

24th October 2013

Nigeria's National Integrated Infrastructure Master Plan

Presentation of the Draft Final NIIMP

National Economic Council



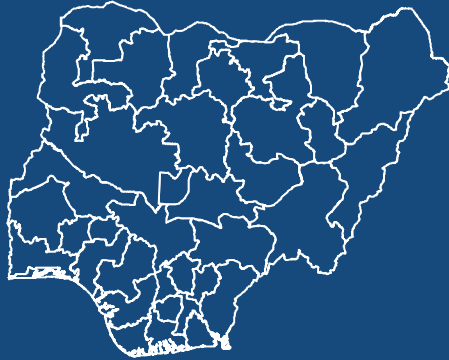
Presentation Outline

- Background and rationale for NIIMP
 - Expected benefits
 - Approach and methodology
 - Overview of work concluded to date
- Key conclusions
 - National requirements for infrastructure
 - Infrastructure needs by sector, region
 - Identified priorities
 - Enablers for implementation

Background

- Infrastructure is a **key driver of Economic Growth and Development, enabling competitiveness and improving quality of life** for citizens
- **Current infrastructure stock is inadequate, constraining socio-economic development and targets** established in the Nation's key policy documents
- **A Master Plan for Infrastructure Sector is crucial to address challenges**
 - On 1.11.2012, Framework for development of NIIMP was validated with the National Economic Council (NEC)
 - On 21.11.2012, Federal Executive Council (FEC) approved the Framework for the National Integrated Infrastructure Master Plan 2014-2043 (NIIMP)
 - Coordination by National Planning Commission
 - On 31.01.2013, project development structure for NIIMP was inaugurated

The Nigeria National Integrated Infrastructure Master Plan (NIIMP)



- NIIMP provides the **capital allocation framework**, which identifies the **required investments** to bring infrastructure in Nigeria in line with the country's growth aspirations
- The plan also identifies and elaborates on **enablers for implementation** that would need to be put in place for successful execution

What NIIMP is



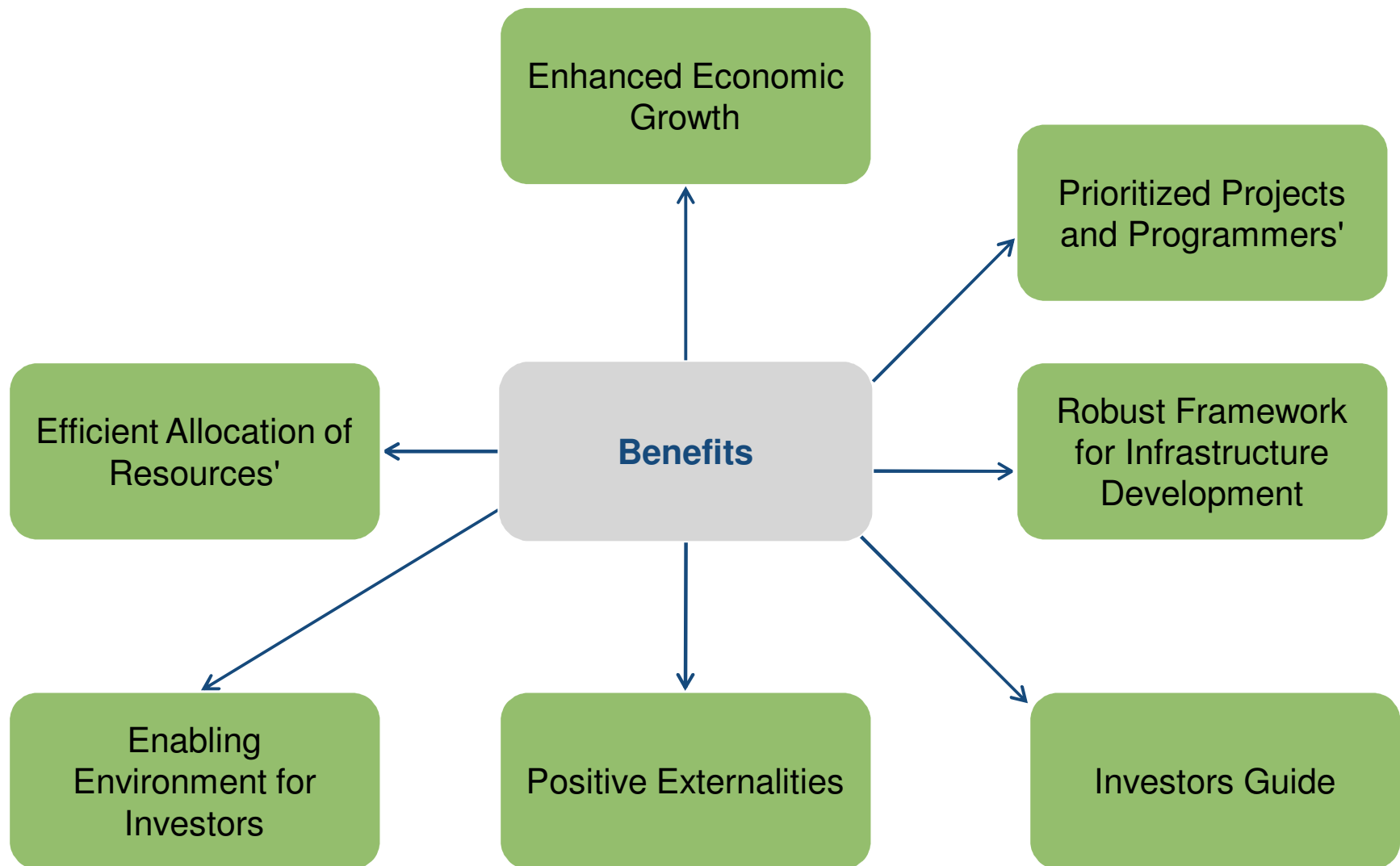
- Capital allocation framework identifying required investments in developing and maintaining **national capital asset stock** of physical fixed assets with long lifetime, such as transport lines, power plants and refineries, communication networks, water systems, public utility buildings and similar assets

What NIIMP is not

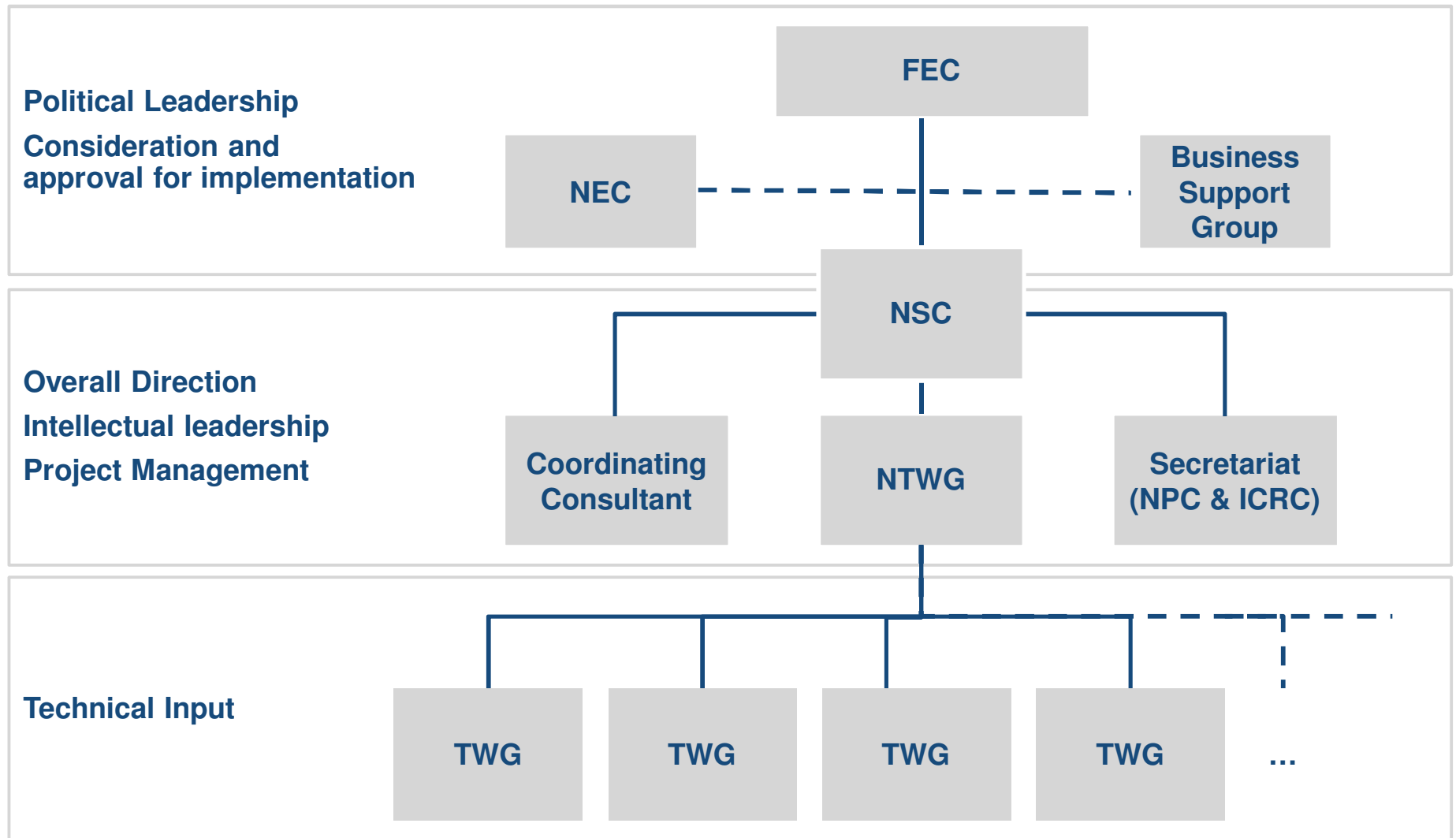


- Government or national budget
- Identification of all economic development priorities and required investments
- Complete budget of investments required in the non-core infrastructure, such as teachers for schools, doctors for hospitals, farmers and farming equipment, etc.

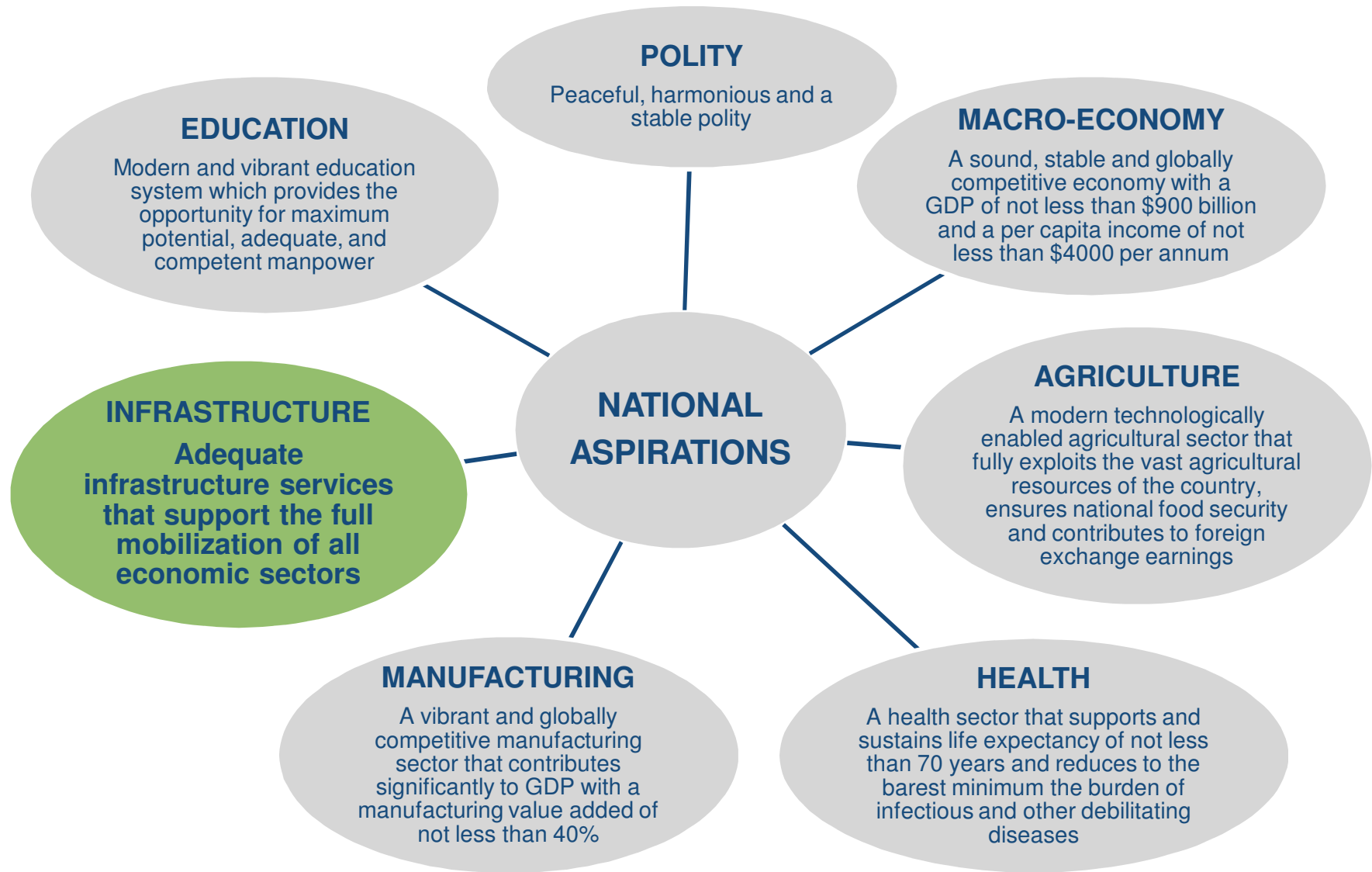
Expected Benefits of NIIMP



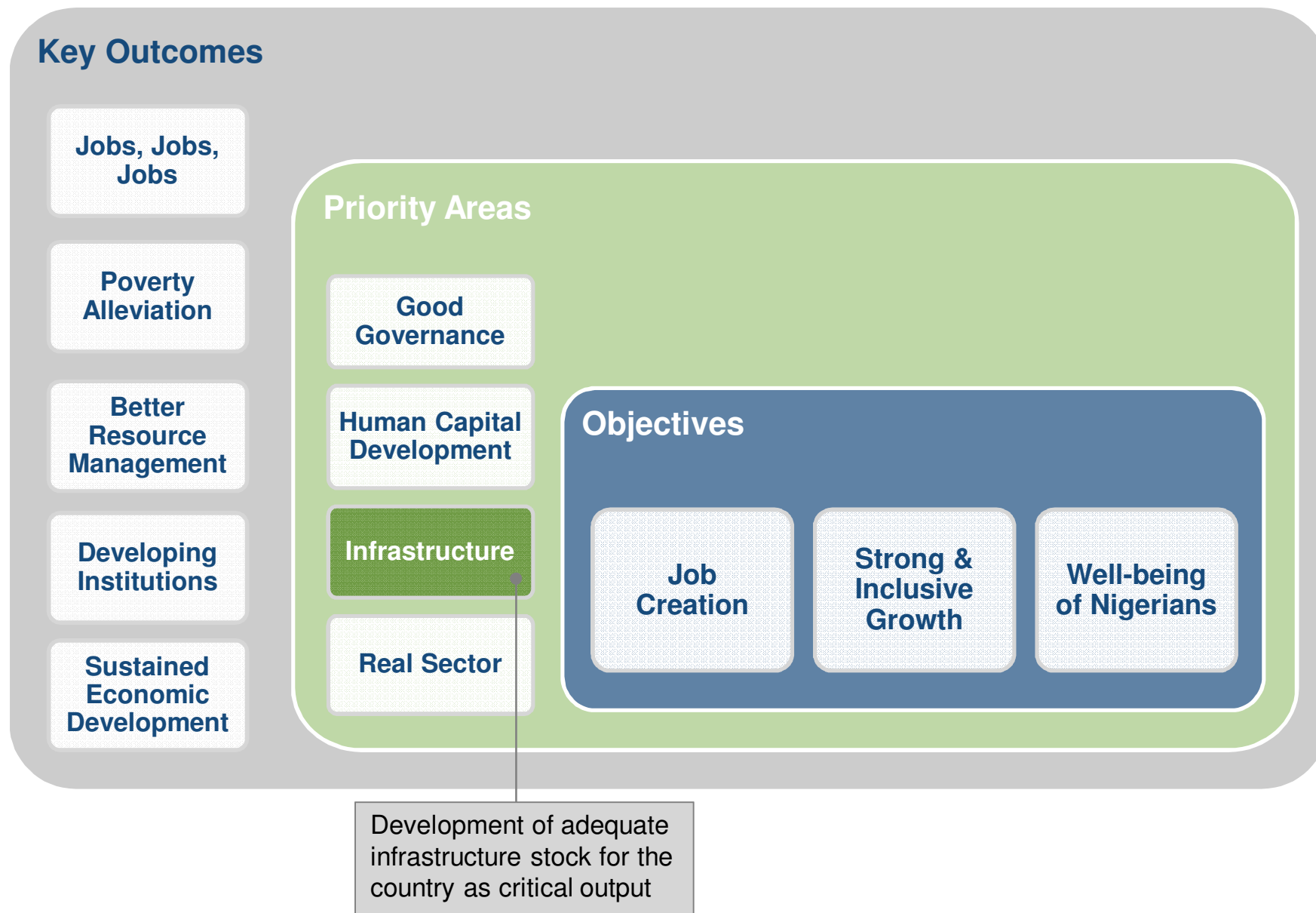
A Project Development Structure was utilized to oversee the development of NIIMP



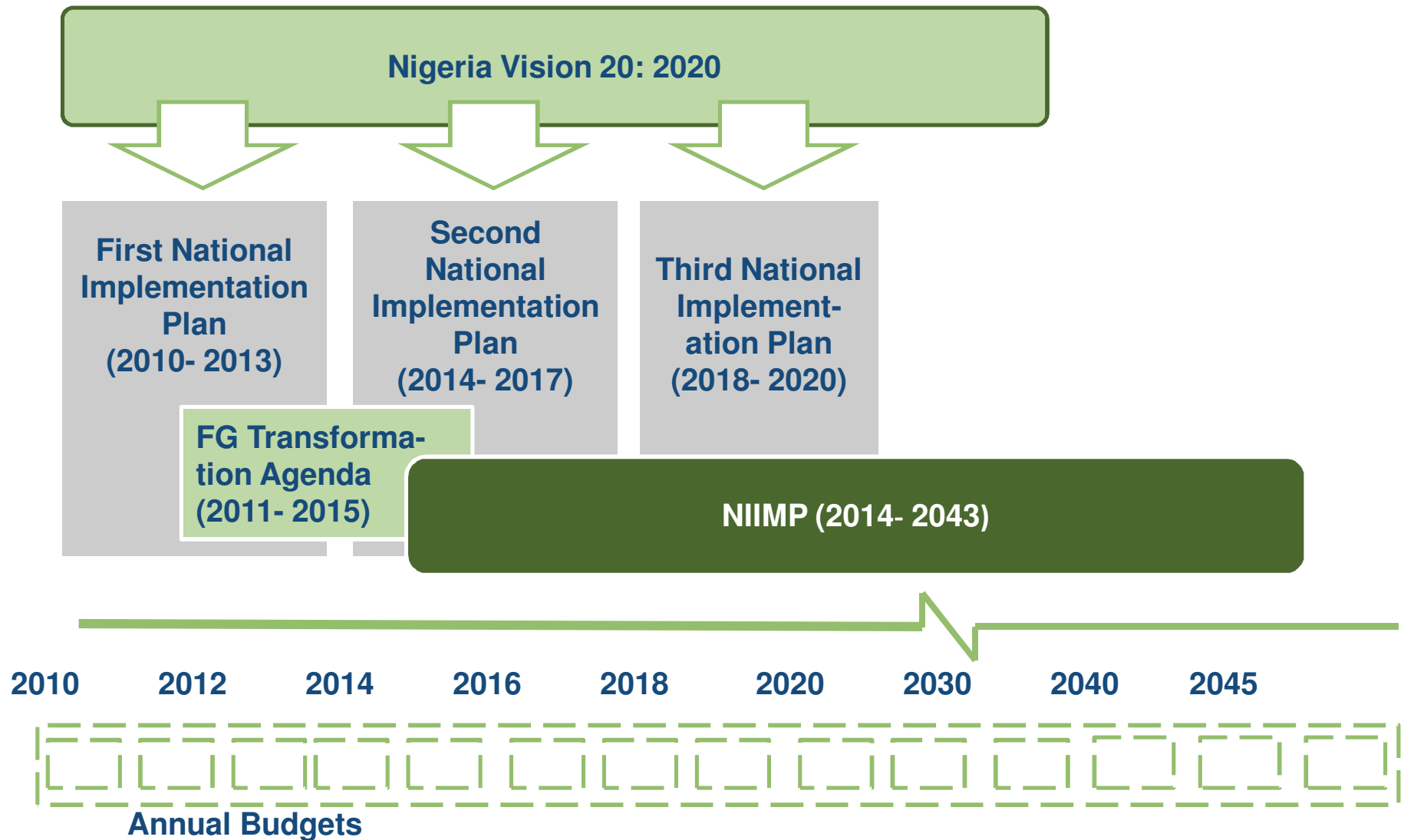
Infrastructure in the Nigeria Vision 20:2020



