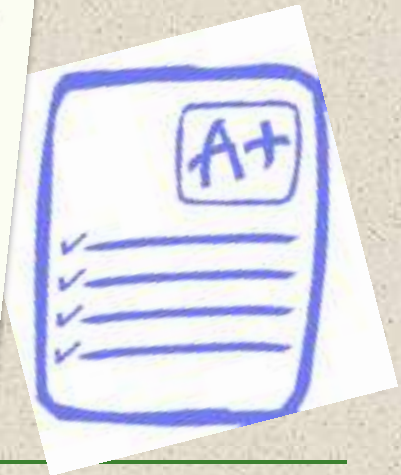
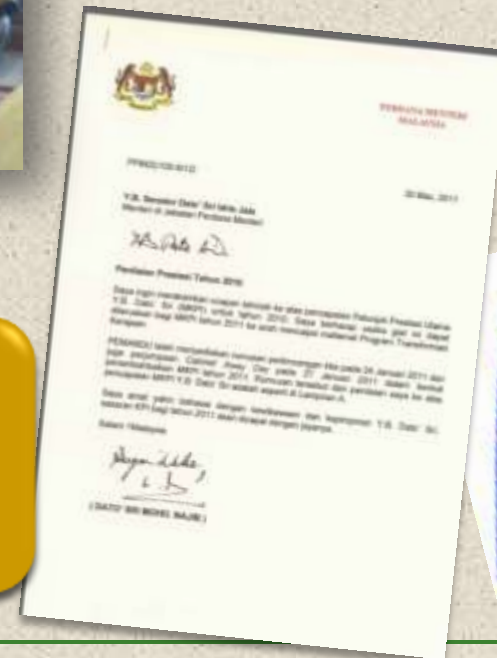
S/No	Description	Actual as September 2011	Target for end 2020
(a)	GNI	RM 237 billion or (13%)	RM 1.7 trillion
(b)	Investment Commitment	RM 177 billion or (12%)	RM 1.4 trillion
(c)	Jobs	389,263 or (11%)	3.3 million
(d)	GDP Growth Rate	4.4%	6.0%

Personal attention given by the Prime Minister to all Ministers

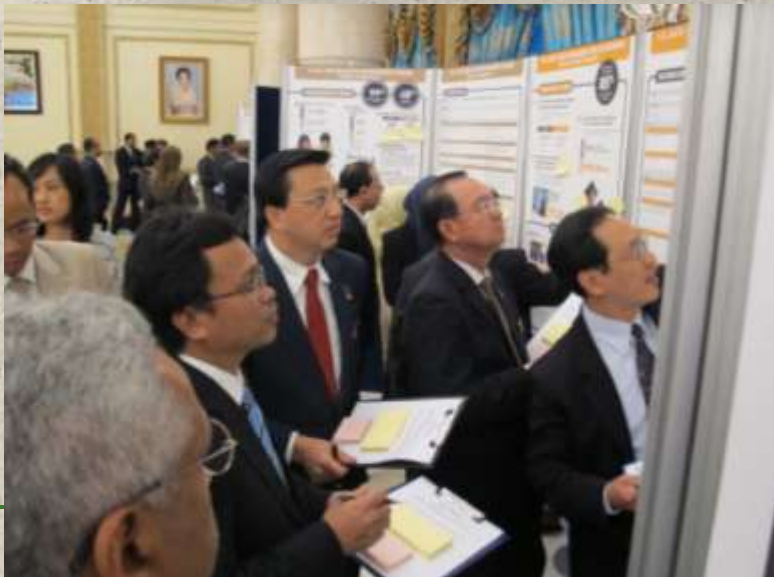


PM-Minister Performance Review Session

Performance Assessment by PM



Entire Cabinet share their results





5.0 Critical Success Factors for Malaysia

5.1 Transformational Leadership

- Strong and continuous support of Prime Minister of Malaysia, Najib Razak
- On assumption of duty in April 2009, announced that he will launch transformation effort
- 5 Workshops with his Cabinet (May-Sept 2009) to agree Vision, Alignment and Way Forward
- PM chairs weekly meetings of the Economic Council
- Holds Review sessions with the Ministers on a one-on one basis 2ce yearly
- From Day 1, the Prime Minister was determined to focus on delivery of Big Fast Results (BFR)
- This made the “impossible” happen