Infrastructure in the Transformation Agenda



Relationship between NIIMP, Nigeria Vision 20:2020 and Transformation Agenda



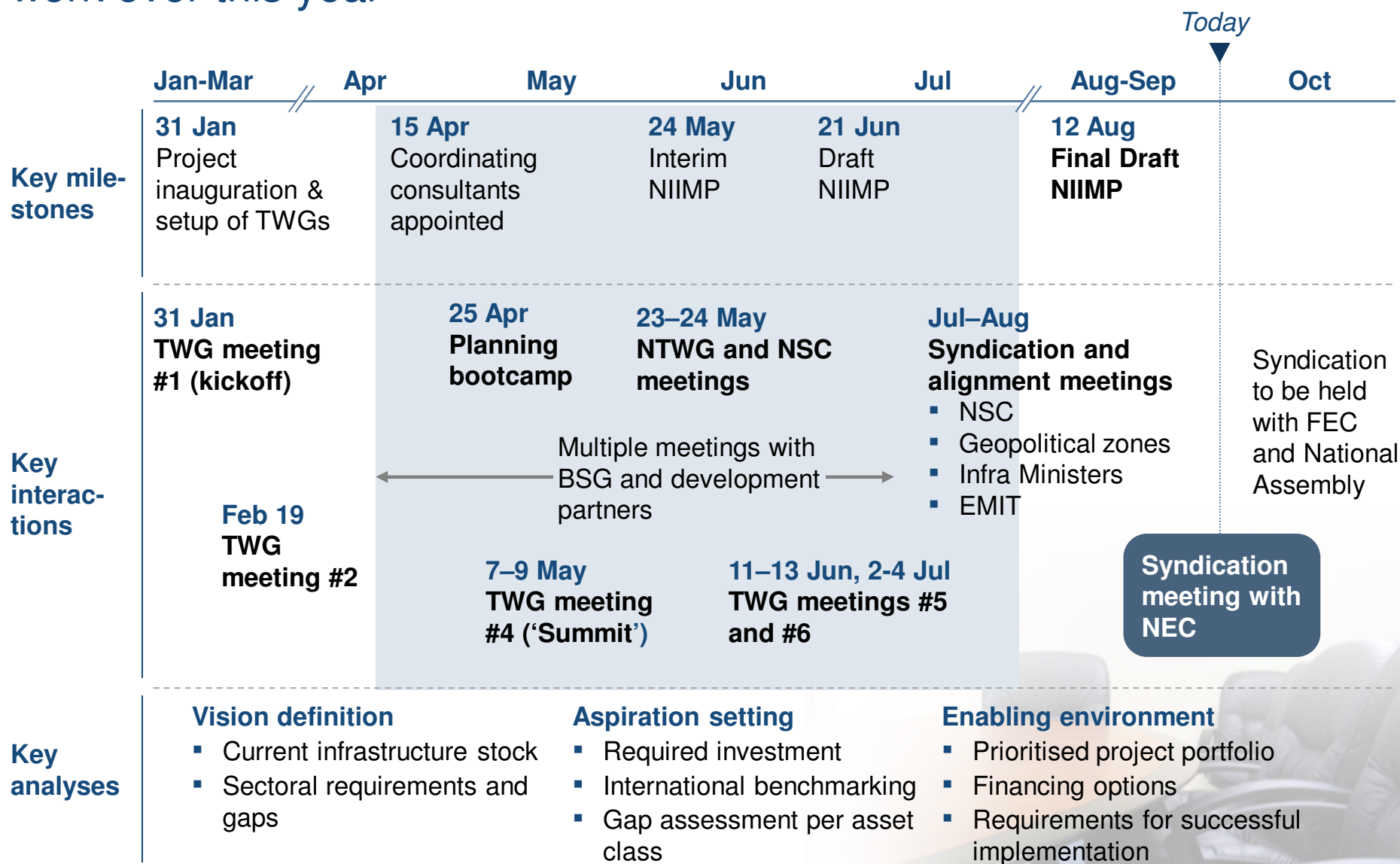


Content

- Benchmarking of Nigeria's current state of infrastructure vs. other countries
- Aspired overall infrastructure stock and required investment ('top-down')
- Sectoral aspiration and outcome targets
- Infrastructure stock targets and required investments ('bottom-up')
- Regional investment profile based on socio-economic needs
- Prioritised project portfolios for the first 5 years
- Detailed and exhaustive project list by sector (will change over time)
- Spending split (public vs. private sector)
- Financing options
- Governance, monitoring and legal requirements

The NIIMP has been developed through extensive work over this year

■ Involvement of Coordinating Consultants



The NIIMP incorporates inputs from a number of stakeholders

Technical Working Groups¹ (TWGs)

National TWG

National Steering Committee

EMIT

- **11 TWGs¹**, comprising ~500 experts from MDAs, and public and private sector institutions, chaired by key infrastructure Ministers (6 meeting rounds)
- **National Technical Working Group** (NTWG) and **National Steering Committee** (NSC) meetings
- Presentation to **key infrastructure ministers** and to **EMIT**

States and Regions

- Six validation meetings in all **geopolitical zones** (ca. 100-200 representatives per meeting)
- Participation through the Regional TWG

Business Support Group (BSG)

- Report from **Organised Private Sector** incorporated
- Multiple interactions throughout NIIMP development process

Development Partners (AfDB, World Bank, Central Bank, SEC)

- Reports from AfDB, World Bank and CBN²
- Regular working sessions
- Inputs collected during **SEC's** Round Table on "Financing Infrastructure through the Capital Market"

Over 1,500 stakeholders engaged to date

¹ Energy; Transport; ICT; Water, Agriculture and Mining; Housing & Regional Development; Social Infrastructure; Vital Registration & Security;; States' Infrastructure Development; Finance Mechanism; Plan Delivery, Monitoring & Evaluation; Legal and Regulatory ;

² "An Infrastructure Action Plan for Nigeria" (AfDB, 2013), "Nigeria's Infrastructure: A Continental Perspective" (World Bank, 2011); "Development of a National Infrastructure Financing Policy: Policy Recommendations" (CBN, 2013)

What makes NIIMP distinct from other plans?

- **National perspective** – view on required national infrastructure in the context of economic development objectives
- **Integrated view** – consideration of needs and a capital allocation perspective across sectors, cognizant of cross-linkages
- Extensive **stakeholder engagement**, including involvement of **private sector** in the development of the plan
- Clear focus on **implementation enablers**



Key questions addressed in NIIMP

What?

- 1 What is the level of required investments to develop infrastructure in line with Nigeria's economic development targets and how to reach this target level?
- 2 What are the investments required by each asset class?
- 3 How should the investments be allocated across the regions?
- 4 What are the priority project portfolios across asset classes?

How?

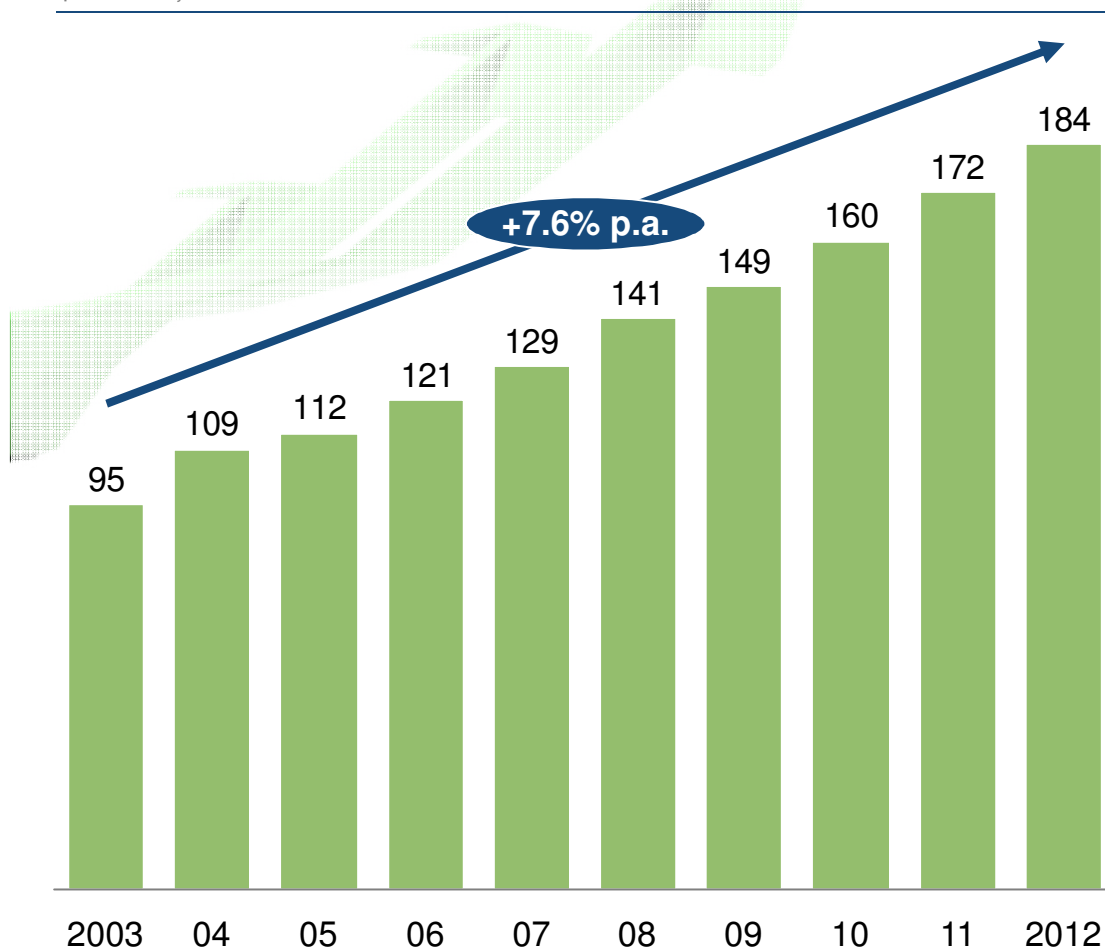
- 5 How will the NIIMP be financed?
- 6 How do we drive implementation of NIIMP?



- 1 Over the past 10 years, Nigeria's economy has grown by an average of 7.6% p.a., in line with leading emerging markets

Real Nigerian GDP evolution

\$ billion, constant 2005

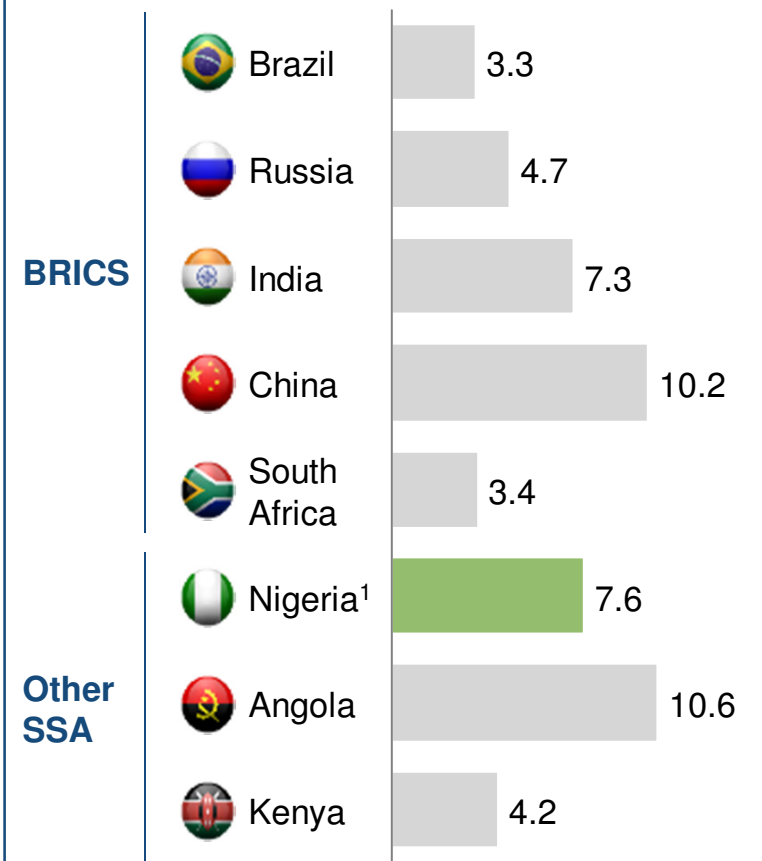


1 Nigeria 2003-2012

SOURCE: Global Insight

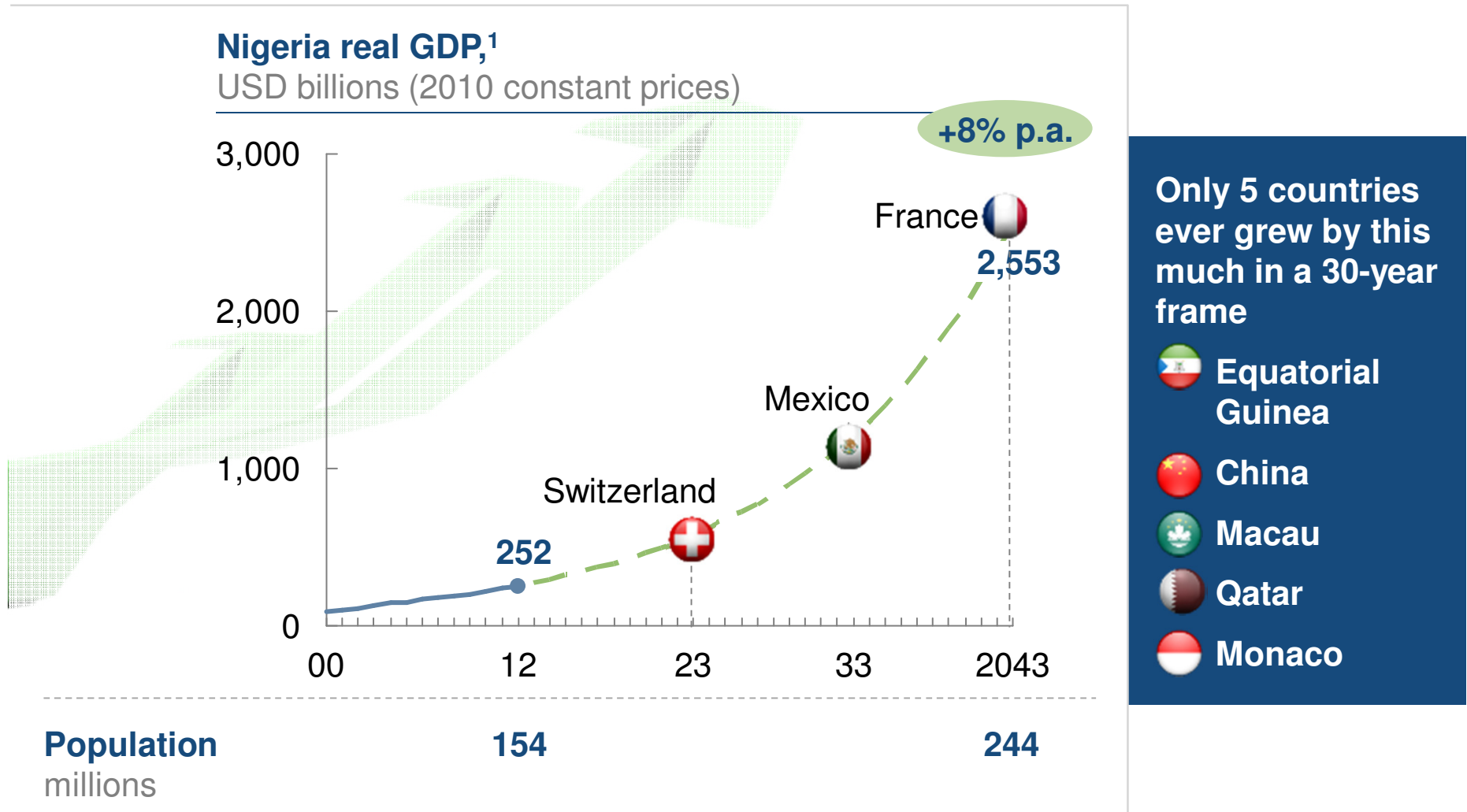
Real GDP compound annual growth, 2000 - 10

%



1 The forecast is for the economy to continue on a strong growth path

X% 2012–43 compounded annual growth



Note: Assumes Nigeria Transformation Agenda target real GDP growth rate of 7.76%

1 Country comparisons from 2012: Switzerland – USD 567 billion, Mexico – USD 1,115 billion, France – USD 2,611 billion

2 Focused on the past 40 years

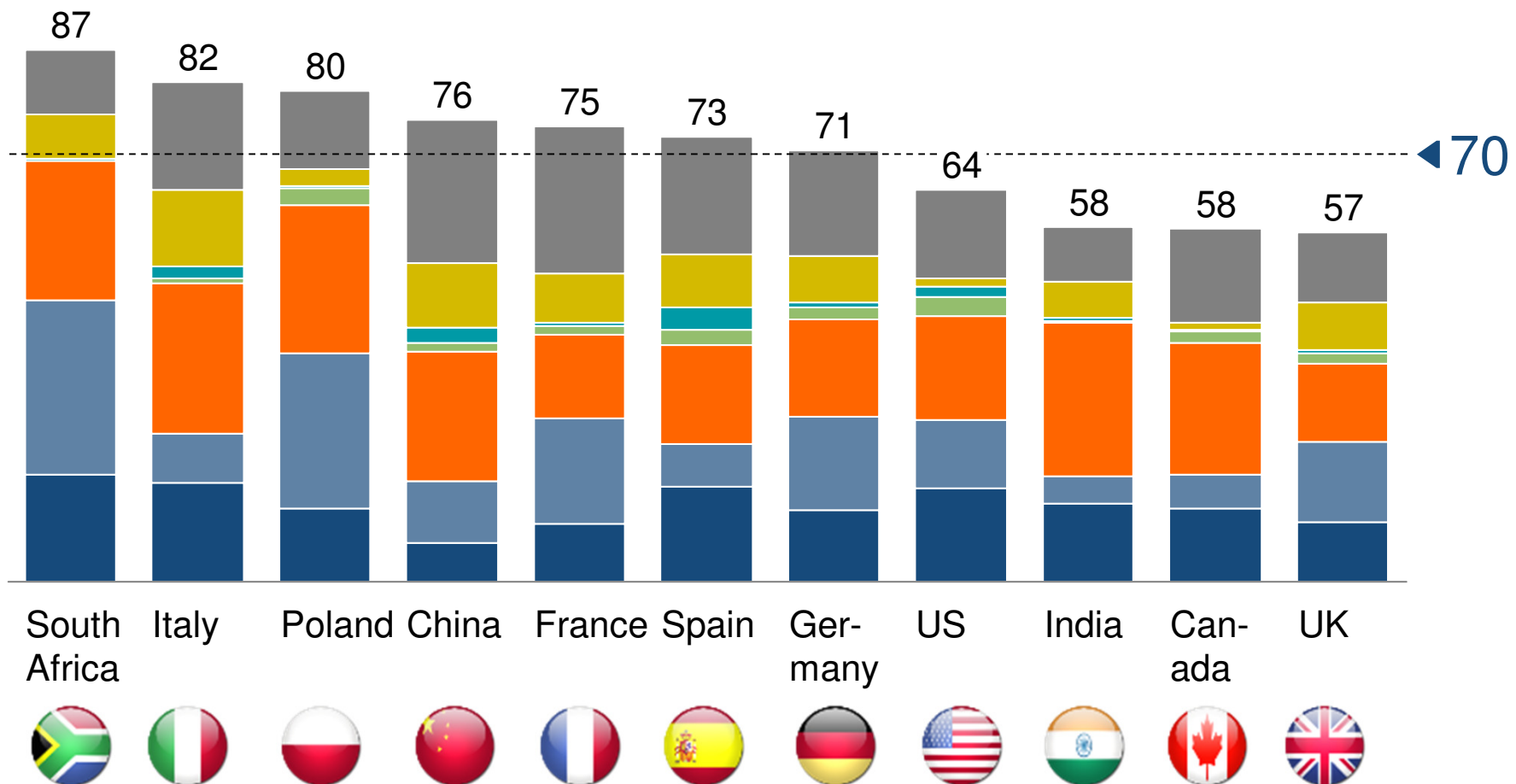
SOURCE: Global Insights WMM

1 Benchmarks indicate that an infrastructure stock level of ~70% GDP is advisable



Total core infrastructure stock, 2012

% of GDP

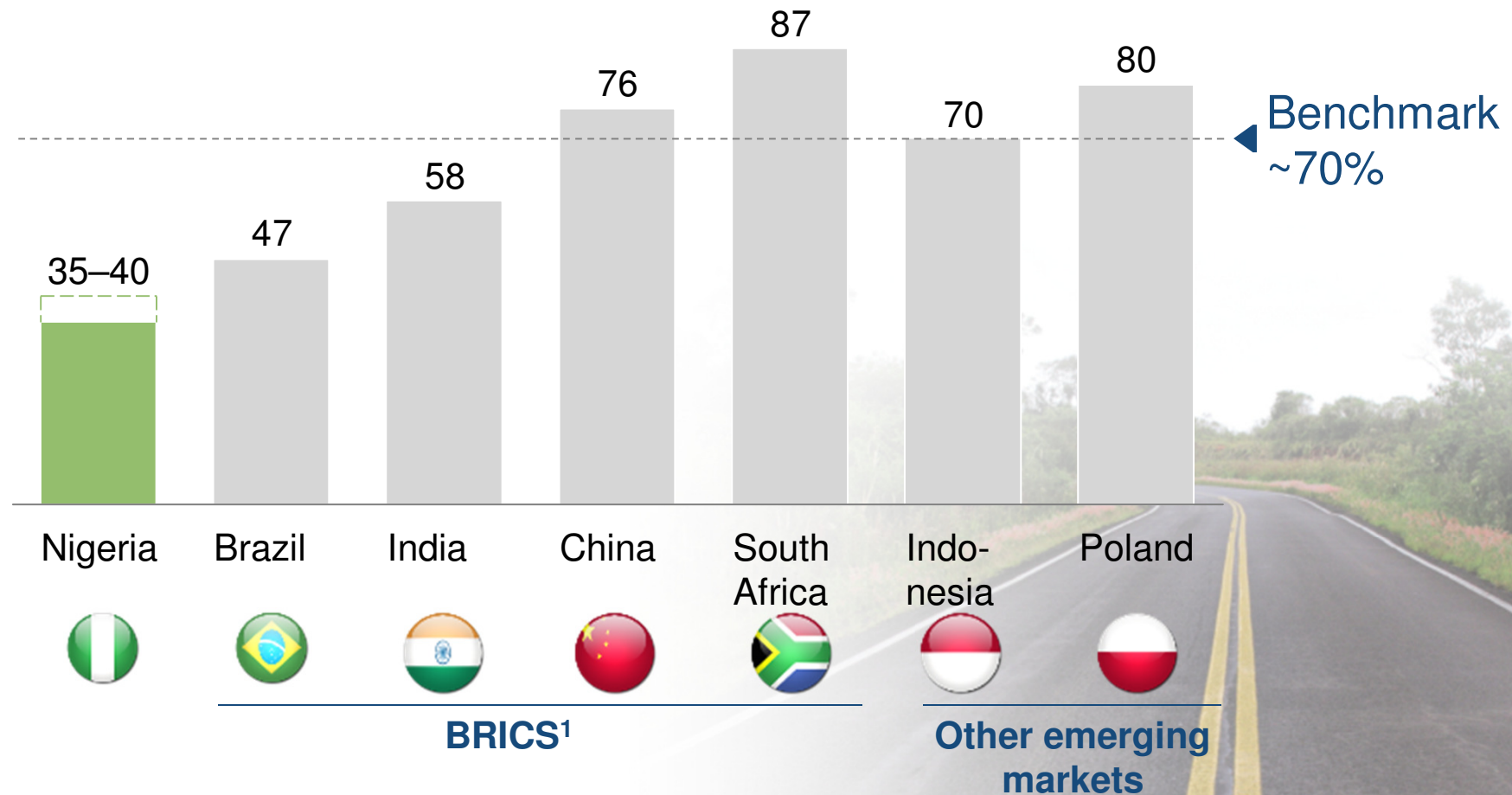


SOURCE: ITF; GWI; IHS Global Insight; McKinsey Global Institute analysis "Infrastructure Productivity: How to save \$ trillion a year"