5.2 Establishment of a credible and dynamic institution within Government to undertake the role of Performance Management and Project Delivery:

- The Performance Management Delivery Unit (PEMANDU) is entrusted with the responsibility in Malaysia
- The Head/CEO of PEMANDU is a Cabinet Minister
- Appointed from the private sector
- Due to his previous track record in repositioning and turning around companies in the Oil and Aviation industry
- Minister/CEO of PEMANDU's strong programme leadership

5.0 Critical Success Factors for Malaysia



- PEMANDU is a Unit in the Prime Minister's Office
 - Staffed with professionals from the private sector and selected few from the public sector
 - Salary for PEMANDU's staff is 50% higher than officers in the public service
- Guiding principles of PEMANDU
 - Have operational flexibility and free from Government existing processes and procedures
 - Focus on delivering GTP and ETP
 - Ability to maintain confidentiality of sensitive information
- Total staff size - 135
 - Executive - 105
 - Administration/Support - 30



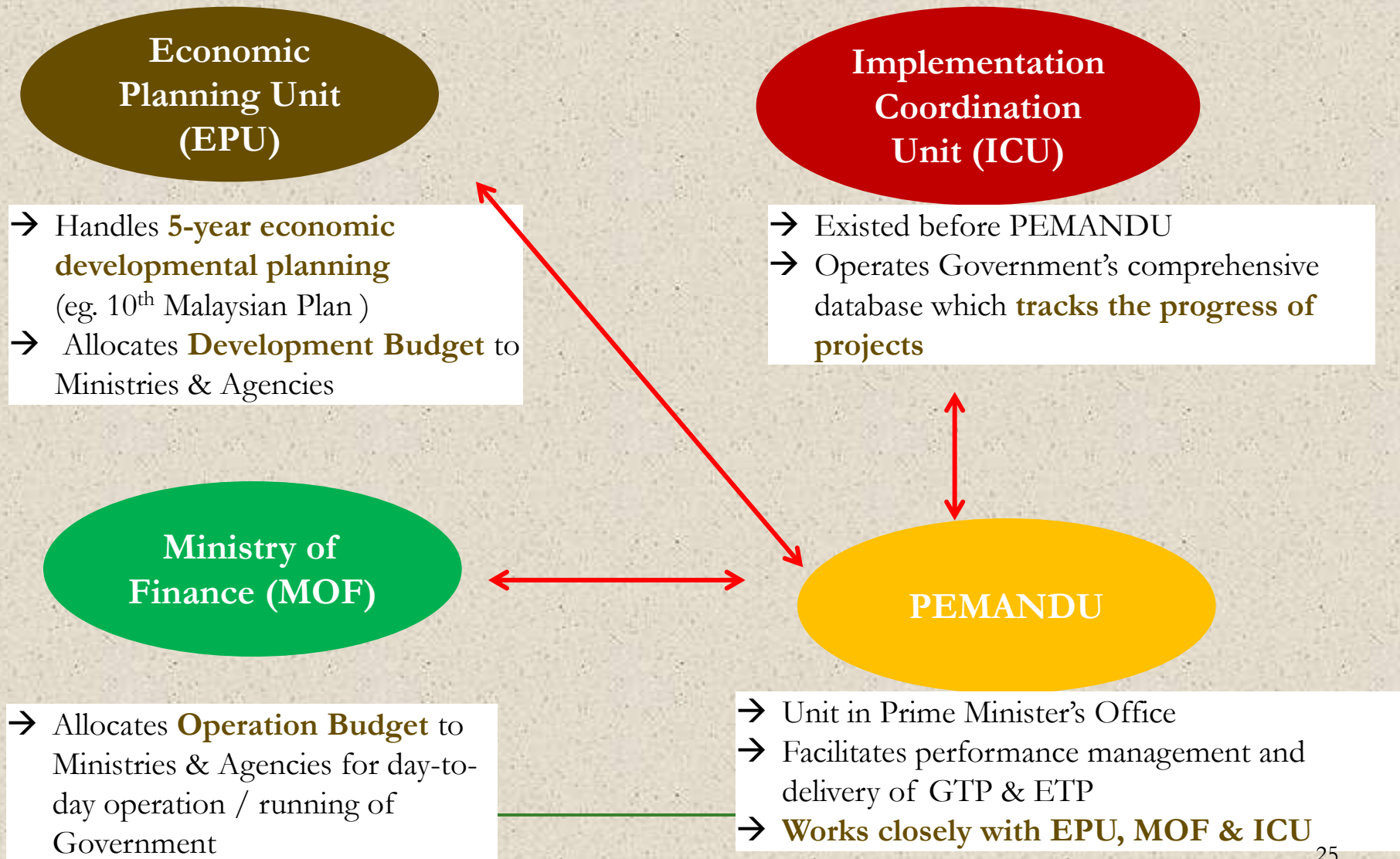
5.3 Strategic Alignment and Coordination

- PEMANDU works closely with various government MDAs
 - Malaysian Economic Planning Unit (EPU)
 - The Ministry of Finance
 - Implementation Coordination Unit
 - Other MDAs
 - The chart below shows the key mandate of PEMANDU, EPU, MOF and ICU and the corresponding relationships.



5.0 Critical Success Factors for Malaysia

Links Between PEMANDU, EPU, MOF and ICU



5.0

Critical Success Factors for Malaysia



5.4 Active involvement of and ownership by Executing MDAs and other Stakeholders

- PEMANDU provides leadership, while allowing the MDAs to implement
- Critical for Executing Ministries and Ministers to take full ownership of the initiatives
 - have or acquire the necessary executive capacity
 - for effective execution and sustainability
 - to take full credit for programme progress and success

5.0 Critical Success Factors for Malaysia



5.5 The BFR methodology adopted

- Malaysia has the relevant Economic blueprints:
 - (a) V2020: -30,000 feet
 - (b) 5 year Development Plan – 5,000 feet
 - (c) GTP & ETP: 3 feet, very detailed
- Used the Naomi model to identify the critical growth path areas
- Complemented by media survey, public sampling and survey of cabinet Ministers
- Thereafter, prioritization of the various initiatives embarked upon to derive the GTP and ETP
- Focus on projects and programmes that can deliver BFR

5.0 Critical Success Factors for Malaysia



- BFR methodology was carried out in two phases
- Phase I - preparation of a strategic roadmap for direction
 - Define True North
 - Identify the Key Results Areas
 - Use Naomi model to run simulation/scenarios
 - Conduct leadership engagement workshop for the top government team to secure alignment
- Phase 2 - development of Transformation Programme
 - Conduct labs to ensure detailed implementation of strategic blueprints—ready 3 feet programme
 - The labs last 5 – 6 weeks
 - Conduct open days/townhall sessions to obtain feedback/inputs
 - Produce and publish the transformation programme (GTP & ETP) to ensure transparency and **commit stakeholders to deliver** (“getting pregnant”)

5.0 Critical Success Factors for Malaysia



- Process adopted for the production of GTP and ETP was all inclusive:
 - 1,000 person workshop selected 12 NKEAs
 - This involved 1000 movers and shakers (CEO & top leaders) from 200 + MC, SMEs & MDAs
- 500 + members were introduced in the lab process that produced the ETP road map
 - 210 companies
 - 13 NGOs
 - 32 government agencies
- Thousands of people attended Open Days
 - GTP 8,500 people
 - ETP 13,000 people
 - Strategic Reform Initiatives (SRI) 5,000 people
 - Petroleum Subsidy 2,500 people

A

NKRA Labs (Oct – Nov 2009)