1 Nigeria's core infrastructure stock level is significantly below the target benchmark level

Total core infrastructure stock, 2012

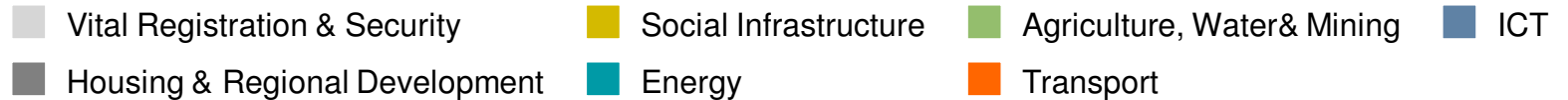
% of GDP



¹ Excludes Russia

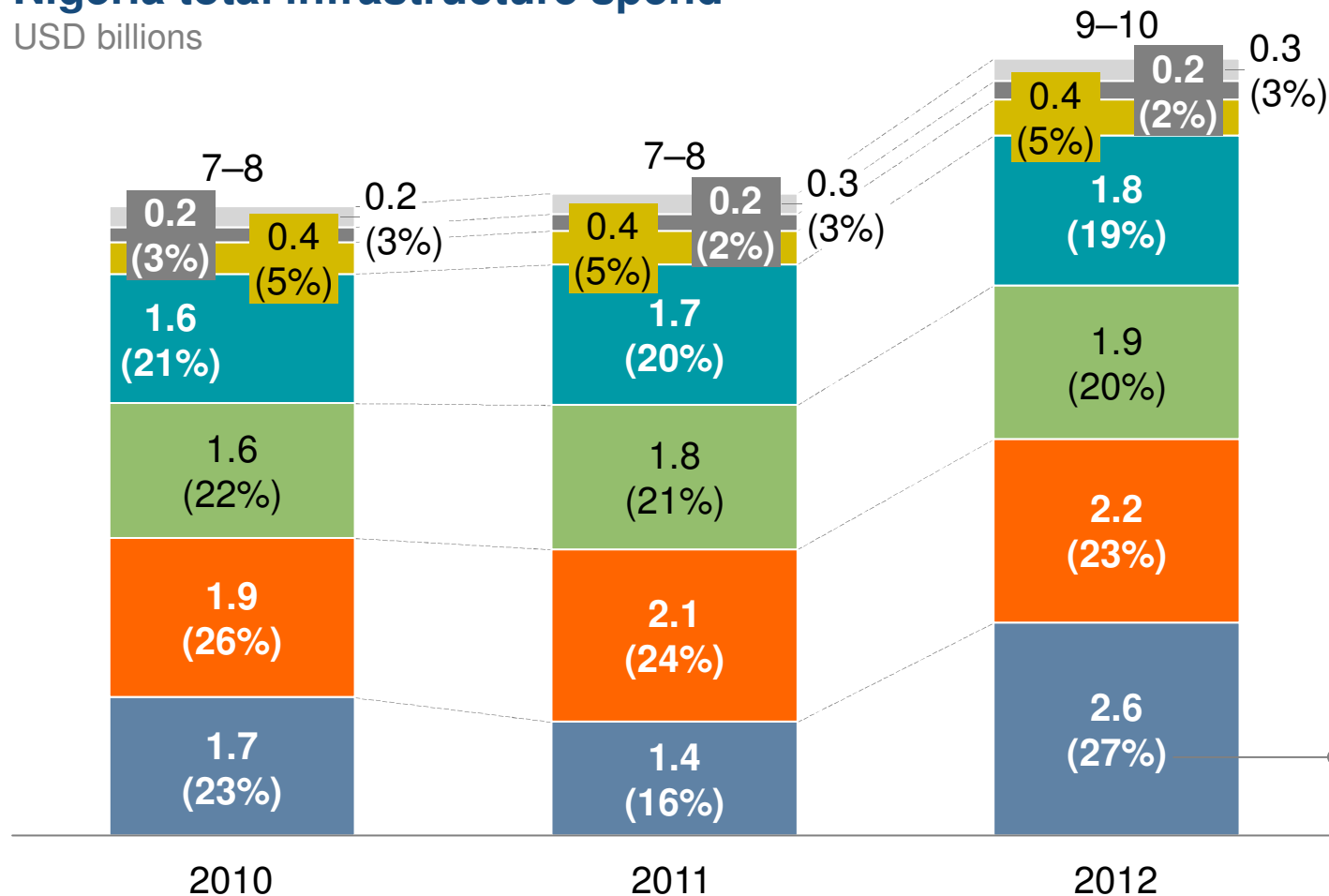
SOURCE: ITF; GWI; IHS Global Insight; McKinsey Global Institute analysis

1 Nigeria currently spends USD 9–10 billion p.a. on infrastructure



Nigeria total infrastructure spend

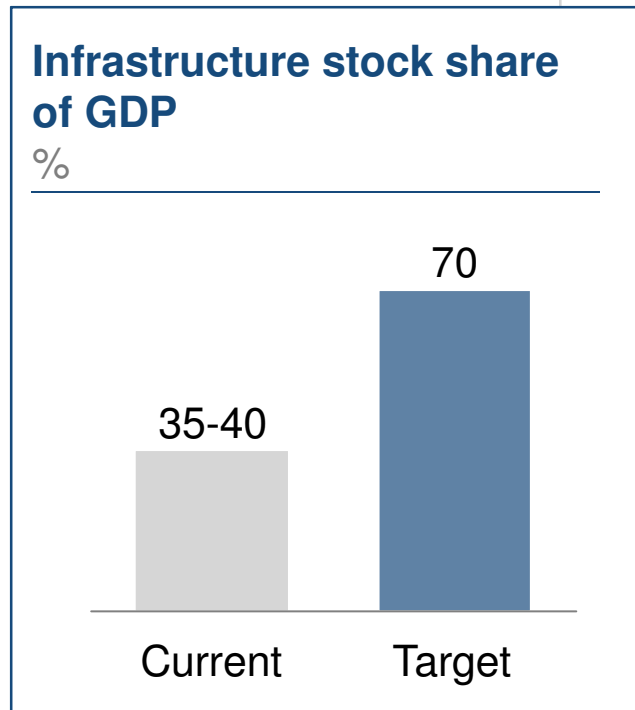
USD billions



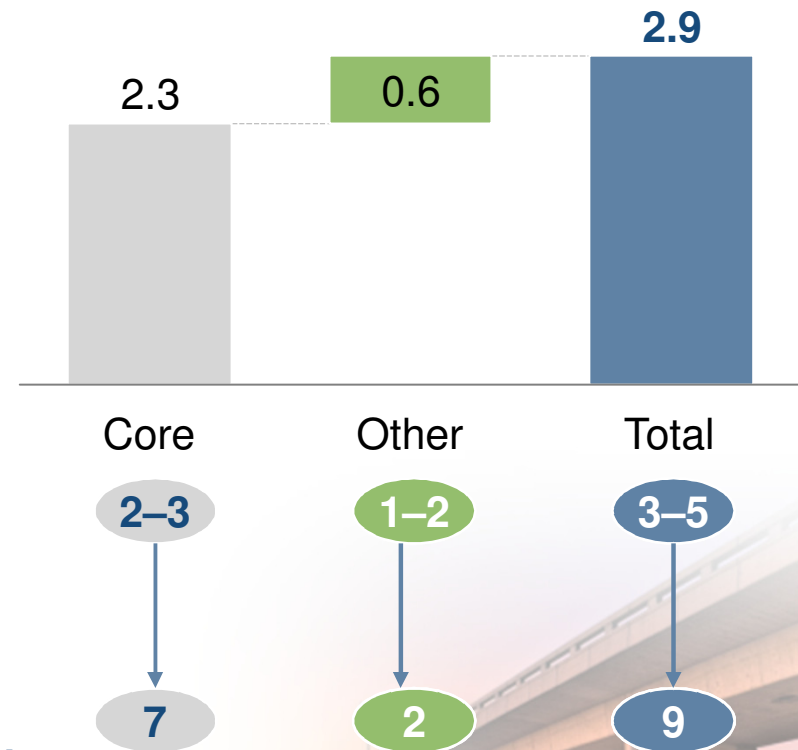
Most of spend increase in 2012 coming from communication technology infrastructure, as private operators ramp-up investments in network expansion and upgrade (e.g., in 3G and back-haul)

SOURCE: NIP; AfDB; States infrastructure & Regional Development TWG; Governors Forum

1 USD 2.9 trillion (approx. NGN 460 trillion) is required to close Nigeria's infrastructure gap over the next 30 years



Total spend 2014–43
USD trillions



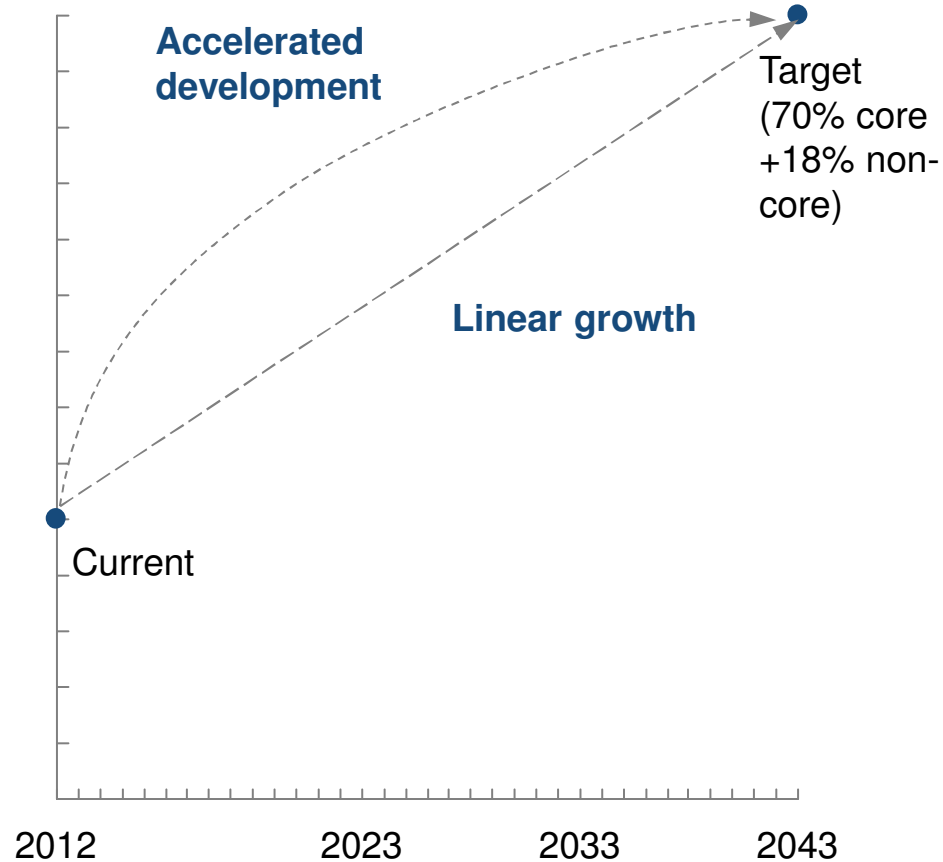
NOTE: Core includes Transport, Energy, ICT, and Water. Other includes Agriculture, Mining, Social Infrastructure, Housing and Regional Development, Vital registration and Security
SOURCE: ITF; GWI; IHS Global Insight; McKinsey Global Institute analysis

1 Two ramp up options for infrastructure investment were considered

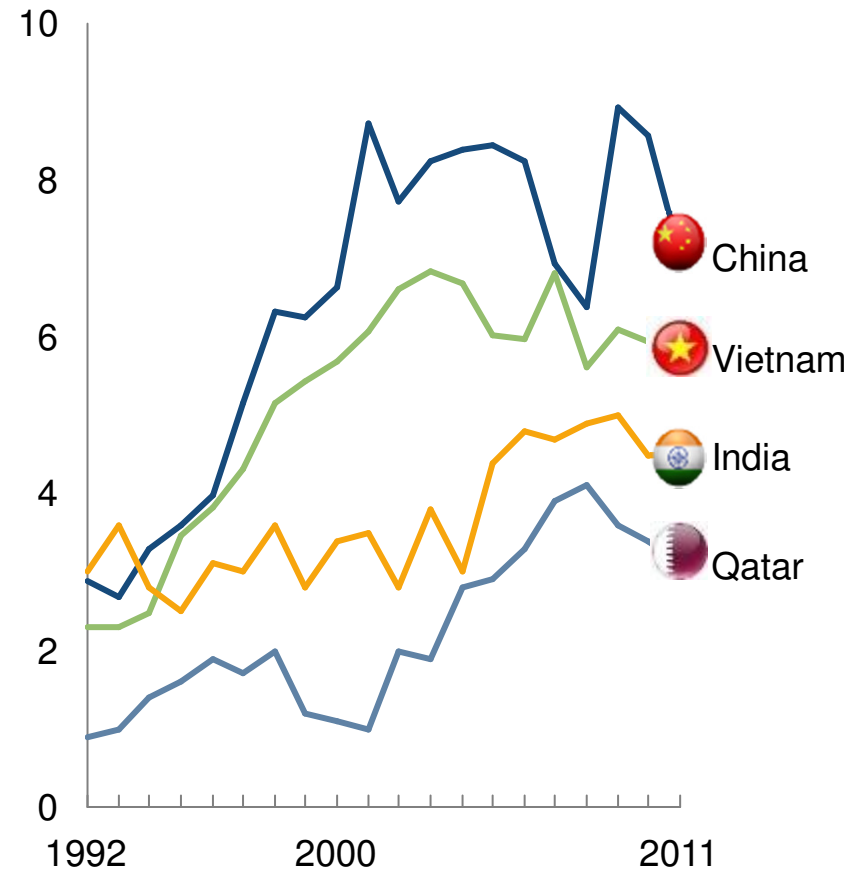
% of GDP

Nigeria projected infrastructure stock

CONCEPTUAL



Core infrastructure spend as % of GDP



SOURCE: World Bank; Global Insight; McKinsey Global Institute

1 In the accelerated development path, infrastructure investments will have to increase 2.5x over the next 5 years

Average annual spending, USD billions

■ Preferred option
● Percentage of GDP

Options considered

Linear growth

USD ~19 billion p.a. next 5 years

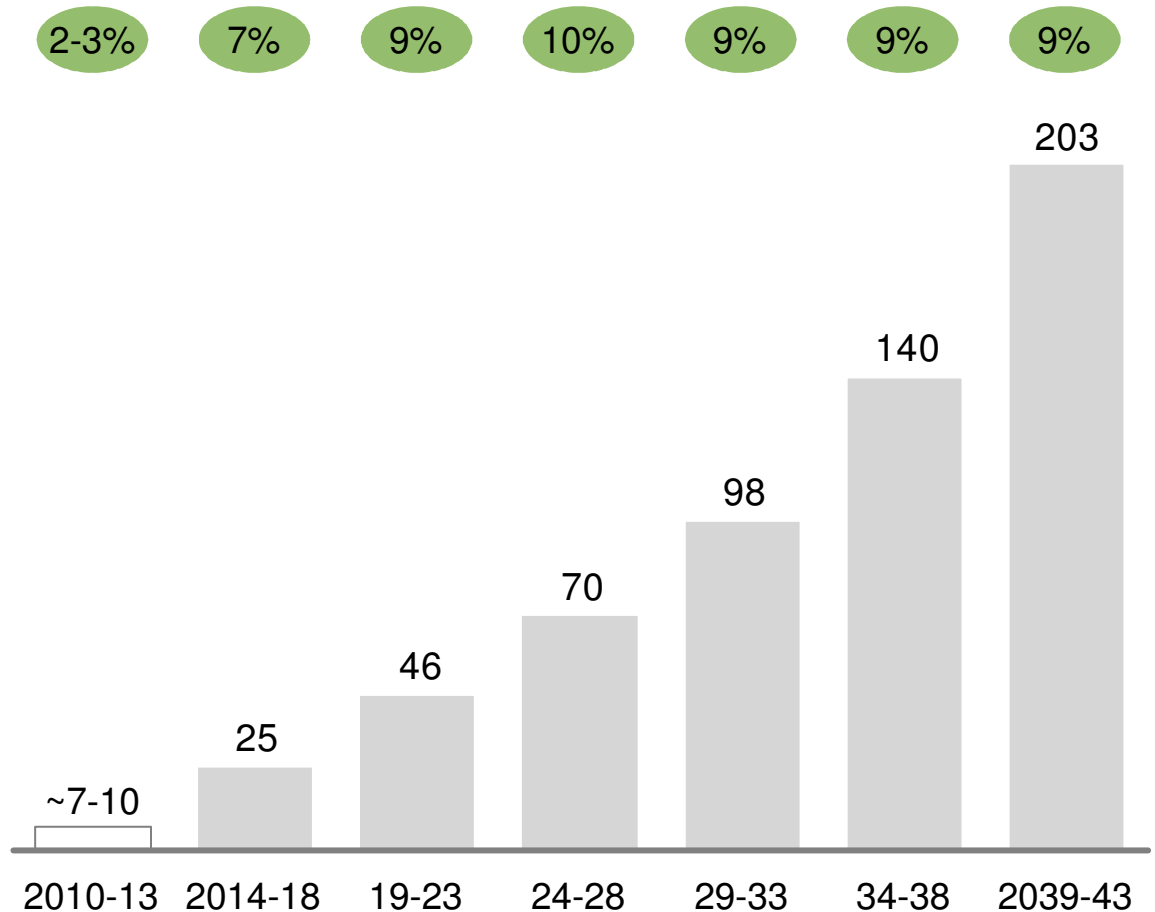
- + Less challenging capability building
- + Job creation opportunities
- Less quick visible changes with impact on public perception
- Time to develop required skill base

2 Accelerated growth

USD ~25 billion p.a. next 5 years

- + Faster time to economic and social impact
- + Momentum building
- Very high need of financing in the coming 5-10 years
- Large local capability challenge

Required investments to close infrastructure gap



2 To arrive at required investments by sector, we triangulated top-down estimates based on benchmarks, and bottom-up estimates based on infrastructure stock targets

**Top-down
estimate of
infrastructure
need based on
international
benchmarks**



**Reconcilia-
tion and
prioritisation**



**Bottom-up
calculation of
infrastructure
need based on
sectoral targets**

Key questions to answer

- Expected GDP per capita development 2014-2043
- Current stock of infrastructure
- Target stock in 2043 based on international benchmarks
- Investment over time required to acquire this stock

-
- Required Investment across asset classes
 - Most important projects to deliver in the short term (within 5 years)

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- Aspirations per sector
 - Outcome targets (based on aspirations)
 - Infrastructure stock required to reach targets
 - Investment required over time to acquire stock

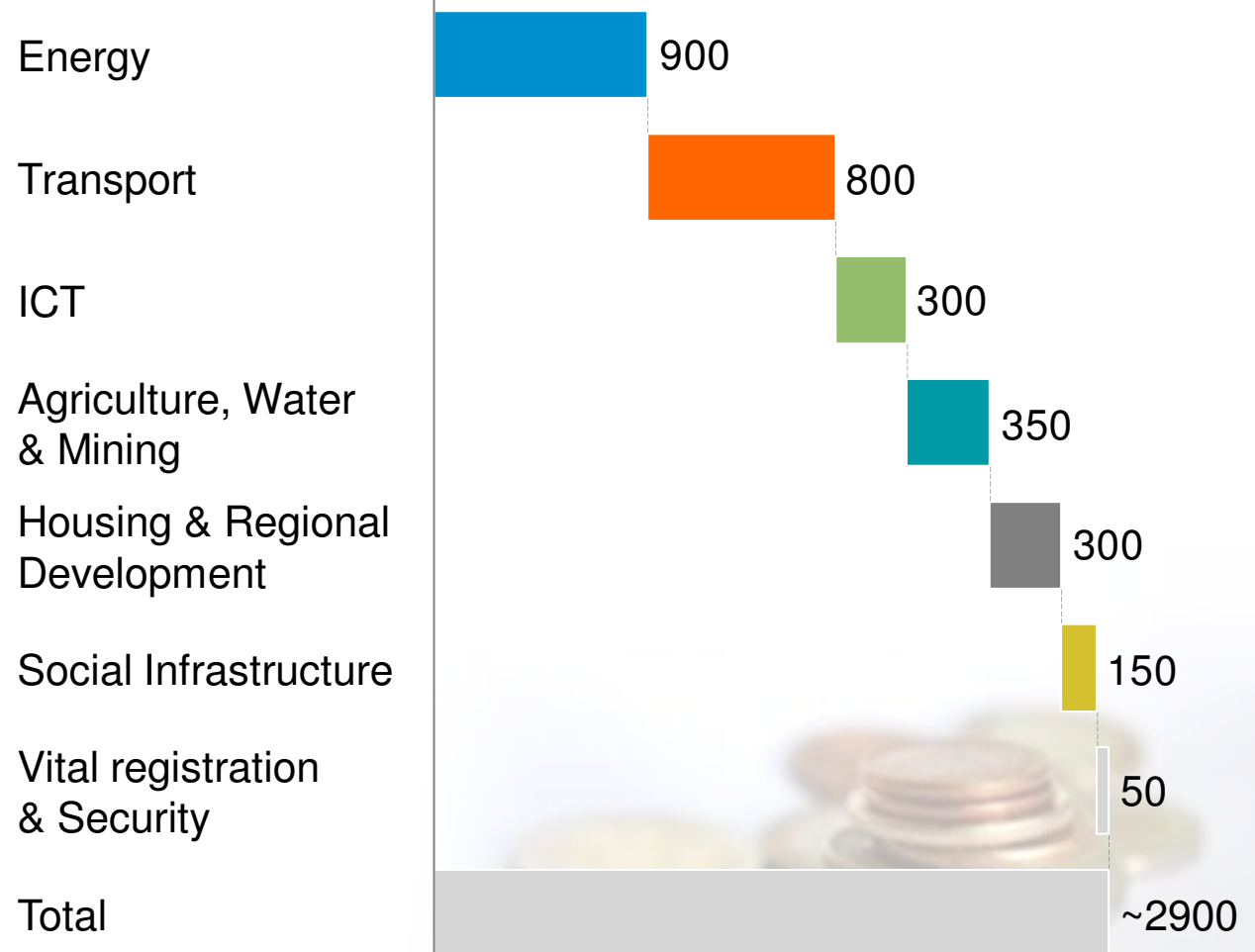
2 Total investment of USD 2.9 trillion is required over 30 years with more than 50% in Energy and Transport infrastructure

Methodology

- Aspirations and targets set using country benchmarks
- Bottom-up analysis to match infrastructure with aspirations and targets
- Reference unit costs used to calculate needed infrastructure spend
- Spend requirement compared with top-down estimates for reconciliation

Infrastructure spend per sector, 2014-43

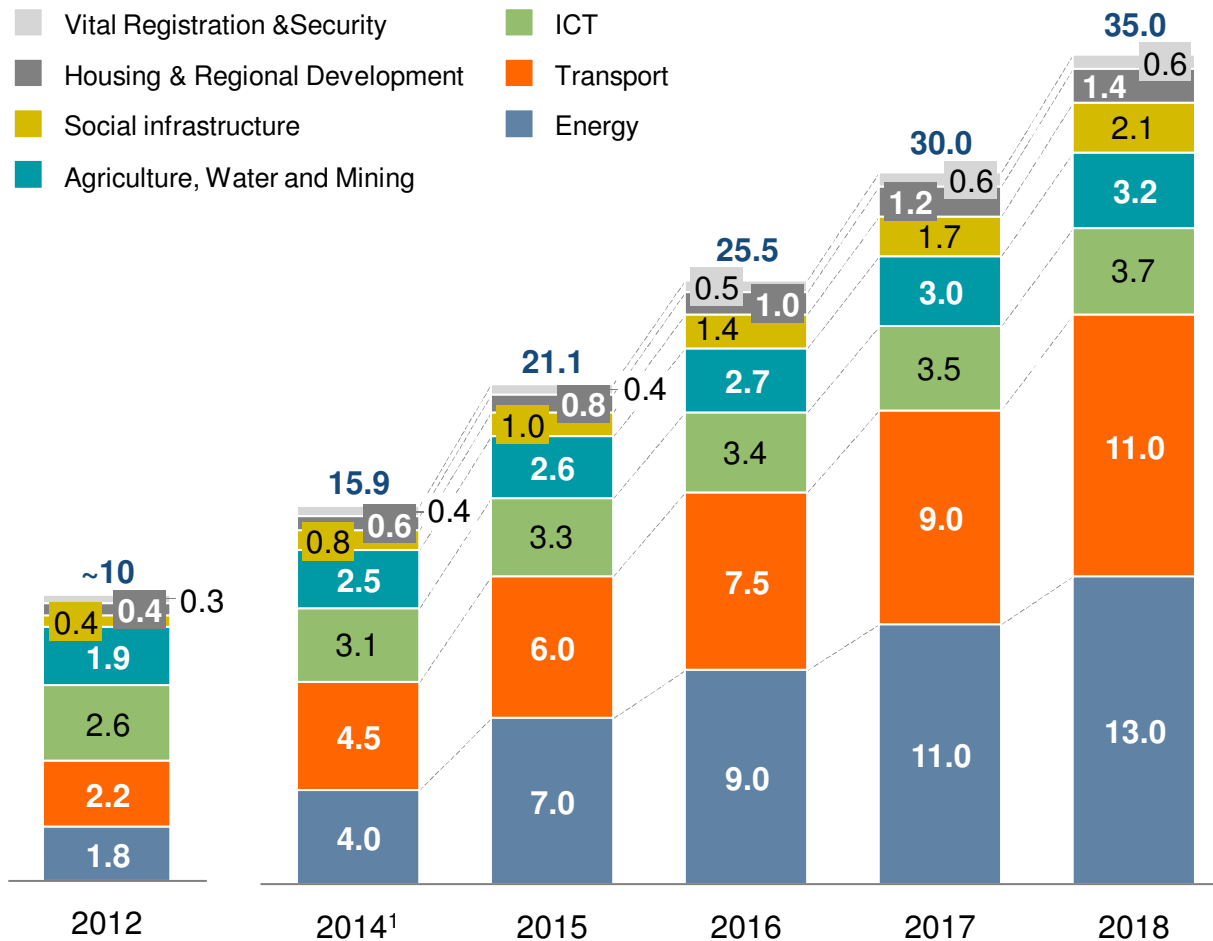
USD billion



SOURCE: McKinsey Global Institute; TWGs; International benchmarks comparisons

2 In the short term, transport and energy should be prioritised as asset classes with the largest immediate economic benefit

Nigeria total infrastructure spend, accelerated growth model
USD billions (2010 constant prices)



CAGR 2012-18
%

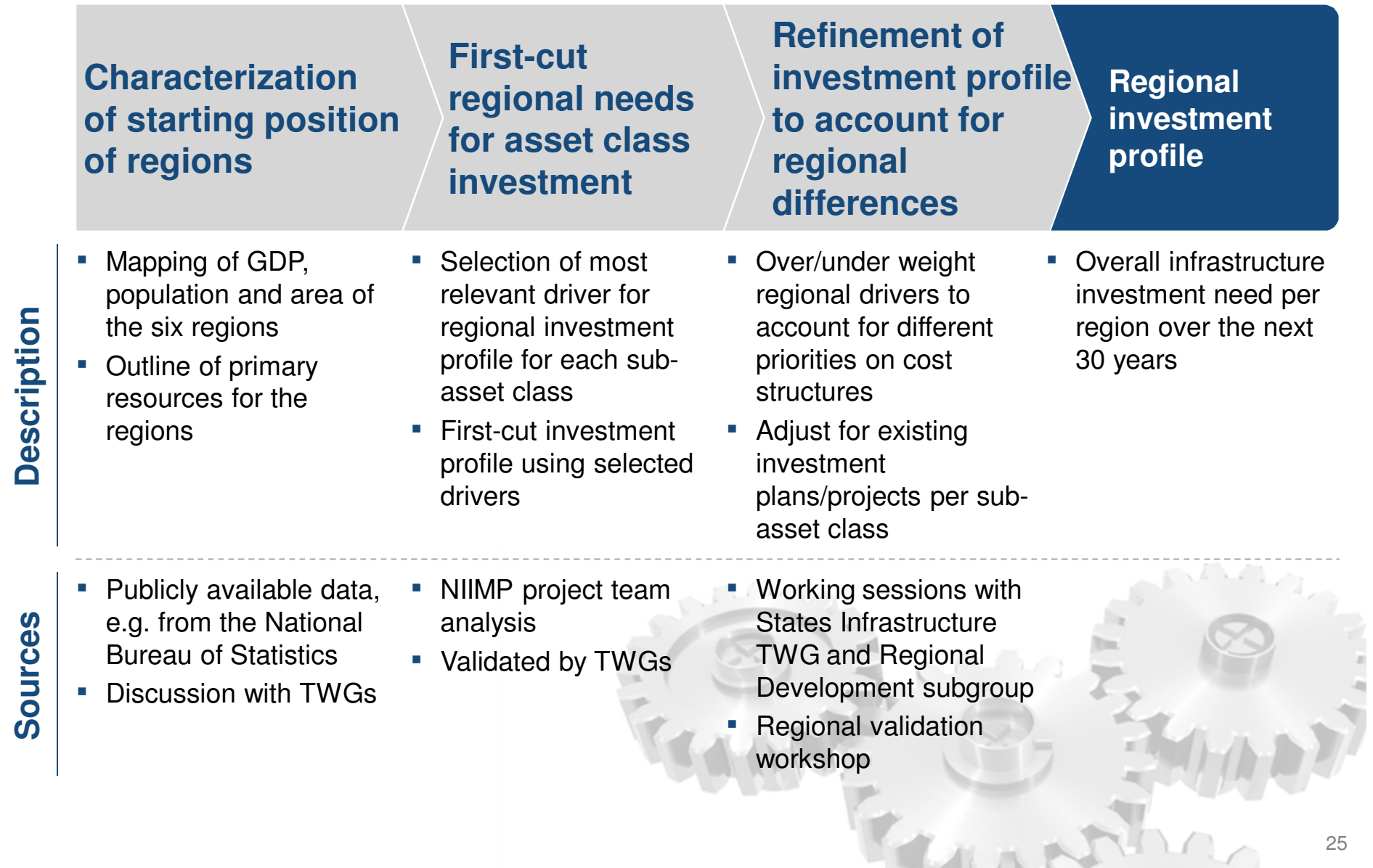
Total 2014-18
USD bn (2010)

24	128
12	2.5
23	5
32	7
9	14
6	17
31	38
39	44

¹ No data for 2013 (ongoing)

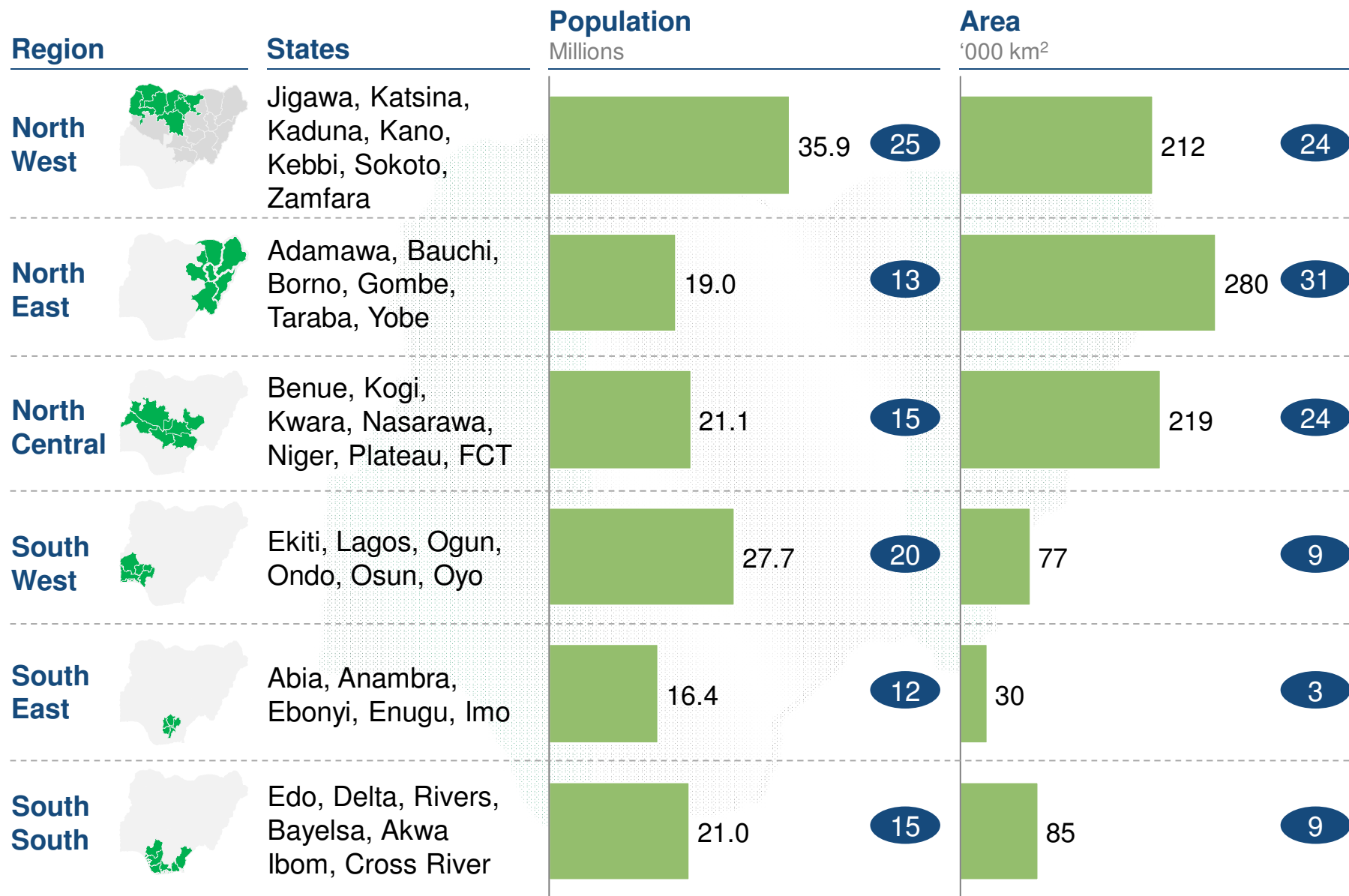
SOURCE: NBS; NIP; McKinsey Global Institute; AfDB; TWGs; International benchmarks comparisons

3 Three-stage approach to derive investment profile for regional investment needs



3 Overview of starting position per region

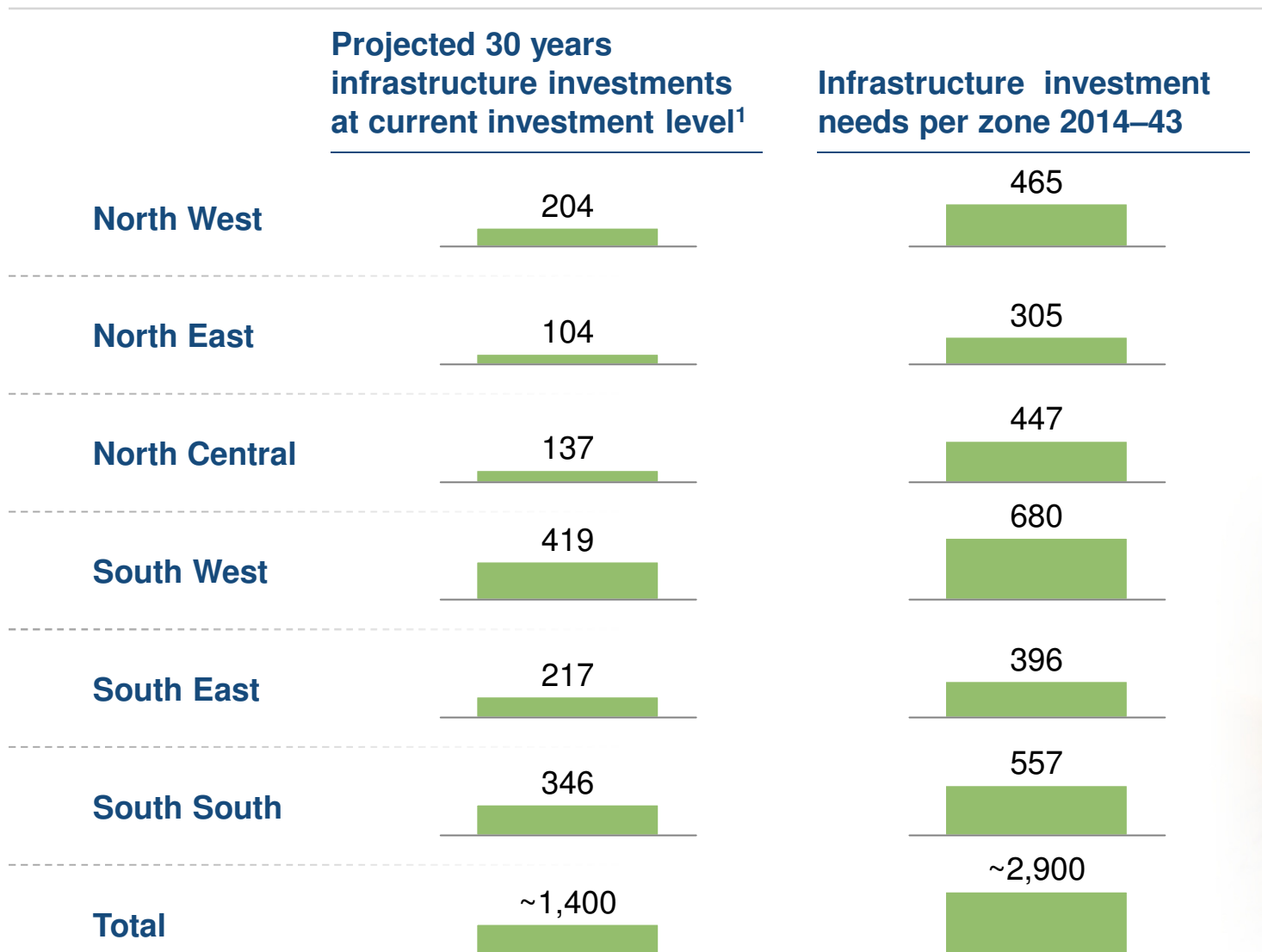
X Share of total, %



SOURCE: States Infrastructure, Housing & Regional Development TWG; Governors' Forum

3 Increased investments are required across all regions

USD billions, % share of total



¹ Corresponds to USD 10 billion p.a. (today's investment level) extrapolated to 30 years based on percentage of GDP and projected GDP growth

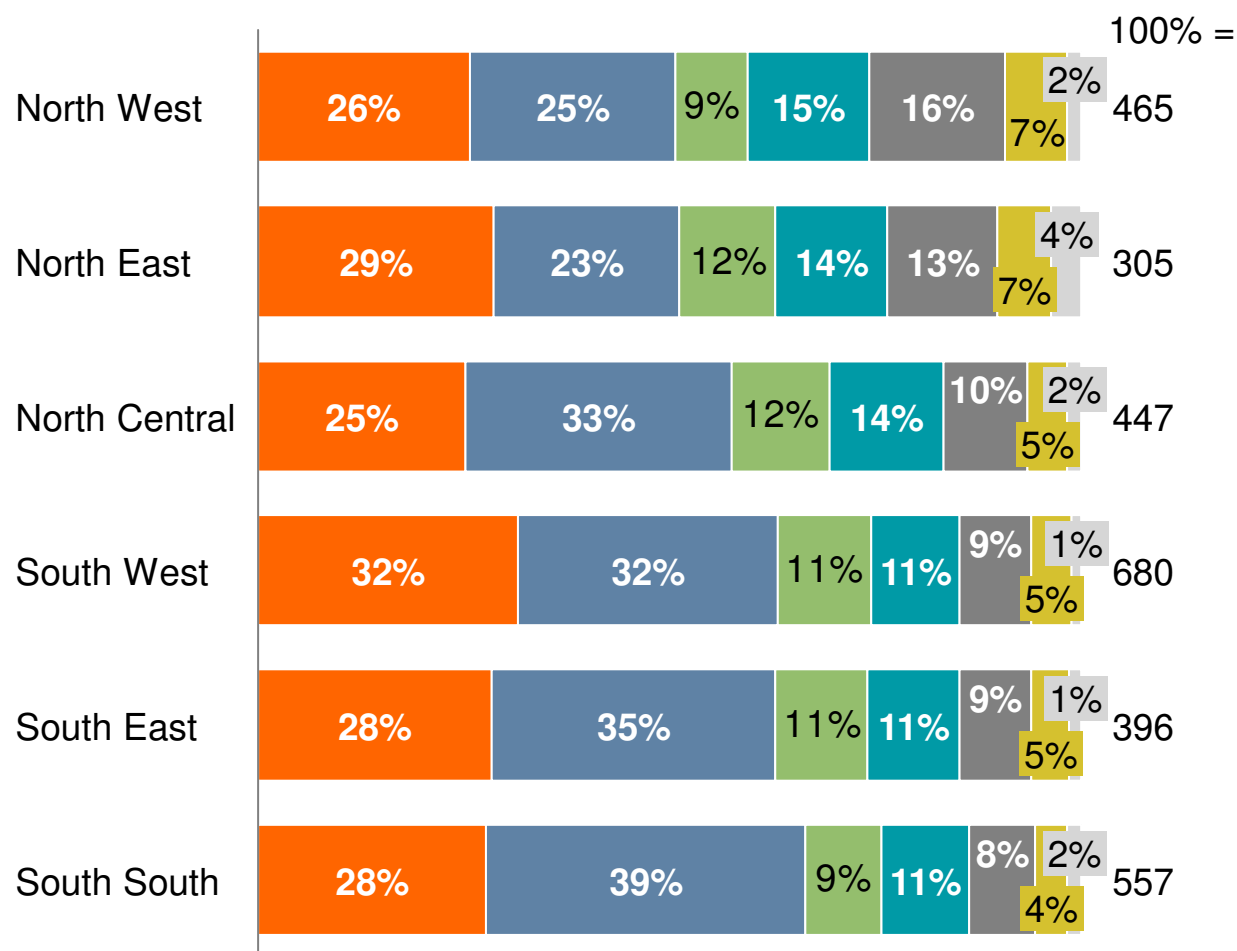
SOURCE: States Infrastructure, Housing & Regional Development TWG; Governors' Forum; NIIMP Development Team