Involved 240 members from all Ministries and Govt Agencies



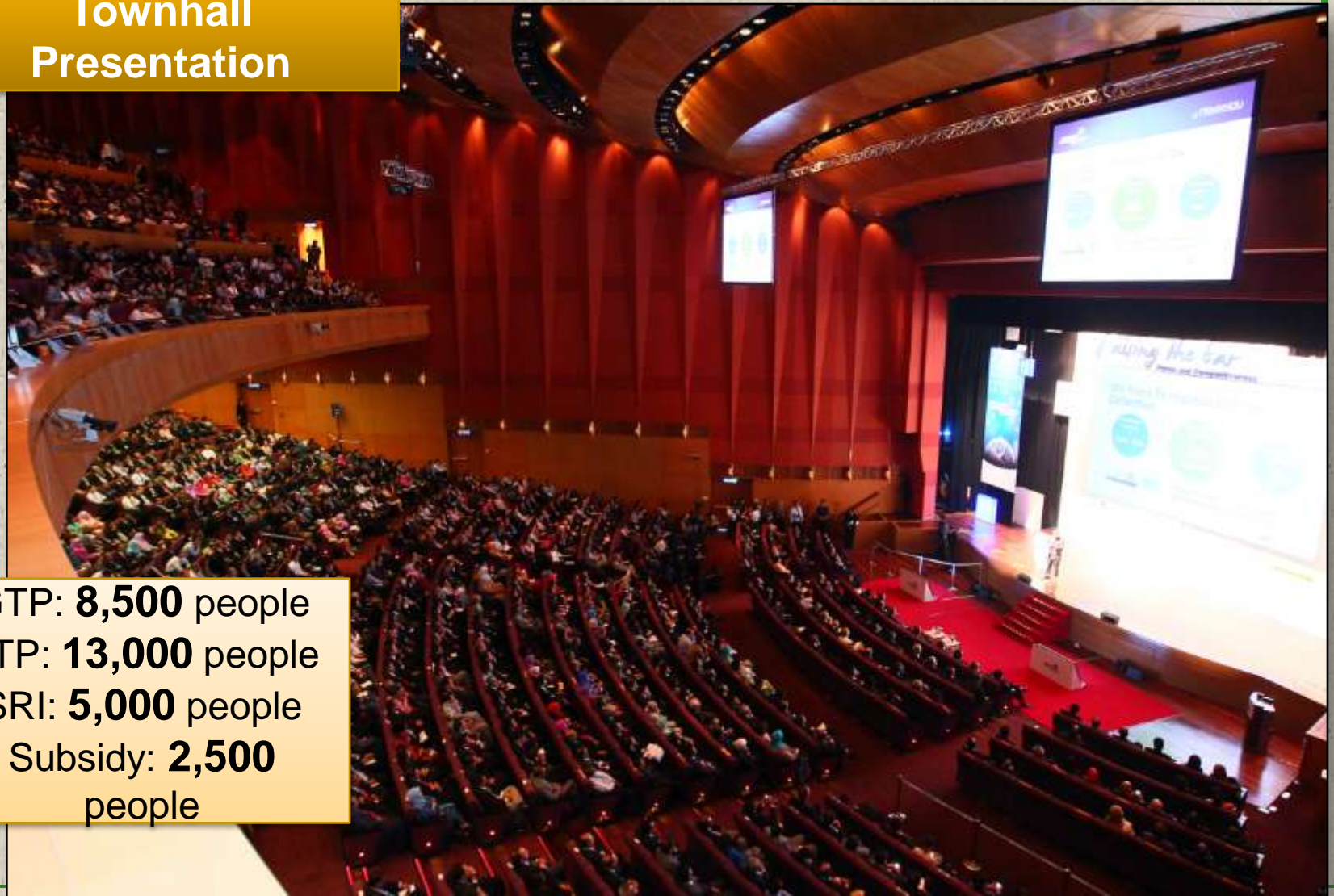
Intense & Radical...
No silos & hierarchy...



B Open Days were ran to engage the public..