3 Asset class investment requirements differ across regions



Infrastructure investment requirements per region and asset class, USD billions



- Minerals processing and manufacturing industries drive **power infrastructure** investments in **North Central, South West and North West**
- Requirement of sea ports linkages drive **transport infrastructure** investments in **South West and South South**
- Natural resources in **South South** drive strong **oil and gas infrastructure** investment
- Relatively higher requirements in **Social Infrastructure, and Housing** drive higher investments in the **Northern region**

SOURCE: States Infrastructure, Housing & Regional Development TWG; Governors' Forum

4 Within each asset class, priority investments were identified together with the TWGs

Examples;
Details provided in Appendix

- Short-term priorities developed based on overall aspirations and stock targets
- Short-term priorities to guide project selection for next 5 years
- Selection of priority projects (already developed by MDAs/states) to include in NIIMP conducted by TWGs, based on priorities

Transport

- Rehabilitate/expand existing cross-national highways and railroads
- Upgrade ports and inland waterways
- Upgrade/expand existing airports
- Improve urban transportation in major cities
- Construct and rehabilitate Trans-Sahara highway

Agriculture, Water & Mining

- Ensure sustainable access to safe and sufficient water resources
- Create staple crop processing zones in all geographical zones
- Promote iron, steel, coal, and other priority solid minerals

Vital Registration & Security

- Provide adequate facilities for security agencies
- Provide adequate infrastructure for vital registration

Energy

- Increase power generation at 5 GW p.a. (focus on gas and hydro)
- Diversify energy mix
- Increase rural electrification
- Increase transmission network stability and capacity
- Finalise initial privatisation round of PHCN generation and distribution companies
- Build critical gas pipelines, refining capacity and crude oil production

Housing & Regional Development

- Construct ~850,000 new units until 2018
- Support mortgage market development
- Modernise/computerize land registry systems

ICT

- Enhance/expand mobile network to ensure ubiquitous and continuous coverage
- Expand fibre optic network

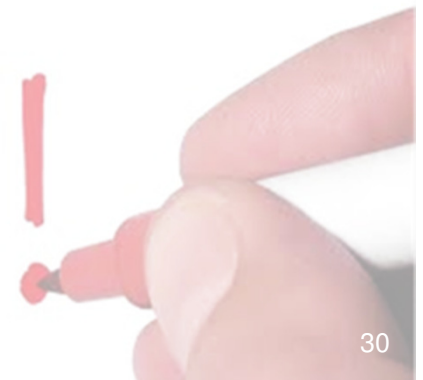
Social Infrastructure

- Construct and upgrade/rehabilitate primary, secondary and tertiary education facilities
- Establish health centres in underserved regions, so as to guarantee high quality, affordable health care
- Establish diagnostic centres and public health laboratories

4 Priority quick wins were identified that can be/are being launched in the short term

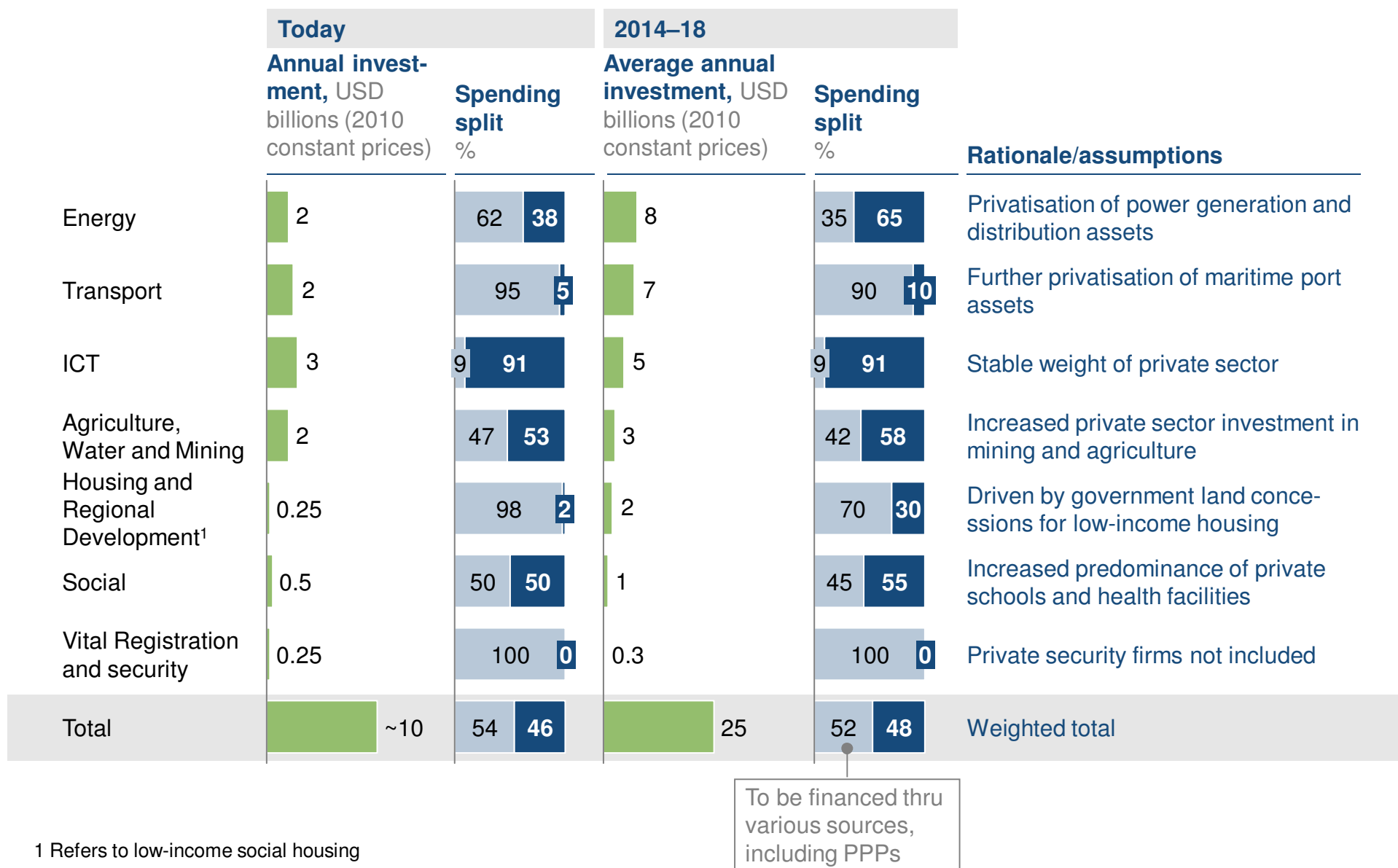
SAMPLE OF QUICK WINS

- Rehabilitation of major cross-national transport links (road and rail)
- Improvement of cross-modal connectivity links
- Upgrading of major airports
- Improvement of urban transportation
- Continued privatisation and upgrading of power assets
- Key gas pipeline infrastructure projects
- Development of Staple Crop Processing Zones
- Expansion of broadband connectivity
- Development of public health facilities and diagnostic centers
- Development of priority minerals, incl. iron ore and coal
- Upgrading of primary, secondary and tertiary education facilities
- Rehabilitation of security facilities and infrastructure
- Ongoing development of mortgage market in Nigeria



5 Given current plans, private sector existing commitments will slightly increase to 48% by 2018

Public (incl. PPPs)
Private sector

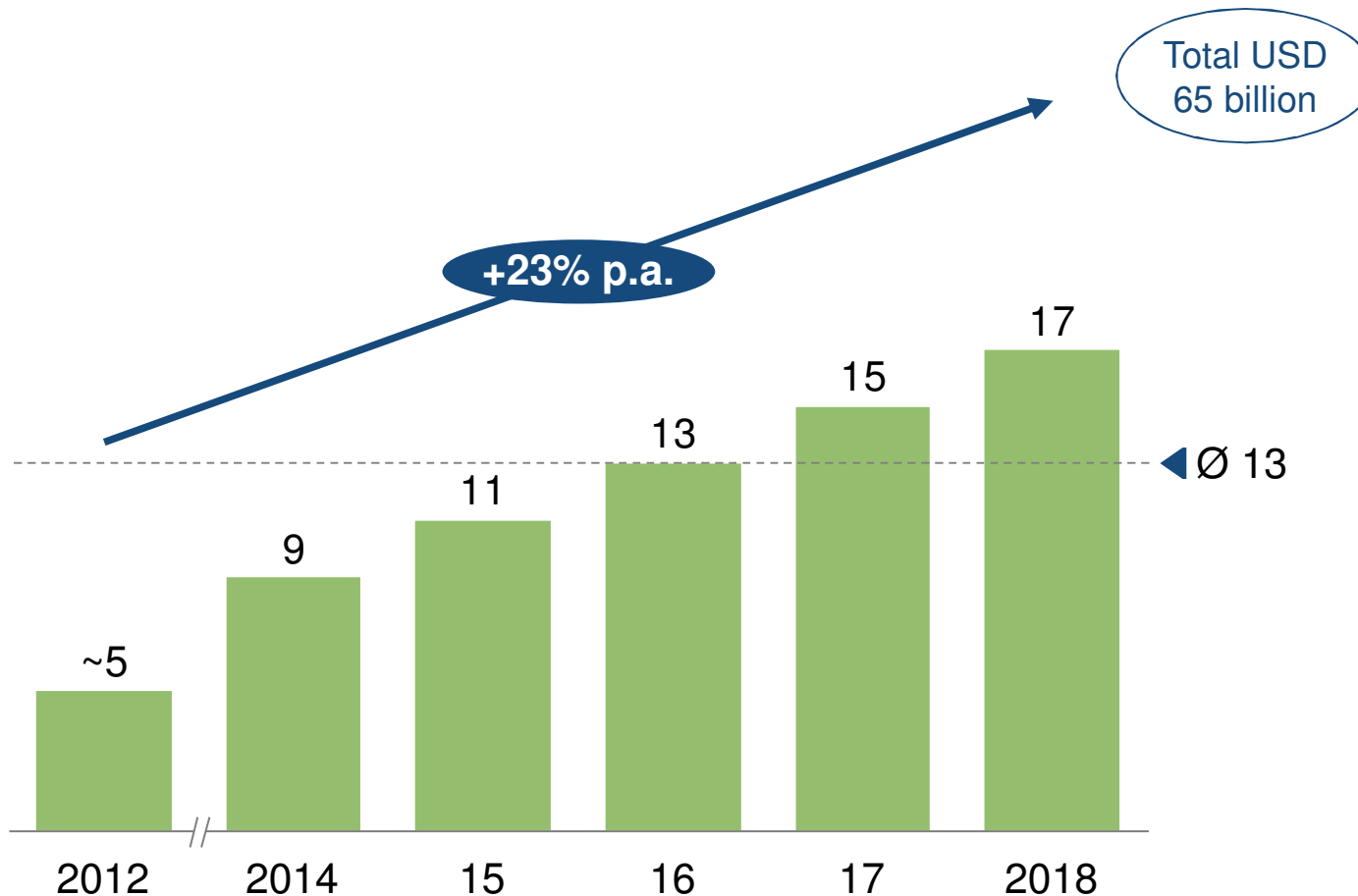


SOURCE: NIP

- 5 The remaining 52% of spend, (USD 13 billion p.a. over the next 5 years), will require some form of public intervention

Non-private infrastructure spend requirement

USD billions (2010 constant prices)



Financing options

- 1 Government budgets – Federal and States
- 2 Public debt
- 3 Other sources (e.g., sovereign wealth fund and pensions)
- 4 Public-private partnerships (PPPs)

SOURCE: NIP

5 Several financing options can be used to support the investments

Financing options	Financing available 2014 –18 USD billions, 2010 constant prices	Assumptions	Challenges
Government budgets	36	Projections from the Nigeria Federal Budget Office MTFF ¹	<ul style="list-style-type: none"> Great dependence on oil revenues and thus exposed to oil prices volatility
Public debt	29	Debt levels increasing to 25% of GDP	<ul style="list-style-type: none"> Raising large amounts of debt potentially challenging Requires regular debt servicing
Other sources	13	SWF ² (~8 bn) : Excess crude account available; 32.5% to infrastructure Pension fund (~5 bn): Growth at GDP growth rate; 20% to infrastructure	<ul style="list-style-type: none"> Unlikely to provide significant funds in the first few years Potentially risky and politically controversial
PPPs	10-20	Based on examples of other developing countries	<ul style="list-style-type: none"> Complex and potentially back-firing if not properly managed Private and public sector interests not always aligned Cost potentially higher than through government debt

- Total financing available of up to **USD 88–98 billion** for the next 5 years
- Usage of diverse mix of finance options advisable to minimize exposure to each option specific risks
- Priority should go to non-debt options (particularly budget, SWF and PPPs) so as to prevent public debt hikes

1 Medium Term fiscal framework; 2 Sovereign Wealth Fund

SOURCE: NIP; Budget Office of Nigeria; Debt Management Office of Nigeria

5 The full potential of private financing can only be realised if the government mitigates the existing barriers to private sector investments

Private sector recommendations outlined by BSG	
Access to capital	<ul style="list-style-type: none"> Establish long-term financing and refinancing mechanisms for viable projects, especially in the early stages
Political/cost risk	<ul style="list-style-type: none"> Assure macroeconomic stability, policy consistency and eliminate corruption Provide electricity to support growth and reduce cost of operations Provide critical infrastructure such as link roads Ensure standardisation and central access to infrastructure Provide partial risk guarantees to projects as appropriate
Fiscal/monetary incentives	<ul style="list-style-type: none"> Offer business, fiscal, and monetary incentives to encourage private sector investments in infrastructure Reform interest rate regime to reduce cost of funding
Government rules and regulations	<ul style="list-style-type: none"> Establish a clear legal and regulatory framework for private financing of infrastructure Establish a standard process for delegation of authority on infrastructure development Provide framework for ensuring continuity of government rules and regulations
Capability in managing PPPs	<ul style="list-style-type: none"> Develop pipeline of bankable PPP projects Establish a PPP unit to build capabilities and manage financing of PPPs Develop capacity building initiatives for public sector stakeholders Identify/establish implementation teams within the ministries, departments and agencies (MDAs) and provide PPP support to states Develop templates for PPP procurement and implementation

SOURCE: Finance TWG situational analysis; CBN; BSG June 2013 report; NIIMP development team

6 Implementation of NIIMP requires both short- and medium-term actions

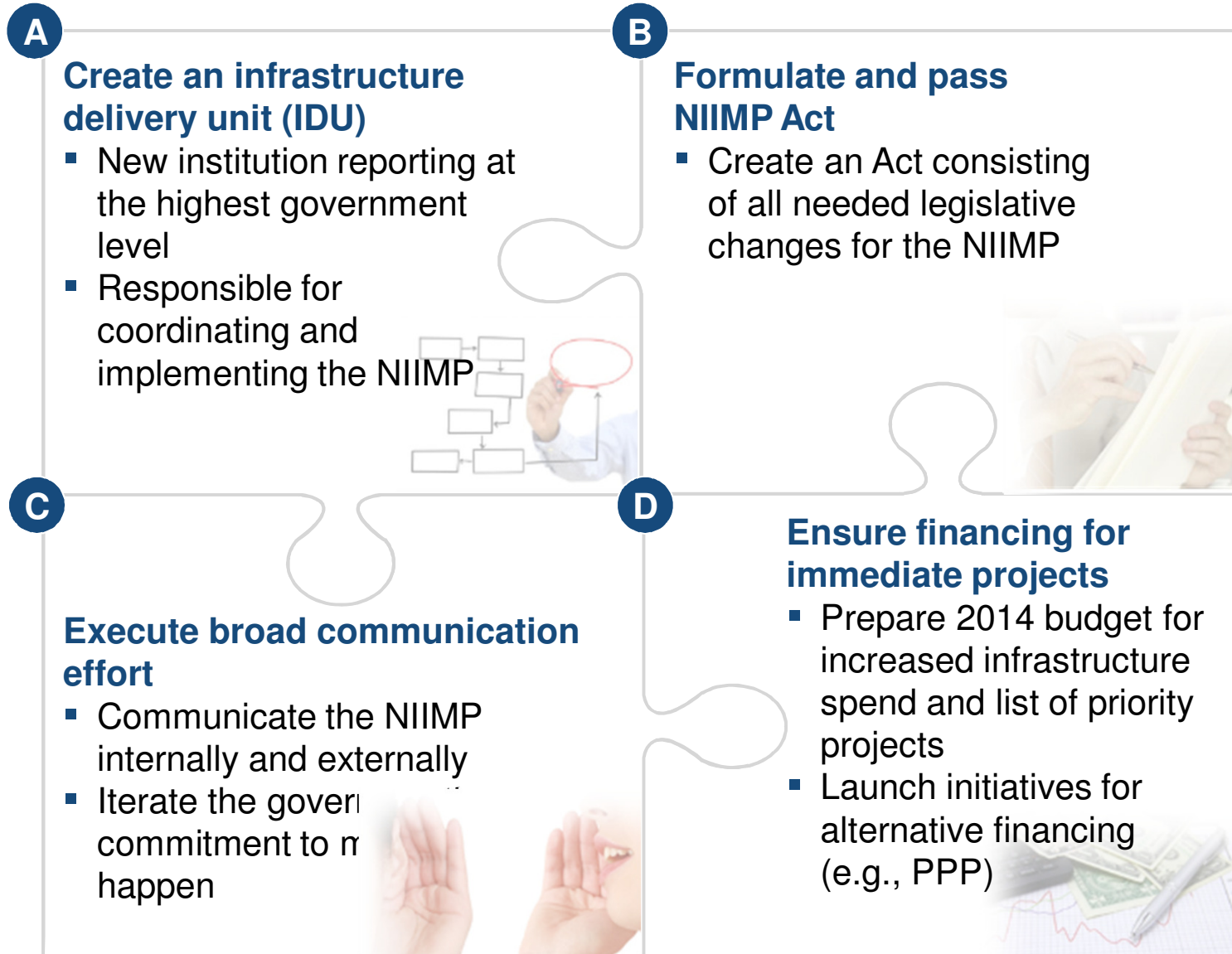
Medium term

Short term

- A** Establish an **Infrastructure Delivery Unit** (IDU)
- B** Formulate and pass **NIIMP Act** that consolidates key changes needed in the legal framework
- C** Define and execute a broad **communication strategy**
- D** Ensure **financing for immediate projects**, incorporating them in the budgeting process for 2014

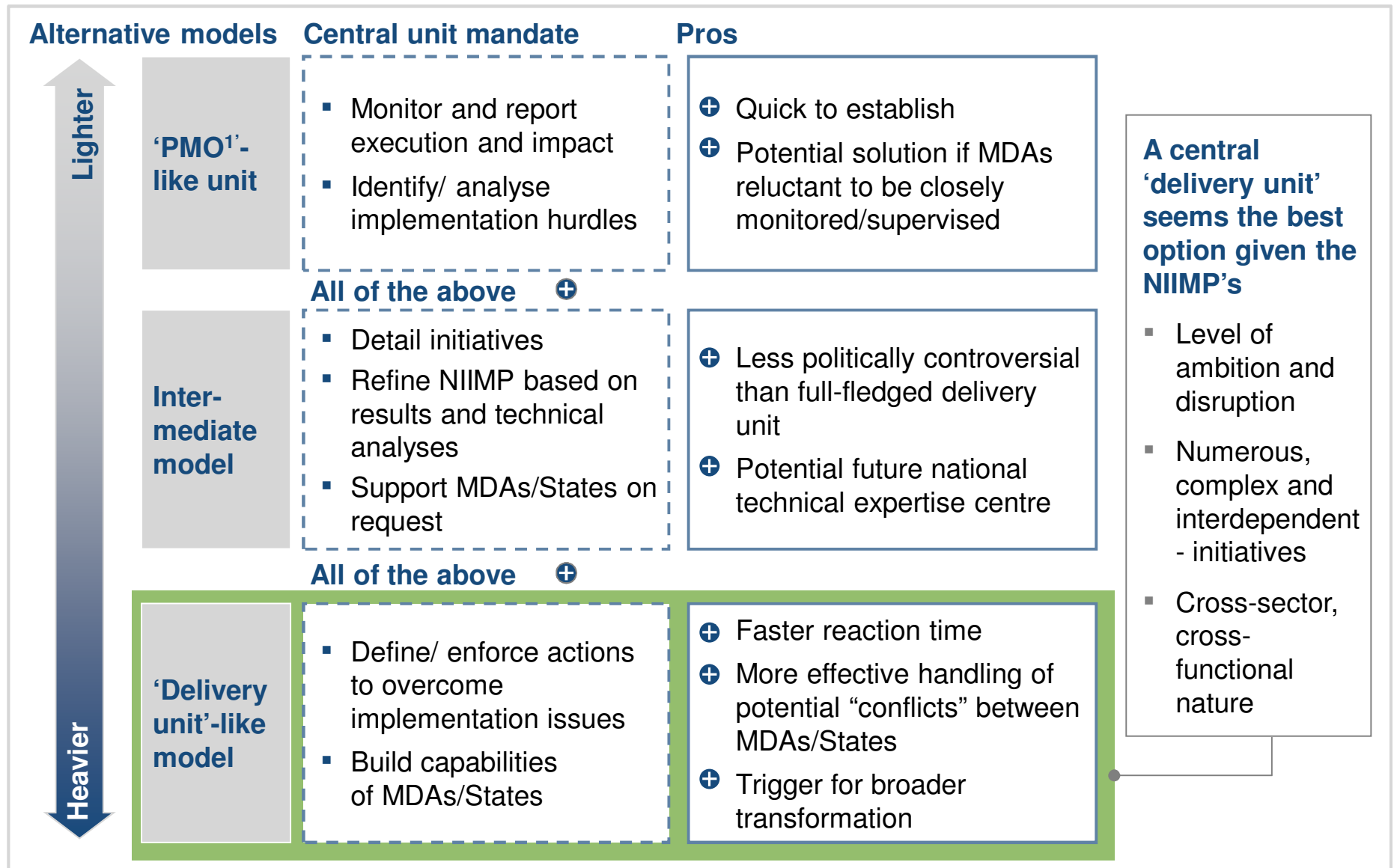
- I Optimise public infrastructure governance model**
 - ☐ Restructure infrastructure project process end-to-end (E2E)
 - ☐ Develop adequate M&E system (including IT support systems)
- II Promote alignment/support of private sector**
 - ☐ Reinforce PPP framework
 - ☐ Create a structured public-private dialogue forum
 - ☐ Improve business/investment environment significantly
- III Bridge capability gap**
 - ☐ Develop large-scale training programmes
 - ☐ Revise education system
- IV Develop engineering infrastructure**
 - ☐ Establish and enforce standards
 - ☐ Acquire and develop technologies
 - ☐ Develop basic materials