Townhall Presentation



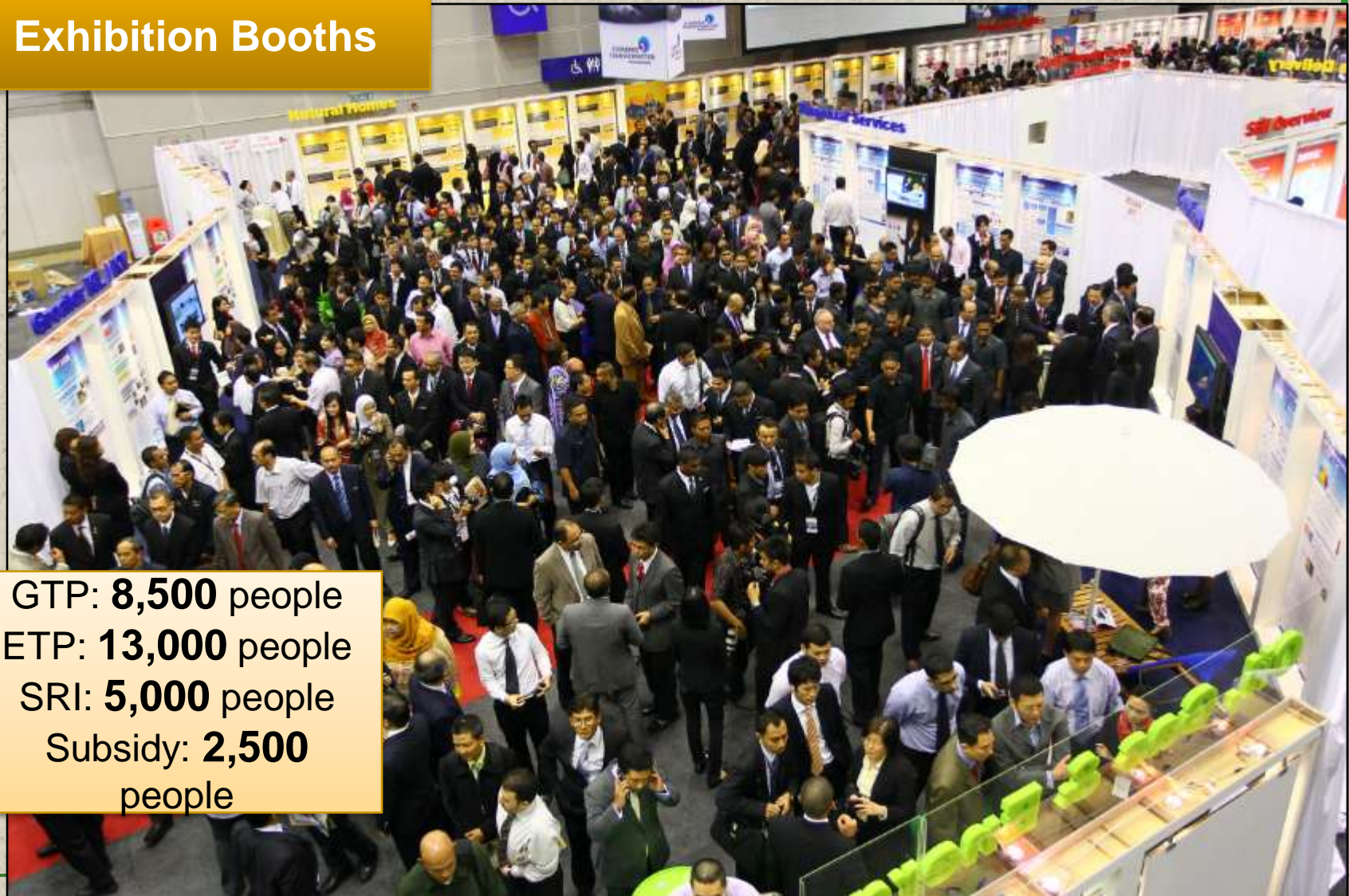
GTP: **8,500** people
ETP: **13,000** people
SRI: **5,000** people
Subsidy: **2,500**
people

B

Open Days were ran to engage the public..



Exhibition Booths



GTP: **8,500** people
ETP: **13,000** people
SRI: **5,000** people
Subsidy: **2,500**
people

5.0 Critical Success Factors for Malaysia



- Ministerial Score Cards been very effective in ensuring good achievement of the KPIs in Malaysia
 - Cabinet Ministers and Senior officials take the exercise seriously
 - e.g. The Malaysian Minister of Power recently volunteered to resign if he did not meet his target on reduction of power outage in the State of Sabah
- Target was to reduce the 5 years Average Interruption Duration Index (SAIDI) from 2,870 minutes to 700 minutes in 2010

5.0 Critical Success Factors for Malaysia



SAIDI (System Average Interruption Duration Index)

→ Average power outage duration for each customer in a year

- State of Sabah recorded lowest SAIDI rating among all the States in Malaysia in 2009

SAIDI Results in 2009		2010 KPI Target (Sabah)
Avg. all states in West Malaysia	72 minutes	
Sabah State	2,870 minutes	
Sarawak State	273 minutes	