6 Four key initiatives should be launched in the next few months to accelerate implementation of the NIIMP



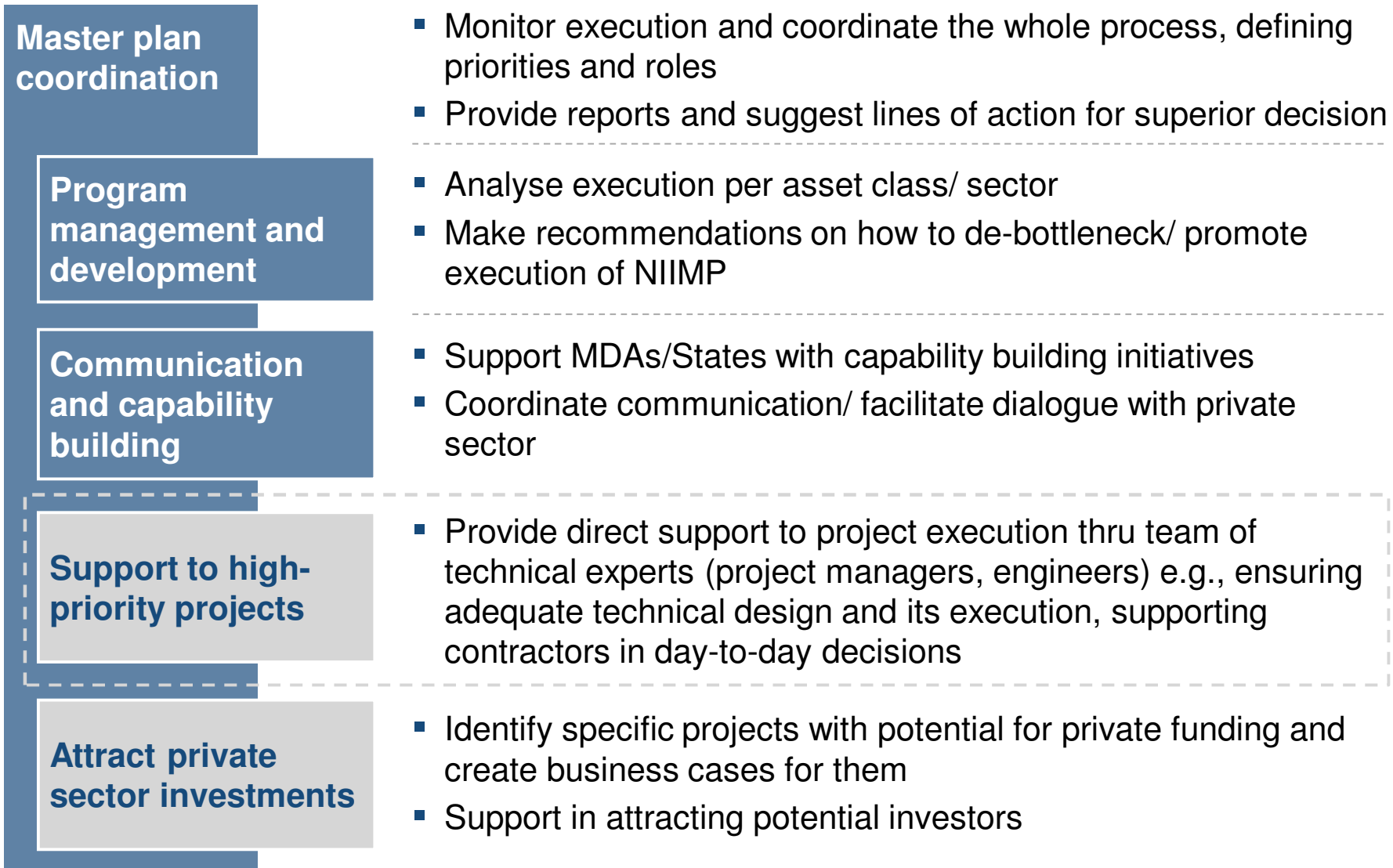
6A Different support models exist – Nigeria should opt for a delivery unit given ambition levels and need to accelerate

■ Preferred model



6A A Delivery Unit will be responsible for a number of key infrastructure development related activities

- “Core” delivery unit functions
- Potential additional functions
- Detailed next



6A Role of the Infrastructure Delivery Unit in supporting high-priority projects

Purpose

- Follow up progress of biggest projects currently being executed
- Identify root causes of project delays and define actions to solve them

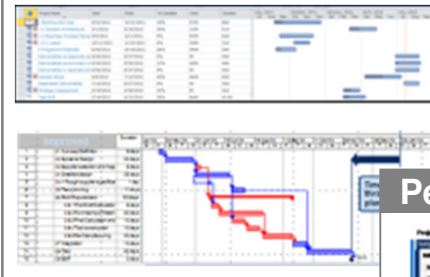
Participants

- Project management team from contracting
- MDA technical team
- Representatives from sponsoring MDA/state Ministry of Finance (funding) auditor general and IDU

Agenda

- Context setting by reviewing overall project schedule and upcoming milestones
- Review dashboard of all project elements to prioritise discussions
- Discuss top 5 risks being monitored, outstanding issues and required
- Review actions required and taken from previous meeting

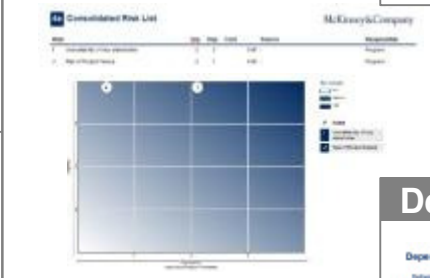
Schedule/milestones



Performance metrics



Risks



Deliverable dependencies



6A Several countries already have setup such infrastructure focused delivery units

Examples



Report and structure

Korea Development Institute, autonomous economic policy think-tank
– Separate departments for Private, Public and PPP Investments

Objectives

- Enhancing fiscal productivity through efficient and transparent infrastructure investment management procured either from public or private financing.
- Conducting project evaluations (e.g., Feasibility Studies) and Value for Money Tests for PPP projects.



Prime Minister –
Specialized departments for the 6-8 key ongoing initiatives (e.g., housing, water/ sanitation), reporting to the unit's CEO

- Broader scope, supporting the PM in setting all economic policy priorities
- Monitoring status of key initiatives and supporting sectors in their implementation



Treasury - Close collaboration with Advisory Council (which defines strategy) and the independent Project Review Group

- Provides greater clarity and coordination over the planning, prioritization and enabling of investment in UK infrastructure
- Support delivery of UK infrastructure; conceives of projects and reaches out to Treasury for funding

6B Infrastructure development in Nigeria is currently hindered by multiple legislative challenges

NON-EXHAUSTIVE

Challenges identified by the legal TWG

Legislation	Sector affected	Challenges
NNPC Act, Petroleum Act	Energy	<ul style="list-style-type: none"> Many and complex laws, making it challenging for investors Little room for states to support investments
Land Use Act	All	<ul style="list-style-type: none"> Act creates several bottlenecks which discourage capital inflow
Nigerian Mining Corporation Act	Mining	<ul style="list-style-type: none"> Prevents private sector involvement Corporation sole responsible for exploration, prospection, mining of minerals
Nigerian Railway Corporation Act, Nigerian Ports Authority Act, National Inland Waterways Act	Transport	<ul style="list-style-type: none"> Prohibits construction/extension of some infrastructure (e.g., rail) without minister permission Limits private sector participation
Federal Highway Act	Transport	<ul style="list-style-type: none"> Reduces private sector involvement Minister of Works responsible for all construction and maintenance
ICRC Act	All	<ul style="list-style-type: none"> Emphasises concession contracts to the exclusion of other PPP options Unclear role of Commission's (facilitator or regulator) No provision for unsolicited bids or legacy projects

Selected examples highlighted. Total of about 20 acts are in need for adjustments

- Passing a NIIMP act to consolidate all required changes should be considered
- Act will be challenging, however may be a faster route than changing individual laws one by one

SOURCE: Legal TWG

6 Medium-term initiatives are aimed at addressing 2 structural concerns and aligning both the public and private sectors with NIIMP

Critical concerns for infrastructure development

How to ensure the right infrastructure projects?



Public sector investments

I

- Optimize **public infrastructure governance** model
 - Restructure infrastructure project process end-to-end
 - Develop adequate M&E system (including IT support systems)

Private sector investments

II

- Promote **alignment/support of private sector**
 - Reinforce PPP framework
 - Create a structured public-private dialogue forum
 - Improve business/investment environment significantly

III

- Bridge **capability gap** by developing large-scale training programs and revising education system

IV

- Develop **engineering infrastructure**: establish and enforce standards, acquire and develop technologies, and develop basic materials

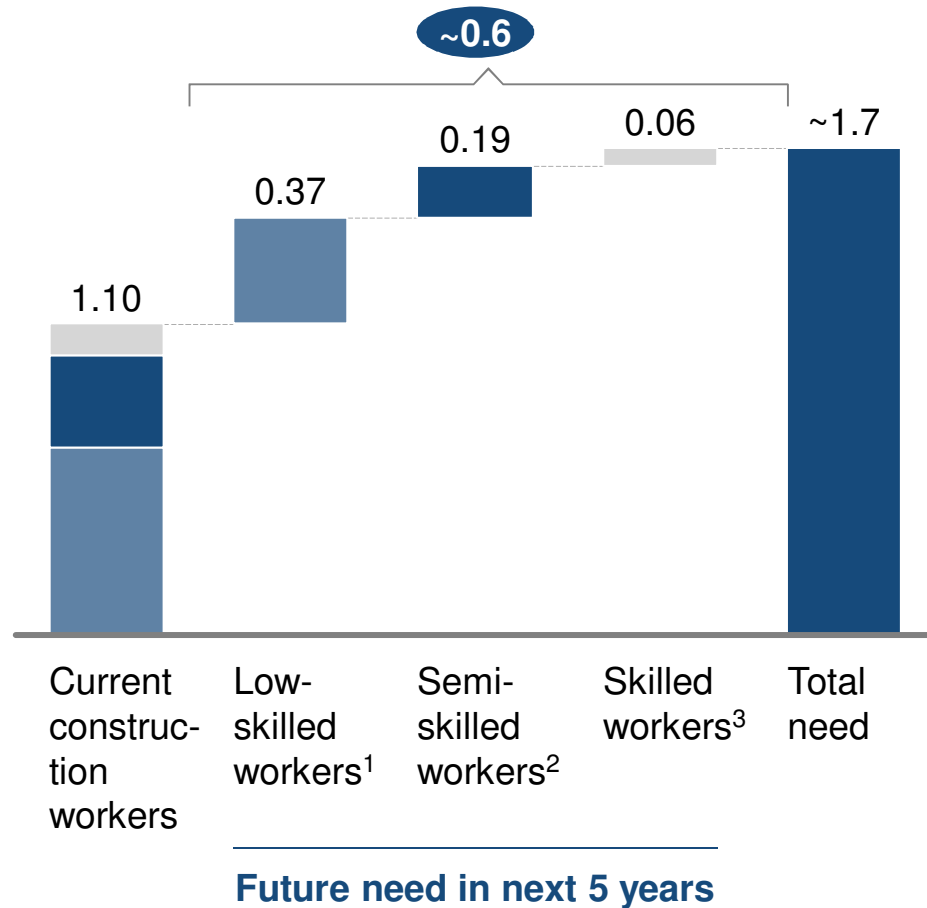
How to promote effective/ efficient project execution?



6III To deliver on NIIMP, Nigeria will need approx. 600 thousand new construction workers and 7.7 million trained people to operate infrastructure

Millions

Nigeria construction workers



People to operate infrastructure

	Current workers	Additional workers needed in 5 years
Energy	0.2	0.1
Transport	2.0	1.0
Social Infrastructure	2.3	0.7
Agriculture	14.8	4.9
Mining	0.1	0.1
Water	1.1	0.1
Housing	0.1	0
Security	1.1	0.6
ICT	0.5	0.3
Total	22.2	7.7

1 Low skilled – site workers; 2 Semi-skilled – masons, welders, carpenters, etc.; 3 Skilled workers include architects, planners and engineers

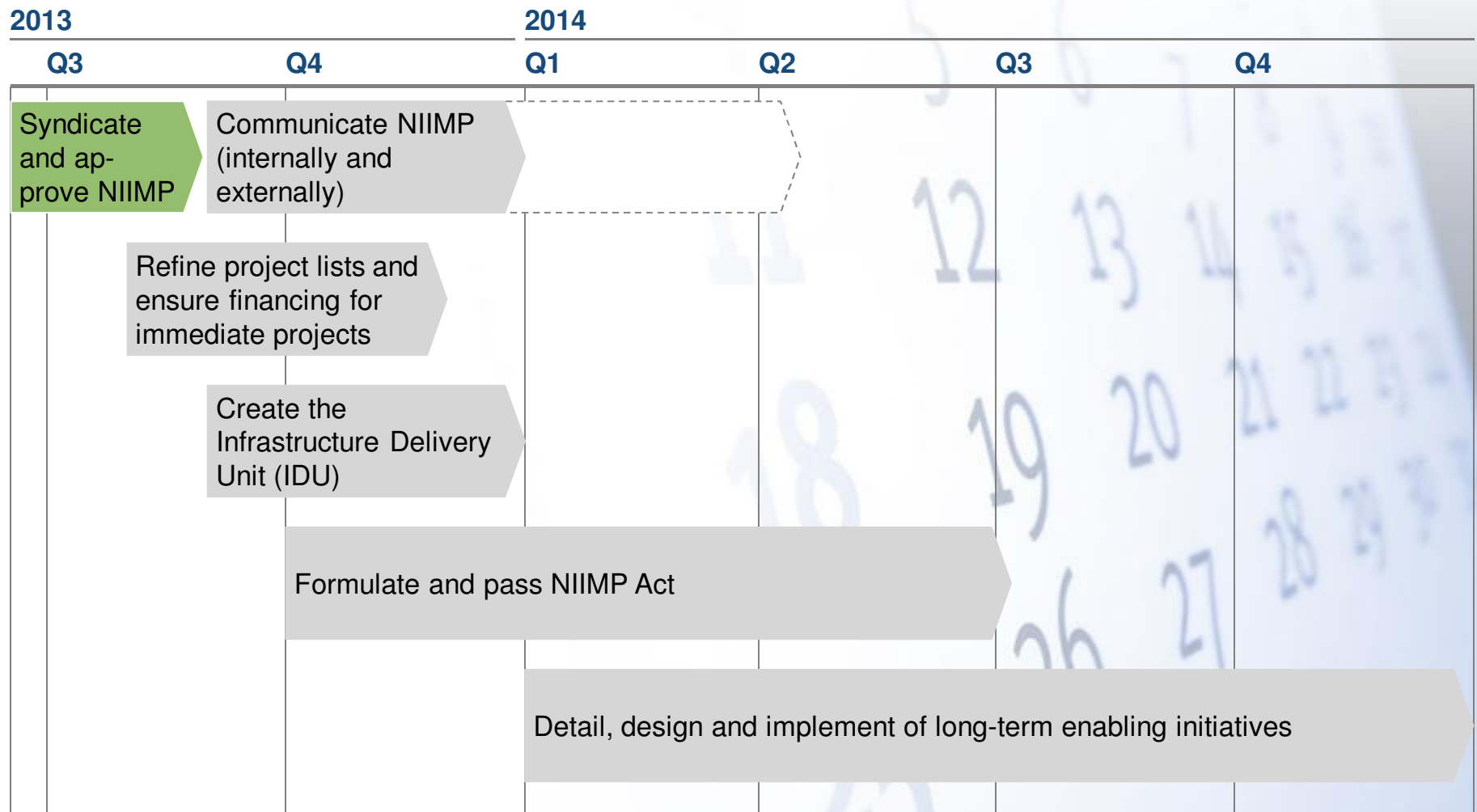
SOURCE: Interviews, NBS

Role of the States

- Development of States' Integrated Infrastructure Plans, taking into account local priorities, and national context
- Prioritization of projects for implementation within the State
- Monitoring and evaluation of implementation at State and Local Government level
- Programme management and development: supporting implementation of Federal projects, leading implementation of State projects, and supporting information exchange and alignment between Local Government, State, and Federal levels
- Communication and private sector collaboration



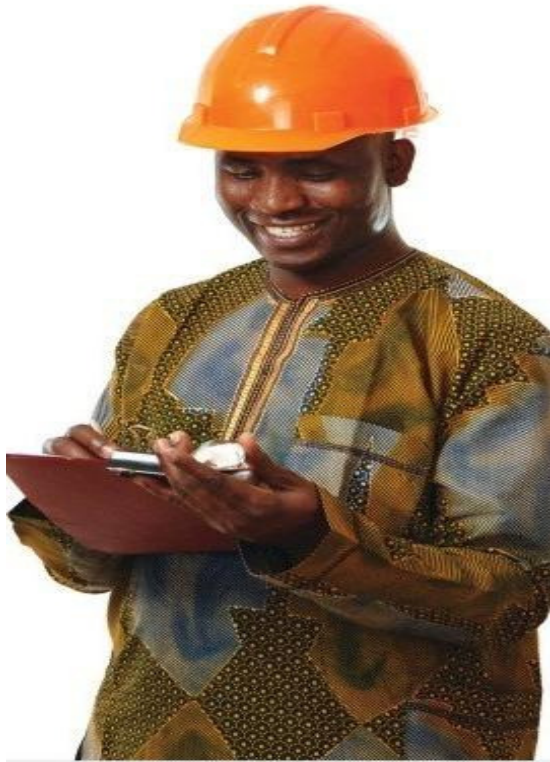
Implementation of NIIMP should commence immediately with finalization of projects for 2014 and creating of IDU



Next steps to commence implementation

- Seek approval from FEC
- Start implementation
- Establish IDU
- Launch all short-term initiatives led by IDU
- Commence development of state integrated infrastructure master plans (coordinated by each State)
- Establish infrastructure delivery teams in each State (coordinated by each State)





24th October 2013

Nigeria's National Integrated Infrastructure Master Plan

APPENDIX

National Economic Council



Appendix

Sector aspirations and goals

Priority project portfolios

List of TWG members

Energy: Sector aspirations



Power

- Increase power generation to 20GW by 2018 and to 350GW by 2043, with focus on gas as the immediate priority, and adding renewable sources after 2023
- Strengthen and increase transmission capacity, with immediate focus on the national backbone
- Increase distribution capacity, with priority placed on making power available for industrial users and reducing distribution losses
- Finalise privatization of power generation and distribution, and extend privatization to include NIPP assets
- Build capabilities, increasing human capacity 20 times by 2023 and 40 times by 2043

Oil & Gas

- Provide gas distribution infrastructure to increase gas utilization
- Increase capacity in oil/ gas production
- Increase refining capacity to fully meet national demand
- Intensify exploration activities
- Increase the percentage of capital expenditure in-country
- Increase bulk storage capacity for oil and gas
- Increase the capacity of the pipeline network
- Increase the use of sustainable fuels
- Establish links to the regional gas network (West African Gas Pipeline, Nigerian phase of the trans-Saharan gas pipeline)

Energy: Sector goals

Subsector	2018	2023	2043
 Power	<ul style="list-style-type: none"> ▪ Increase efficiency of existing power infrastructure – increase load factor, decrease losses in transmission, as well as distribution, billing and collection ▪ Revamp and expand transmission network to match capacity increase in generation ▪ Grow generation capacity by ca. 4.5 GW per annum – ca. 70% gas, 30% hydro and other sources ▪ Increase human capacity through improved quality and quantity of training 	<ul style="list-style-type: none"> ▪ Ramp up and stabilize capacity additions at very high rate of 8-10 GW per annum ▪ Expand the national grid in line with capacity addition and implement smart grid technologies ▪ Develop hydro and other renewable generation capacity to maintain 70:30 fossil fuels to renewable ratio ▪ Develop human capacity 	<ul style="list-style-type: none"> ▪ Reduce transport and consumption losses to global standards ▪ Increase share of renewable energy to 35% ▪ Export electricity to other ECOWAS countries
 Oil & Gas	<ul style="list-style-type: none"> ▪ Revamp existing refineries and build new refining capacity ▪ Ensure adequate gas supply for power generation needs ▪ Reduce theft, vandalism and oil spill ▪ Increase oil & gas production and reserves ▪ Increase local content and human capacity ▪ Grow oil & gas based petrochemical manufacturing capacity 	<ul style="list-style-type: none"> ▪ Increase local refining capacity to fully meet national demand ▪ Increase gas production, handling and transport capacity in line with power sector needs ▪ Increase oil & gas reserves and production ▪ Zero oil/crude theft and minimal oil spill ▪ Promote use of sustainable fuels ▪ Link to regional gas network 	<ul style="list-style-type: none"> ▪ Increase production and refining capacity in line with national demand growth ▪ Reduce Green House Gas emissions to be in line with the Kyoto Protocol ▪ Eliminate operation-related oil spill ▪ Align with global health and safety practices