➔

700 min

(75% reduction)

Table 3.1: Comparative, International Measures of SAIDI (2008)

Country	GDP per capita (nominal) 2008 (USD)	SAIDI minutes*
United Kingdom	43,089	~70
Japan	38,443	~2
Singapore	37,600	~2.2
Korea	19,115	~16
Indonesia	2,254	~794

5.0 Critical Success Factors for Malaysia

Impact of Ministerial Score Card

- The Minister publicly committed to step down if he failed to meet his KPI for Sabah for 2010
- KPI was to reduce power outage from 2,870 to 700 minutes

“I will step down from my post if I fail to reduce Sabah’s SAIDI from 2,870 to 700 minutes by 31 Dec 2010”

“700 minutes for Sabah was the KPI set for me by the PM”



Datuk Peter Chin
Minister of Energy, Green Technology and
Water
-March 14, 2010



I don't think he is
going to make it!

Dato' Sri Idris Jala
PEMANDU



5.0 Critical Success Factors for Malaysia

Impact of Ministerial Score Card

- The minister's vows were published in the newspapers



Chin puts his job on the line



KH Land



Tweet

Share

KOTA KINABALU: A federal minister will quit his Cabinet post if there are no significant improvements in Sabah's power supply woes by year end.

Energy, Green Technology and Water Minister Datuk Peter Chin Kui Fah said he would step down from his post if the System Average Interruption Duration Index (Saidi) was not reduced to 700 minutes per consumer annually in the state by the end of 2010.

Saidi is a measurement of the frequency of power supply disruptions.

He said Sabahans also had the right to demand the resignation of Sabah Electricity Sdn Bhd (SESB) managing director Baharin Din if the company failed to reach the target by then.

"The task ahead of us is not easy as the present Saidi level in Sabah is 2,870 minutes. But this is part of my ministry's key performance index (KPI)," he said yesterday.

www.sabahtoday.com

MINISTER VOWS TO QUIT DEC IF HE FAILS SABAH

Posted on : 14-03-2010 | By : **Sabah Today** | In : **News**

March 14, 2010

Kota Kinabalu: Energy, Green Technology and Water Minister Datuk Peter Chin has vowed to quit if he fails to reduce Sabah's System Average Interruption Duration Index (Saidi) from 2,780 minutes per subscriber to 700 minutes per subscriber by Dec. 31, 2010.

"It should be the right way," he said when asked to confirm his remarks during his speech at the commissioning of the first gas turbine unit by Ranhill Powertron II Sdn Bhd at the Kota Kinabalu Industrial Park (KKIP) in Sepanggar, Saturday.

He said he made the promise to reflect the strong commitment of the Federal Government to resolve the power woes affecting the people in Sabah.

Furthermore, he said the 700 minutes/subscriber for Sabah was the Key Performance Index (KPI) set for him by Prime Minister Datuk Seri Najib Tun Razak.

Earlier in his speech, Chin said perhaps an apology was in order from him to the people in Sabah. "As a Minister I feel bad that there should be electrical stoppages. If possible I would like to see all the states in the country free (of electrical

5.0 Critical Success Factors for Malaysia

Impact of Ministerial Score Card

- To achieve the KPI, the Ministry embarked immediately on a quick-win solution

Immediate Strategy

- Government allocation : **RM 103 Million**
→ 80 MW of diesel generation sets introduced in 5 locations in Sabah



Locations where the Generator Sets are deployed

- Upgrading the 132 kV network in northern Sabah
- Establishing the 275 kV East-West Grid as the backbone of transmission network
- Partial completion of 190MW Gas-Fired Power Station Project



5.0 Critical Success Factors for Malaysia

Impact of Ministerial Score Card

- Procurement of additional generator sets was fast-tracked



- Fast track new procurement of additional 40MW for ECG (Estimated to be completed by end Dec 09).

5.0 Critical Success Factors for Malaysia

Impact of Ministerial Score Card

- Beyond 2010 – several medium and long term strategies adopted



Medium - Long term strategy

- Build **new power plants**, with less dependency on oil, with better fuel-mix :
 - 3 new Combined Cycle Gas-fired plants (total 460 MW)
 - 2 new Hydroelectric plants (total 300 MW)
 - 1 coal-fired plant (300 MW)
 - Several renewable energy plants using geothermal, hydro and biomass (108 MW)



Gas-fired plant



Hydroelectric dam

5.0 Critical Success Factors for Malaysia



Impact of Ministerial Score Card

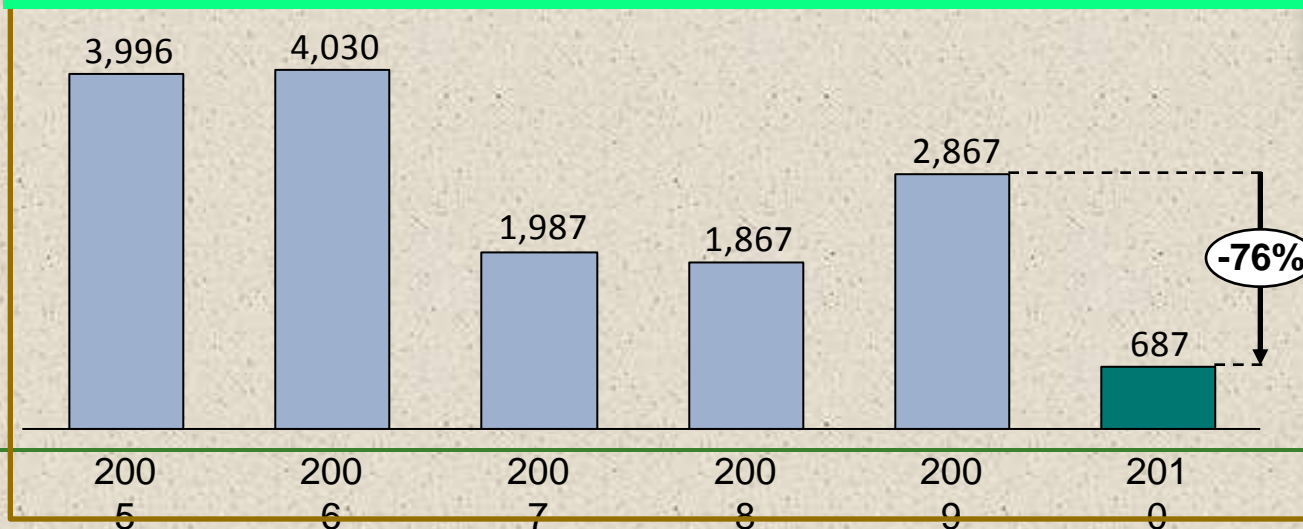
As a result, Sabah achieved SAIDI of 687 minutes in Dec 2010, surpassing the target set of 700 minutes

“We are proud to announce that the SAIDI for Sabah at the end of 2010 was 687.39 minutes per customer. To reduce the SAIDI from 2,867 minutes to a mere 687.39 minutes was an extraordinary feat”

Datuk Peter Chin
Minister of Energy,
Green Technology and
Water
-March 11, 2011



SAIDI in Sabah (2005 – 2010)



5.0 Critical Success Factors for Malaysia



5.6 Communication/Validation Strategy – Open, Frequent and Proactive Communication

- Focus
 - Identification of key priorities
 - Deep involvement & Commitment of the Cabinet
 - Labs: Getting the understanding, buy in & commitment of the public, especially the private sector
 - Publicity and Public Enlightenment e.g. – Details of the Lab Reports, including key recommendations, timelines, etc
 - Quarterly and Annual Reports to disseminate key messages
 - Conducting Open Days
-
- Planning and Executing 360° campaigns
 - Internet facilities (conventional & unconventional media)
 - Twitter, Facebook and Editorials
 - Auditing & Validation of the results
 - Internal & External Auditing and Validation

5.0 Critical Success Factors for Malaysia



- (a) International Auditing firm
- (b) Direct engagement with and international validation panel drawn up from the rating and ranking agencies
 - Transparency International, WEF, World Bank, Reputable Audit Firms, etc
- External audit process and International Performance Review (IPR)
 - Aimed at providing independent outside view on the Malaysian Government's performance
- IPR members comprised of renowned personnel and recognizable individuals
 - Share similar experiences in public service delivery from their country of origin
- Key members of the group
 - Sir. Michael Barber, ex McKinsey partner and former head of Prime Minister Tony Blair's Delivery Unit
 - Michael Hershman, Co-founder of Transparency International and current CEO of the Fairfax Group
- IPR members provide an objective assessment of the programme
 - Encourage the Cabinet members to improve delivery efforts
- Cabinet members often walk away from these review sessions
 - feeling encouraged to do more for the people and their country.