SOURCE: Energy TWG

Energy: Sector targets (Power)

Name	Unit	Definition	Current	Target		
			2013	2018	2023	2043
▪ Generation Capacity	▪ GW	▪ Total Installed generation Capacity	7	20	56	350
▪ Transmission Route Lines -330 KV	▪ KM	▪ Total length of 330kv Transmission Lines	5552	8000	10000	16600
▪ Transmission Route Lines- 132KV	▪ KM	▪ The total length of 132kv Transmission Lines	7040	12000	15000	22000
▪ Transmission Capacity	▪ MW	▪ The total Transmission transformer Capacity	~5000	40000	75000	470000
▪ Distribution Capacity	▪ MW	▪ The total Distribution transformer capacity	6000	36000	67000	420000
▪ Access to Electricity	▪ %	▪ Proportion of Population that have access to electricity where access means customer premises within 1KM of 11KV Network	40	75	90	100

Energy: Sector targets (Oil & Gas)

Name	Unit	Definition	Current	Target		
			2013	2018	2023	2043
▪ Production Capacity - Oil	▪ kbpd	▪ Facilities required to safely and sustainably produce discovered volumes	2500	2750	3000	4000
▪ Production Capacity - Gas	▪ mcfpd	▪ Facilities required to safely and sustainably produce discovered volumes	8000	11000	15000	30000
▪ Refining Capacity	▪ kbpd	▪ Totality of facilities required to refine crude oil	445	750	1000	4000
▪ Refined Products Storage Capacity	▪ billion litres	▪ Total stock of storage facilities/depots required to hold strategic number of days of national daily consumption	2.6	3.2	3.8	5.2
▪ Pipeline Length (Refined)	▪ km	▪ Length of pipeline installed for transportation of refined products	5120	6000	7000	10000
▪ Pipeline Length -(Crude Oil)	▪ km	▪ Length of pipeline installed for transportation of crude oil	3000	3300	3600	4800
▪ Pipeline Capacity (Crude Oil)	▪ kbpd	▪ Daily volumetric throughput	1.65	1.815	1.98	2.64
▪ Pipeline Capacity (Refined)	▪ mil (l)	▪ Daily volumetric throughput	30	38	47	60

SOURCE: Energy TWG

Transport: Sector aspirations

Overall

- The overall vision of the Transportation sector is "... to achieve an adequate, safe, environmentally friendly, efficient, affordable and sustainable integrated transport system within the framework of a progressive and competitive market economy for Nigeria"

Roads

- Develop, operate and maintain a safe, efficient and effective road network
- Facilitate economic and social development through efficient movement of people and goods
- Enhance connectivity between economic centers of the country
- Improve linkages to other transport modes to enhance intermodal transportation
- Secure funding from the private sector, multi-lateral agencies and concessionary loans for highway development

Rail

- Provide adequate rail infrastructure for even economic development of the country
- Sustain continued rail network rebuilding and expansion so that rail services are commercially viable, both passenger and freight
- Develop capacity to sustain and continuously improve the quality of rail infrastructure
- Create an enabling environment for private sector participation in the provision of road and rail infrastructure

Aviation

- Provide a safe, secure and comfortable air transport sector that is self-sustaining and pivotal to socio-economic growth, in line with international best practice
- Transform the aviation industry into an efficient, profitable, self-sustaining, effective and preferred mode of transportation
- Establish Nigeria as the regional aviation hub in West Africa






Maritime

- Provide safe, efficient and cost effective maritime transport services for the country, ensuring all waterways are fully navigable
- Significantly increase the capacity of and emphasis on inland waterways transportation
- Attain enhanced performance and competitiveness of sea ports
- Improve port productivity and competitiveness
- Implement a port management model that attracts full private sector involvement and promotes market principles
- Establish Nigeria as a regional port hub

Urban transport

- Develop capacity to sustain and continuously improve the quality of transport services, access control and land use policy in major urban areas
- Set the base for urban rail transport: introduce Rail Mass Transit in urban areas of over 1 million people (urban rail and rolling stock)
- Secure funding from the private sector, multi-lateral agencies and concessionary loans to embark on Transit Oriented Development (TOD) (using Abuja Transit-way as a model)
- Develop, operate and maintain Urban Traffic Control systems (UTC)
- Improve the public transport planning and regulatory function

Transport: Sector goals

Subsector	2018	2023	2043
 Roads	<ul style="list-style-type: none"> Up scaled road infrastructure with most highway roads in good state Enhanced connectivity between economic centres of the country/ refurbish and expand cross-national highways 	<ul style="list-style-type: none"> Rehabilitation/dualization of all major economic routes Rehabilitation of Major link Roads 70% of federal and state roads restored 	<ul style="list-style-type: none"> Dualization of all North-South Routes Dualization of all East-West Routes 100% of federal and state roads restored
 Rail	<ul style="list-style-type: none"> Rehabilitated rail network Increased emphasis on rail transportation, both passenger and freight 	<ul style="list-style-type: none"> Continued network rebuilding and expansion so that rail services are commercially viable 	<ul style="list-style-type: none"> High speed rail network between major cities Rail viable transport option in ECOWAS
 Aviation	<ul style="list-style-type: none"> Rehabilitate existing airports Set of four airport terminal buildings newly constructed Improved airport and airline safety / security 	<ul style="list-style-type: none"> International airports upgraded and expanded Air safety improved to ICAO standards and recommended practices 	<ul style="list-style-type: none"> Establish Nigeria as the Regional aviation hub in Nigeria
 Maritime	<ul style="list-style-type: none"> Significantly increased capacity of and emphasis on inland waterways transportation Enhanced performance and competitiveness of sea ports 	<ul style="list-style-type: none"> Improved port productivity with further reductions in turn-around time for vessels Enhanced competition of ports Port management model that attracts full private sector involvement and promotes market principles Improved safety and security at the ports 	<ul style="list-style-type: none"> Regional port hub in Nigeria All waterways fully navigable
 Urban	<ul style="list-style-type: none"> Develop, operate and maintain Urban Traffic Control (UTC) systems Develop capacity to sustain and continuously improve the quality of transport services 	<ul style="list-style-type: none"> Improve synergies between land use planning and transportation planning in all cities Set base for urban rail transport: Introduce Rail Mass Transit in Urban areas of over 1 million people (Urban rail and rolling stock) starting with Lagos, Abuja, Port Harcourt, Kaduna and Kano 	<ul style="list-style-type: none"> Functioning urban transportation in all major cities Urban rail network in all cities with population greater than 1 million people

Transport: Sector targets (Roads)

NOT EXHAUSTIVE

	Short- term (2018)	Mid-term (2023)	Long-term (2043)
Strategic Priorities	<ul style="list-style-type: none"> Up scaled road infrastructure with most regional roads in good condition <ul style="list-style-type: none"> Badagry-Lagos Suleja-Minna Lagos – Ibadan Enhanced connectivity between economic centres of the country/ refurbish and expand cross-national highways <ul style="list-style-type: none"> Ilorin-Jebba-Mokwa-Tegina-Kaduna Abuja-Abaji-Lokoja Shagamu-Ore-Benin Port Harcourt-Aba-Umuahia-Okigwe-Enugu 	<ul style="list-style-type: none"> Rehabilitation/ dualization of all major economic routes Rehabilitation of Major link Roads 70% of federal and state roads restored 	<ul style="list-style-type: none"> Dualization of all North-South Routes Dualization of all East-West Routes 100% of federal and state roads restored
Additional infra-structure stock (cumulative)	<ul style="list-style-type: none"> 8208 km rehabilitated roads 3,020 km increased length of paved roads 5,000 km new roads 	<ul style="list-style-type: none"> 17,808 km rehabilitated roads 11,020 km increased length of paved roads 10,000 km new roads 	<ul style="list-style-type: none"> 120,000 km rehabilitated roads 110,000 km increased length of paved roads 95,000 km new roads

SOURCE: Transportation TWG; Transformation Agenda, NIIMP development team

Transport: Sector targets (Rail)

NOT EXHAUSTIVE

	Short- term (2018)	Mid-term (2023)	Long-term (2043)
Strategic Priorities	<ul style="list-style-type: none"> Rehabilitated rail network <ul style="list-style-type: none"> Port Harcourt – Maiduguri Zaria - Kaura Namoda Kano - Nguru Increased emphasis on rail transportation, both passenger and freight. Build new standard gauge railway lines <ul style="list-style-type: none"> Abuja - Kaduna track Lagos - Ibadan track Ilorin - Minna track Minna - Kano 	<ul style="list-style-type: none"> Continued network rebuilding and expansion so that rail services are commercially viable 	<ul style="list-style-type: none"> High speed rail network between major cities <ul style="list-style-type: none"> Lagos – Abuja Port Harcourt – Lagos Abuja – Kano Port Harcourt – Kano Rail viable transport option in ECOWAS
Additional infra-structure stock (cumulative)	<ul style="list-style-type: none"> 389 km of standard gauge constructed 2750 km of narrow gauge rehabilitated 77 stations 2 Ports with rail 11 airports with rail links system 750 locomotives, wagons, coaches 	<ul style="list-style-type: none"> 389 km of standard gauge constructed 2750 km of narrow gauge rehabilitated 187 stations 6 Ports with rail 17 Airports with rail links system 23,088 Locomotives, wagons, coaches 	<ul style="list-style-type: none"> 6000 km of standard gauge constructed 2750 km of narrow gauge rehabilitated 427 stations 6 Ports with rail 25 Airports with rail links system 49,777 Locomotives, wagons, coaches

SOURCE: Transportation TWG; Transformation Agenda, NIIMP development team

Transport: Sector targets (Aviation)

NOT EXHAUSTIVE

	Short- term (2018)	Mid-term (2023)	Long-term (2043)
Strategic Priorities	<ul style="list-style-type: none"> Rehabilitate existing airports Set of four airport terminal buildings newly constructed Improved airport and airline safety / security 	<ul style="list-style-type: none"> International airports upgraded and expanded Air safety improved to ICAO standards and recommended practices 	<ul style="list-style-type: none"> Establish Nigeria as the Regional aviation hub in West Africa
Infrastructure required to cater to passenger throughput per annum	<ul style="list-style-type: none"> 12 million passengers per annum 	<ul style="list-style-type: none"> 25 million passengers per annum 	<ul style="list-style-type: none"> 110 million passengers per annum

Transport: Sector targets (Maritime)

NOT EXHAUSTIVE

	Short- term (2018)	Mid-term (2023)	Long-term (2043)
Strategic Priorities	<ul style="list-style-type: none"> Significantly increased capacity of and emphasis on inland waterways transportation <ul style="list-style-type: none"> Dredge 1000+ km of inland waterways Build river bank protection Enhanced performance and competitiveness of sea ports <ul style="list-style-type: none"> Build 3 new deep sea ports (Lekki, Olokola, Ibaka) 	<ul style="list-style-type: none"> Improved port productivity with further reductions in turn-around time for vessels Enhanced competition of ports <ul style="list-style-type: none"> Build 3 new deep sea ports (Lekki, Olokola, Ibaka) - continued Port management model that attracts full private sector involvement and promotes market principles 	<ul style="list-style-type: none"> Regional port hub in Nigeria All waterways fully navigable
Infrastructure required	<ul style="list-style-type: none"> 2000 km of navigable waterways 30,000 operational boats, vessels and barges 75% of total ports operating 24-hrs 4 patrol boats deployed 2.2 km of roads rehabilitated and maintained within ports 	<ul style="list-style-type: none"> 4000 km of navigable waterways 90,000 operational boats, vessels and barges 100% of total ports operating 24-hrs 12 patrol boats deployed 14.2 km of roads rehabilitated and maintained within ports 	<ul style="list-style-type: none"> 9000 km of navigable waterways 140,000 operational boats, vessels and barges 100% of total ports operating 24-hrs 22 patrol boats deployed 34.2 km of roads rehabilitated and maintained within ports

SOURCE: Transportation TWG; Transformation Agenda, NIIMP development team

Transport: Sector targets (Urban Transport)

NOT EXHAUSTIVE

	Short- term (2018)	Mid-term (2023)	Long-term (2043)
Strategic Priorities	<ul style="list-style-type: none"> Develop, operate and maintain Urban Traffic Control (UTC) systems Develop capacity to sustain and continuously improve the quality of transport services <ul style="list-style-type: none"> Introduce 6000 high capacity buses in urban areas Modernise terminals, hubs and motor parks as well as the provision of related infrastructure such as lay-byes, bus shelters, pedestrian facilities and cycle tracks 	<ul style="list-style-type: none"> Improve synergies between land use planning and transportation planning in all cities Set base for urban rail transport: Introduce Rail Mass Transit in Urban areas of over 1 million people (Urban rail and rolling stock) starting with Lagos, Abuja, Port Harcourt, Kaduna and Kano 	<ul style="list-style-type: none"> Functioning urban transportation in all major cities Urban rail network in all cities with population greater than 1 million people
Additional infrastructure stock (cumulative)	<ul style="list-style-type: none"> 6000 buses Urban road maintenance in 50 biggest cities 	<ul style="list-style-type: none"> 200 km railway lines in urban areas 500 km dedicated bus lanes New ferry systems in Port Harcourt and Lagos 	<ul style="list-style-type: none"> 2000 km of urban rail networks Additional buses to cater to population in all cities greater than 1 million people

SOURCE: Transportation TWG; Transformation Agenda, NIIMP development team

ICT: Sector aspirations

Knowledge-based economy

- Build the technological capabilities and capacity to support a knowledge-based economy

ICT contribution to GDP

- Increase ICT contribution to the economy by
 - Using ICT as a wealth creation platform through job creation and entrepreneur development
 - Establishing Nigeria as a regional hub for ICT-based services (call centers, BPO/micro-working, analytics)

E-governance

- Enable efficiency, transparency and access across government through e-governance / e-government

ICT: Sector goals

Knowledge-based economy

- Provide universal access to computing devices and connectivity
 - Improve computer literacy and proficiency for all (including via e-learning)
 - Develop a larger cohort of specialised IT professionals
-



ICT contribution to GDP

- Increase local content in software development.
 - Create an enabling environment for ICT-based entrepreneurs
 - Establish Nigeria as a regional hub for ICT-based services (film, call centers, BPO, analytics)
 - Incentivise multinational corporations (MNCs) to establish regional headquarters and operations in Nigeria
-

E-governance

- Create seamless access to data and services from Federal, State and local government for all citizens, businesses and employees
- Automate government processes and systems to improve efficiency (G2G, G2C, G2B)

ICT: Sector targets

Subsector	Proposed KPI	Today	2018	2023	2043
 Knowledge-based economy	<ul style="list-style-type: none"> Devices <ul style="list-style-type: none"> Homes (% of homes with access to computing devices) Schools (no. of computers per pupil) Institutions (no of hospitals, police hqs with access) Connectivity <ul style="list-style-type: none"> Population with access to 3/4G mobile service Population with access to broadband service <ul style="list-style-type: none"> Cities & State Capitals (Metropolitan) Rural Schools and Institutions Population with access to active public access points (<2km away) International connectivity: Submarine landing points National backbone: Number of long distance and regional links (km) Last mile connection <ul style="list-style-type: none"> Microwave (km) Base stations Fiber (km) 	<ul style="list-style-type: none"> 20-25% 1:100 ~ 10% 70% 35% 35% 35% 15% 15% 1 8,232 116,000 25,374 1,000 	<ul style="list-style-type: none"> 50% 1:20 50% 100% 80% 80% 65% 65% 65% 5 15,000 130,000 100,000 2,000 	<ul style="list-style-type: none"> 75% 1:1 75% 100% 100% 100% 95% 95% 100% 5 25,000 150,000 120,000 10,000 	<ul style="list-style-type: none"> 95% 1:1 100% 100% 100% 100% 100% 100% 100% 5 100,000 300,000 200,000 50,000
	<ul style="list-style-type: none"> Ratio of ICT sector gross revenues to GDP Revenue from locally developed software to total software market Free Trade Zones 	<ul style="list-style-type: none"> 6.5% 0.01% 2 	<ul style="list-style-type: none"> 10% 5% 6 	<ul style="list-style-type: none"> 12% 10% 6 	<ul style="list-style-type: none"> 15% 20% 6
 ICT Contribution to GDP	<ul style="list-style-type: none"> Percentage of government institutions that have been computerised Percentage of government service online Percentage of Government MDAs with on-line presence Percentage of Government MDAs with Interactive/transactional services Percentage of MDAs linked to central database Government Data Centres¹ Internet Exchange Points 	<ul style="list-style-type: none"> 23% <5% 31% 6% 25% 1 2 	<ul style="list-style-type: none"> 60% 40% 70% 50% 70% 20 6 	<ul style="list-style-type: none"> 100% 100% 100% 100% 100% 40 12 	<ul style="list-style-type: none"> 100% 100% 100% 100% 100% 160 34

¹ This refers to data centres available across MDAs, not in-house

SOURCE: Transformation Agenda, ICT TWG

Social Infrastructure: Sector aspirations and goals

Health, Women Affairs & Social Development

- Revitalise public healthcare services
- Improve stewardship role and regulators
- Provide sustainable influx of input for production of drugs, vaccines, equipment, etc.
- Focus on making rural and community healthcare services adequate and improving rural and community health
- Promote public health programmes
- Increase PPP participation in the provision of sustainable healthcare services
- Increase use of ICT
- Improve HRH capacity
- Use diagnostic equipment to improve the quality of healthcare services
- Harmonise HRH

Education, Youth & Sports

- Provide equal access to education and sports development at all levels
- Develop appropriate skills – mental, physical and social abilities and competencies – in citizens
- Promote vocational and technical education
- Use education and sports as catalysts for national consciousness and unity
- Provide a globally competitive education system

Tourism & Environment

- Develop an effective pollution and waste management system in 36 States and the FCT, with emphasis on ‘waste to wealth’
- Implement proper environmental control measures to check degradation
- Improve governance infrastructure to facilitate performance evaluation for the reward of excellence and transparency
- Develop world class tourism infrastructure to position Nigeria as a tourism destination
- Establish effective private sector driven tourism infrastructure by 2023
- Ensure citizen participation in governance, information dissemination and coverage

Labour & Productivity

- Promote employment intensive economic growth
- Enhance employment generation by growing an entrepreneurial economy
- Transform the informal economy so as to further boost productive employment
- Develop a national policy on social security and safety nets
- Set productivity standards and a measurement system
- HRH – Human Resources for Health

Social Infrastructure: Sector targets

	Name	Current	Target		
		2013	2018	2023	2043
Labour & productivity	▪ Skill acquisition centres	8	29	72	895
	▪ NELEX centers	3	34	72	895
Education, Youth & Sports	▪ ECCDE classroom blocks	-	20,000	80,000	700,000
	▪ Establishment of universities	40	12	15	80
	▪ Polytechnics	21	10	20	100
	▪ Colleges of education	95	10	15	100
	▪ Libraries for tertiary institution	156	32	50	280
	▪ Technical and vocational (TVET)	-	38	289	1,995
	▪ Number of stadia	-	1	2	15
	▪ Number of mini stadia	-	50	59	665
	▪ Number of grand stands	-	37	72	665
	▪ Athlete hostels	-	37	72	tbd
	▪ Sports Medicine centres	-	37	72	tbd
	▪ Youth development centres	-	56	12	30
	▪ Skill acquisition centres	-	37	13	24
	▪ Zonal offices	-	12	6	19
	▪ Citizenship training centres	-	12	8	17
	▪ Farm settlements	-	12	6	19
Health, Women affairs & Social	▪ No. of PHCs per Local Govt Area	28	1	5	15
	▪ No. of General Hospitals	26	10	10	88
	▪ Average No. of Beds per General	53	97	50	250
	▪ No. of Super-specialist Hospitals	-	3	3	72
	▪ Skill Acquisition Centres	77	28	149	520
	▪ No. of Orphan and Vulnerable	-	124	176	474
	▪ No. of Girl-child Mentoring Centres	-	5	10	22
	▪ No. of Braille Presses and Libraries	6	5	11	48
	▪ No. of Farm Craft Centres	1	5	7	24
Environment, Tourism & ...	▪ No of landfills	-	6	6	13
	▪ No of recycling facility	5	15	16	84
	▪ No. of Shelter belts (1by 20km)	500	250	200	650
	▪ No. of Game Reserves/National Parks	8	tbd	tbd	tbd
	▪ No. of Tourism Information Centres	-	6	30	114
	▪ No. of Cultural Industry Centres	12	24	64	674
	▪ No. of Museums	42	12	16	80
	▪ No. of Hospitality Training Schools	10	5	5	16
	▪ No. of TV broadcast towers	173	10	2	2

1 70m depth, 1600 tonnes/day

SOURCE: Social Infrastructure TWG

Housing: Sector aspirations

- Make serviced land with secure tenure easily available, accessible, transferable and at an affordable price, for housing development
- Provide easy access to long term, affordable and adequate housing finance on a continuous basis
- Ensure sustainable maintenance of all physical assets and housing infrastructure
- Accelerate development of appropriate capacities to achieve sufficiency in the production of basic building materials and components of acceptable quality from local resources, with a view to stimulating effective housing development and economic growth
- Develop low-cost building materials and technologies
- Provide the low-income group, no-income group and the vulnerable segment of the population with access to housing
- Establish a reliable and comprehensive database for generating statistical information for housing development in Nigeria
- Provide incentives and the necessary legal and regulatory environment to attract Public Private Partnerships (PPP) in mass housing development

Housing: Sector goals

2018	2023	2043
<ul style="list-style-type: none">▪ Provide secure, registrable and marketable titles on land▪ Computerize the various land registry systems▪ Energize and reinvigorate the National Housing Fund contributions▪ Recapitalize Federal Mortgage Bank of Nigeria for secondary mortgage market operations and strengthen the Primary Mortgage Institutions (PMIs)▪ Channel sizeable part of Pension Fund and other funds in housing sector	<ul style="list-style-type: none">▪ Develop and execute a system of regularly scheduled maintenance actions to prevent premature failure of building components▪ Ensure effective monitoring and coordination of all maintenance works▪ Adopt functional design standards that will facilitate cost reduction, affordability, acceptability and sustainability which will respond to the cultural and regional peculiarities of potential users	<ul style="list-style-type: none">▪ Completely eliminate the housing deficit by 2043