6.0 Key Lessons for Nigeria: Implications for States



- Clear that, for serious transformation and development to take place
 - Need to develop detailed, 3-year programmes, such as GTP and ETP
 - Focus must be on Big Fast Results, not Tweaking
- To pave way for accelerated growth and development in Nigeria
- The Good news is that - Nigeria has in place many of the relevant, economic blueprints as in Malaysia
 - NV20:2020 - 30,000 ft; produced by over 5,000 people
 - 1st NIP (Vol. 1-3) - 5,000 ft; containing National (FGN, States, Private Sector)
 - Government's Transformation Agenda - 1,000 ft
 - Various Sectoral Strategies and Roadmaps (e.g. Health, Agriculture, Power) - 100 – 999 ft
 - States' visions and medium term plans - 1,000 – 5,000 ft

6.0 Key Lessons for Nigeria: Implications for States



- Nigeria's Transformation Agenda stands for the Malaysia's GTP and ETP
- The Goals of Transformation Agenda are:

6.0 Key Lessons for Nigeria: Implications for States



- Government will focus on the following key areas:

OUTCOMES

- JOBS, JOBS, JOBS
 - POVERTY ALLEVIATION
 - BETTER RESOURCE MANAGEMENT
- ELIMINATION OF CORRUPTION
- SUSTAINED ECONOMIC DEVELOPMENT

6.0 Key Lessons for Nigeria: Implications for States



- The True North has been developed with relevant targets for year 2020
 - GDP of \$900 billion
 - Per capita Income of \$4,000
 - Average annual GDP growth rate of 13.5% - undergoing review
 - Projected investment outlay of N32 trillion for 1st NIP-4year period 2010-2013
- Key growth drivers of the economy identified through rigorous analysis and stakeholder validation as follows:
 - Agriculture
 - Oil and Gas
 - Mineral Resources
 - Building & Construction
 - SMEs
 - Communication

6.0 Key Lessons for Nigeria: Implications for States



(b) Implications for States

- Political will by leadership at the State level is critical
 - To facilitate effective implementation of plans and delivery of programmes at State level
- States to develop detailed 3-feet plans
 - Need to ensure plans are aligned with annual budgets
 - Key Stakeholders within States to be brought on board
 - States to develop 3 feet programme with the relevant details and timelines for delivery
 - **Conducting Labs and Open Days to drill plan down to 3 feet**
 - State Planning Commissions to provide guidance and direction for MDAs
- Annual budgets to be derived from the state plans
- State to create and reinforce existing M&E Units in the PRS Departments
 - to undertake effective tracking and monitoring of the programmes in a coordinated manner
 - PRS Departments in States MDAs to be strengthened and empowered
 - Statistical agencies to be strengthened within States
- Establishment of a performance management delivery unit at the States
 - Credible person to be appointed to head the unit
 - Unit to work closely with the State Planning Commission and the Ministry of Finance



6.0 Key Lessons for Nigeria: Implications for States

- Personal attention to be given by Governor to all Commissioners
 - NKRA to be identified and monitored by Governor
 - Ministerial Result areas to be determined and tracked by Commissioners
- Developing a comprehensive, 360° communication strategy to achieve understanding, buy-in and participation by all key stakeholders
- Labs to be conducted by States should include key private sector stakeholders
 - To get the commitment of state governments in terms of projected investment of N9 trillion for programme the 1st NIP 2010-2013
 - State investment requirement during 2nd NIP 2014-2017 is also critical
- We acknowledge that there are capacity and skills gap at the State level
 - Need for State governments to take steps towards bridging the gap
 - NPC and development partners to support
- All Commissioners and Permanent Secretaries of State Planning Commissions have key roles to play
 - To be supported by the Top Civil Servants at the state level
 - Private Sector
 - Civil Society organisation
 - Development Partners



Thank You