Vital Registration and Security: Sector Aspirations (Vital Registration)

- Functional registration centres with Direct Data Capturing equipment in all 200,000 localities in the country
- A centralised database containing biometric and demographic characteristics of all residents (internal migration)
- Computerised cross- border surveillance of all Nigerian borders (international migration)

Vital Registration and Security: Sector Aspirations (Security)

General	<ul style="list-style-type: none"> Protect Nigerians from the threat of diseases, hunger, unemployment, crime, social conflict, political repression and environmental degradation
Subsector	Objectives
Police	<ul style="list-style-type: none"> To implement comprehensive, efficient and effective crime prevention and control strategies to address crime and safety within the country To deliver quality service through a disciplined, well trained, motivated and capable workforce To build a viable technology base to support goals and deliverables
Prison	<ul style="list-style-type: none"> To provide safe custody of all persons that are legally interned by courts of appropriate jurisdiction To reform, rehabilitate and re-integrate inmates upon discharge
Fire	<ul style="list-style-type: none"> Reduce incidents of fire by enlightening the public Provide rescue, fire prevention, and firefighting services to the public Develop capacity of fire safety officials through rigorous training
Road Safety	<ul style="list-style-type: none"> Transform the Federal Road Safety Commission into a world class organisation Place Nigerian roads within the league of 20 safest roads in the world Reduce fatality on Nigerian roads Migrate to ICT driven operations (e-enforcement)

Vital Registration and Security: Sector targets (Vital Registration)

Infrastructure stock	Today	2018	2023	2043
▪ Registration Offices	3,120	5,000	7,000	10,000
<hr/>				
▪ Command office complex in 36 states	5	10	20	36
<hr/>				
▪ Divisional offices in all LGAs	10	100	250	774

Vital Registration and Security: Sector targets (Civilian Defence)

	Description	Today	2018	2023	2043
Police	▪ Police stations	1280	1743	2206	4057
Prison	▪ Standard prisons	235	241	245	272
	▪ Barracks	30	50	100	200
	▪ Training schools	6	6	7	8
	▪ Armories	1	3	15	37
Fire	▪ Fire Stations	322	750	1,500	2,500
	▪ Disaster Response Centres	0	2	4	6
	▪ National Data Centre	0	1	1	1
	▪ Number of Fire Service Training School (Basic, Intermediate and Officers)	5	13	26	44
	▪ Percentage of fire stations linked	0%	80%	100%	100%
	▪ Fire hydrants in major cities and towns (% of towns)	≤5%	20%	40%	≥80%

Vital Registration and Security: Sector targets (Road Safety)

	Description	Today	2018	2023	2043
Road Safety	▪ Unit Command	182	282	482	744
	▪ Academy	0	1	3	6
	▪ Driver's license printing farm	1	3	4	6
	▪ Number plate production plant	3	6	9	15
	▪ Drivers license centers	140	240	440	744
	▪ Road Side Accident Clinic	24	124	174	400
	▪ Training School	0	1	12	37
	▪ Accommodation units	5	82	130	234

Vital Registration and Security: Sector targets (Military Defence)

	Description	Today	2018	2023	2043
Air Force	▪ Commands (Barracks)	4	5	6	8
	▪ Naval Air Force Units	14	20	26	36
Navy	▪ Jetty Locations	8	12	20	All
	▪ Slipways Locations	4	10	15	All
	▪ Dockyard/Shipyard Locations	2	3	4	All
	▪ Helipads Locations	2	6	10	All
	▪ Fleet Support Group Workshops	2	3	5	5
	▪ Forward Operating Base Locations	5	10	15	15
	▪ Communications/ICT Infrastructure Locations	6	20	100	All

Vital Registration and Security: Sector targets (Other Agencies)

	Description	Today	2018	2023	2043
DICON	▪ Factories/Workshops	9	11	12	14
	▪ Laboratories & Simulation Centres	2	2	3	4
	▪ Laboratories	1	1	2	2
	▪ Simulation Centres	0	0	0	1
	▪ Plants	0	0	1	1
	▪ Accommodation Units	59	70	80	100
Nig-ComSat	▪ Nigerian Communications Satellite (NigComSat-1R)	1	2	2	2
	▪ Ground Network Infrastructure and Ground Station backup operations for NigComSat-1R	2	3	3	3
	▪ Trucking Station in Europe for Ka-band	1	2	2	2
	▪ Master Station for Argumentation System project on L-band	0	1	1	1
	▪ National Public Security Communications System Network	774 LGAs	Nation wide	Nation wide	Nation wide

SOURCE: Vital Registration & Security TWG

Agriculture, Water, Mining: Sector aspirations

Agriculture

- Secure sustainable food security for all Nigerians
- Promote agricultural commodity value chain to meet the needs of relevant inter-sectorial linkages
- Enhance farmers' income, create jobs, reduce poverty and grow the national economy
- Develop agro-minerals and build soil-fertilizer-network
- Collaborate regionally within Africa for mineral fertilizer development, i.e., phosphates, limestones, phosphorus, potash, etc.

Water

- Sustainable access to sufficient water resources for diverse uses by population in urban and rural areas
- Effective and efficient management of water resources in Nigeria
- Making various water sources affordable for diverse uses
- Research inter-basin water transfer within Africa
- Intensify and update water statistics
- Research and develop rain water harvesting

Mining

- Significantly increase the sector's contribution to the national GDP
- Encourage value addition of minerals
- Ensure mining & mineral extraction are done sustainably, including social, environmental and safety considerations
- Organise artisanal and small scale miners for optimal participation to reduce rural-urban migration
- Ensure robust geological data for investors and national planning
- Rapid development of Mining & Minerals sector for the diversification of the Nigerian economy
- Collaborate regionally within Africa on geological surveying and mineral resources / raw material development
- Collaborate within Africa on infrastructure design and development, especially as it relates to mining

Agriculture, Water, Mining: Sector targets (1/2)

	Description	Today	2018	2023	2033	2043
Water	▪ No. of large scale rain water harvesting schemes	15	27	39	52	64
	▪ No. of small scale rain water harvesting schemes	38	58	88	102	118
	▪ Rain water storage capacity (million m ³)	4.8	6.2	9.0	11.4	14.8
	▪ Size of rain water catchment area (km ²)	252	340	582	635	789
	▪ Total dam storage capacity ¹	37.4	37.85	38.2	39	45
	▪ No. of dams with adequate safety status ¹	155	162	170	185	190
	▪ No. of irrigation schemes ²	106	109	115	121	130
	▪ Total irrigated land (Ha) ²	216,711	208,622	468,898	687,449	906,001
	▪ Number of hydropower schemes ³	19	19	33	47	62
	▪ Generation capacity (MW) ³	3,586	3,586	4,000	6,000	7,580
Agriculture	▪ Production output of staple crops (MT/year)					
	— Rice	825	990	1,485	2,227.5	3,341.25
	— Maize	9	10.8	16.2	24.3	36.45
	— Cassava	41	49.2	73.8	110.7	166.05
	— Sorghum	9.57	11.48	17.23	25.84	38.76
	▪ Crop yield (tonnes per Ha)					
	— Rice (MT/Ha)	3.5	4.2	6.3	9.45	14.18
	— Maize (MT/Ha)	3	3.6	5.4	8.1	12.15
	— Cassava (T/Ha)	15	18	27	40.5	60.75
	— Sorghum (MT/Ha)	1.0	1.2	1.8	2.7	4.05
	▪ No of agro-processing industries					
	— Rice	30	36	54	81	122
	— Maize	tbd	tbd	tbd	tbd	tbd
	— Cassava	100	120	180	270	405
	— Sorghum	8	12	18	27	40.5
	▪ Infrastructure stock					
	— Area equipped for irrigation (Ha)	525,000	630,000	945,000	1,417,500	2,126,250
	— Silo capacity (m ³ /million MT)	1.375	1.65	2.475	3.712	5.70
	— Roads with major agricultural importance (km)	9,500	11,400	17,100	25,650	38,475

¹ Topography and other construction variables may not permit a simple applicable unit costs for dam projects

² Gravity schemes and excluding Fadamas

³ Excluding major hydropower dams viz: Kainji, Jebba & Shiroro managed by the Federal Ministry of Power. Also, the current capacity is not yet connected to the National grid

SOURCE: AWM TWG

Agriculture, Water, Mining: Sector targets (2/2)

	Description	Today	2018	2023	2033	2043
Mining	▪ Mining contribution to GDP (%)	0.34	1.0	1.5	tbd	tbd
	▪ Yearly mount of fees and royalties collected	1.85 billion	3.6 billion	20.0	40.0	100.0
	▪ Yearly amount of mining taxes	20 billion	40.0 billion	60.0 billion	70.0 billion	100.0 billion
	▪ Yearly aggregate market value of minerals produced	31.67 billion	tbd	tbd	tbd	tbd
	▪ No. of operational minerals processing plants	35	70	80	85	90
	▪ No. of operational steel plants	15	30	35	35	40
	▪ Import share of industrial manufacturing products	70	50	25	10	10
	▪ Export volume of processed minerals and steel	2%	8%	18%	22%	40%
	▪ Compliance rate with environmental protection fund (%)	2%	15%	25	40%	65%
	▪ Compliance rate with EIA	3%	20%	45%	70%	80%
	▪ No. of abandoned mine sites reclaimed	2	200	350	1,000	2,500
	▪ No. of communal development agreements assigned	23	774	1,500	3,000	5,000
	▪ No. of mines environmental audit reviews conducted	168	400	700	2,000	5,000
	▪ No. of trained ASM operators	720	2,500	5,000	10,000	1,000
	▪ No. of extension officers engaged to assist ASM operators	150	600	1,200	600	600
	▪ Volume of minerals produced by ASM operators	tbd	tbd	tbd	tbd	tbd
	▪ No. of geological maps produced	2,313	2,600	3,500	4,000	4,500
	▪ No. of exploration campaigns	10	60	100	200	500
	▪ No. of Minerals blocks concessioned	3	30	40	140	450
	▪ No. of minerals titles issued	4,125	8,000	3,000	1,500	2,100
	▪ No. of mines developed	200	800	1,200	1,500	1,800
	▪ Minerals produced (tonnes)	60.54 million	tbd	tbd	tbd	tbd
	▪ Minerals' share of government revenue	tbd	tbd	tbd	tbd	tbd
	▪ No. of private investors	50	100	300	tbd	tbd

SOURCE: AWM TWG

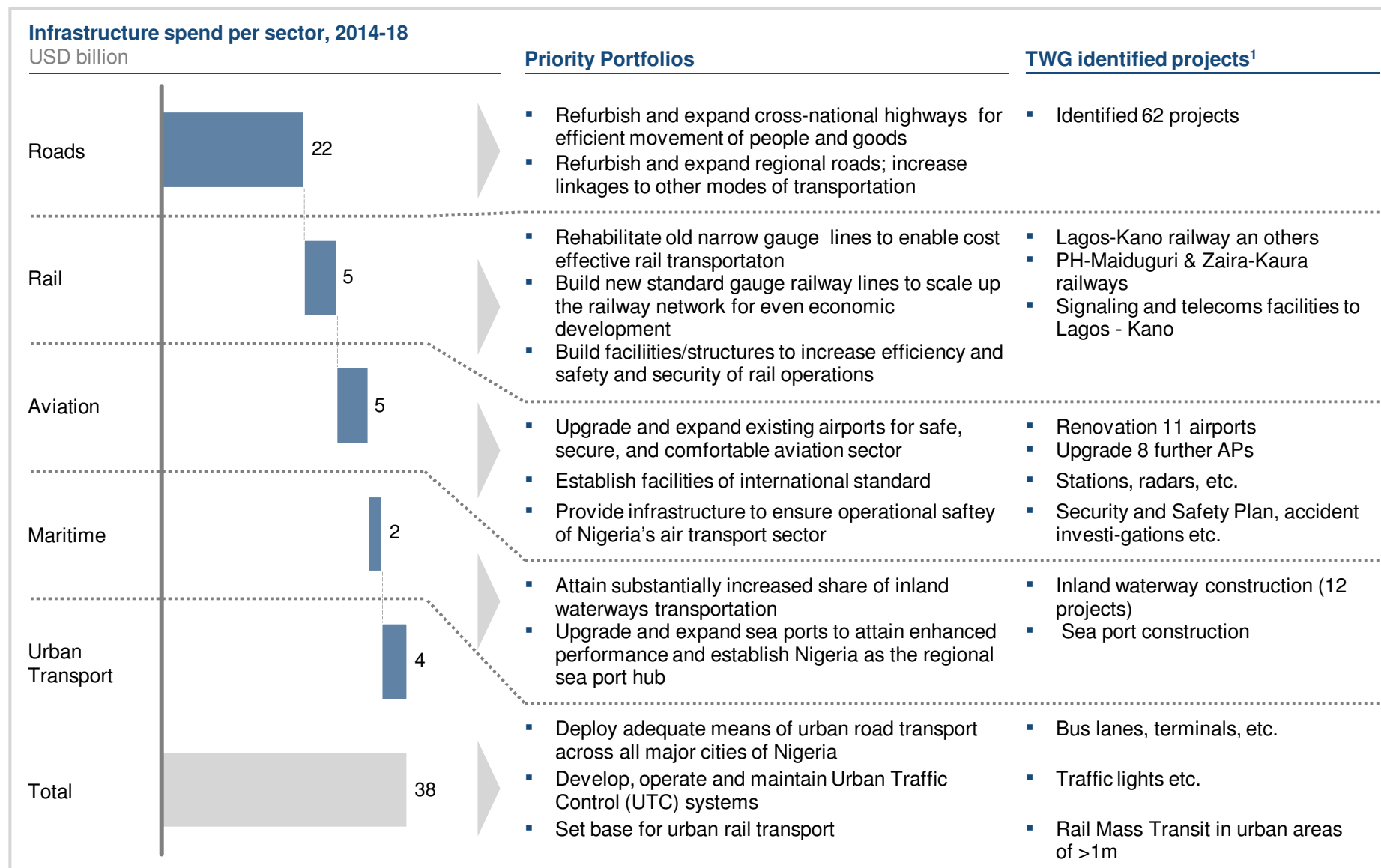
Appendix

Sector aspirations and goals

Priority project portfolios

List of TWG members

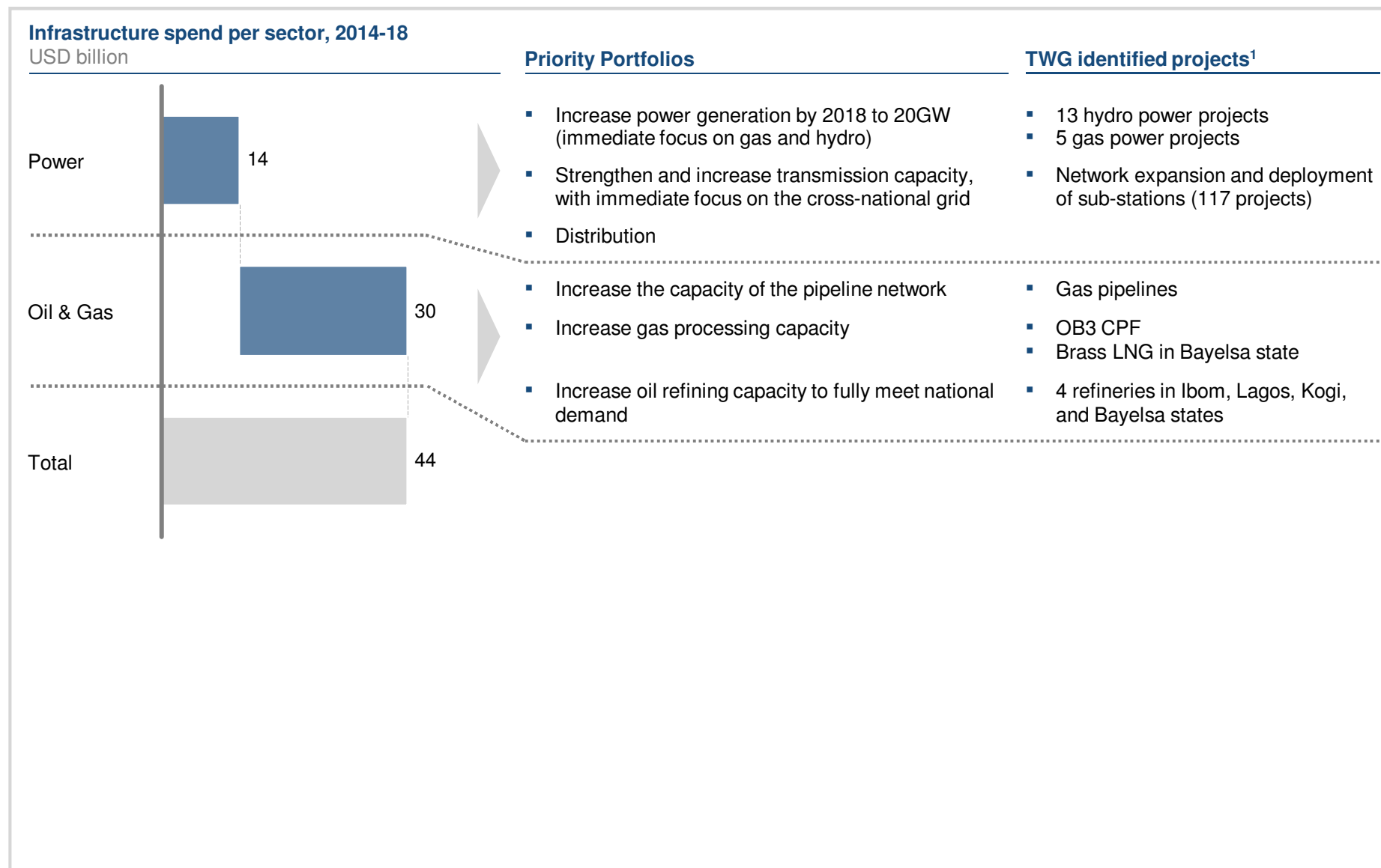
Transport: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: Transport TWG, NIIMP Development Team

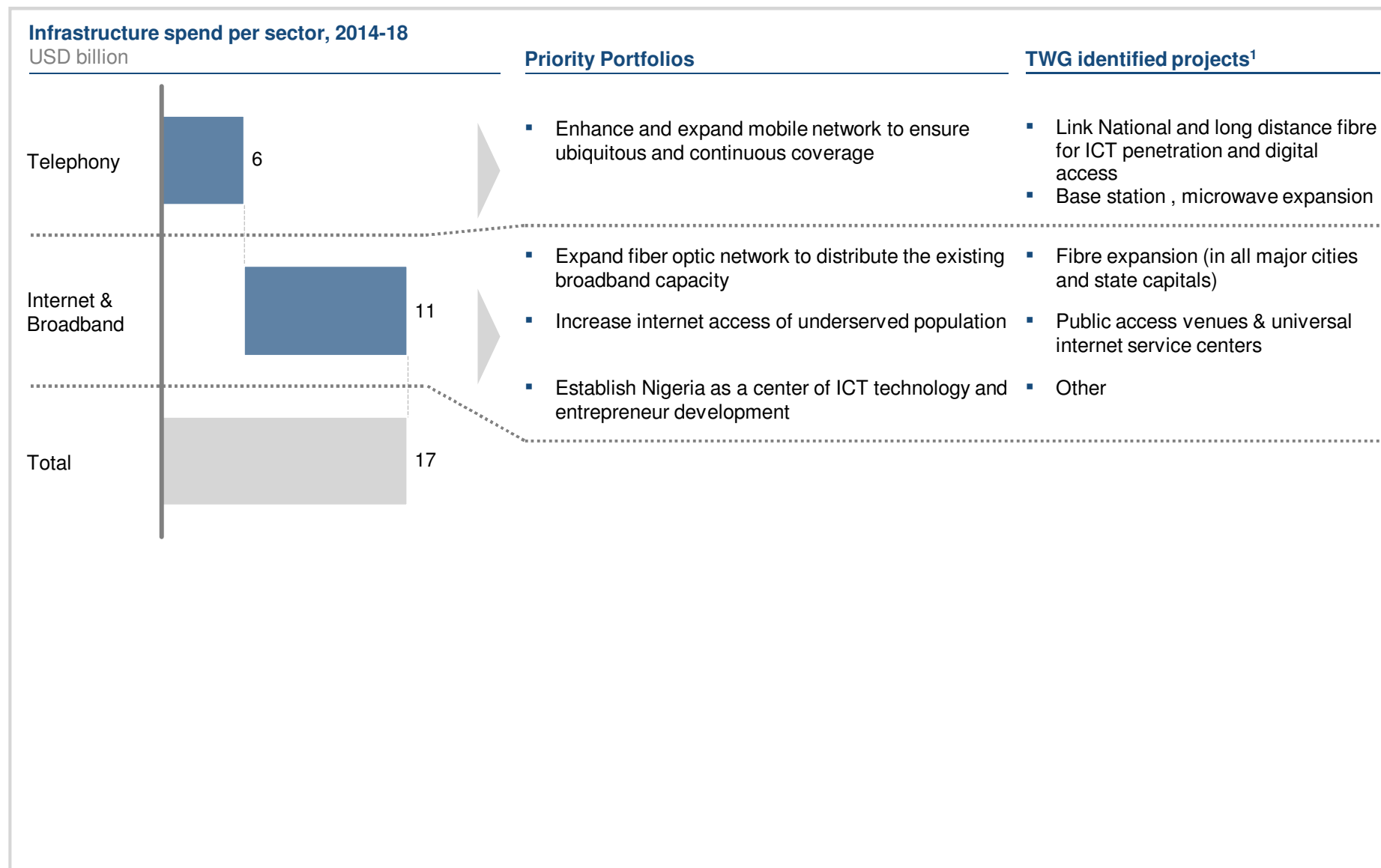
Energy: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: Energy TWG, NIIMP development team

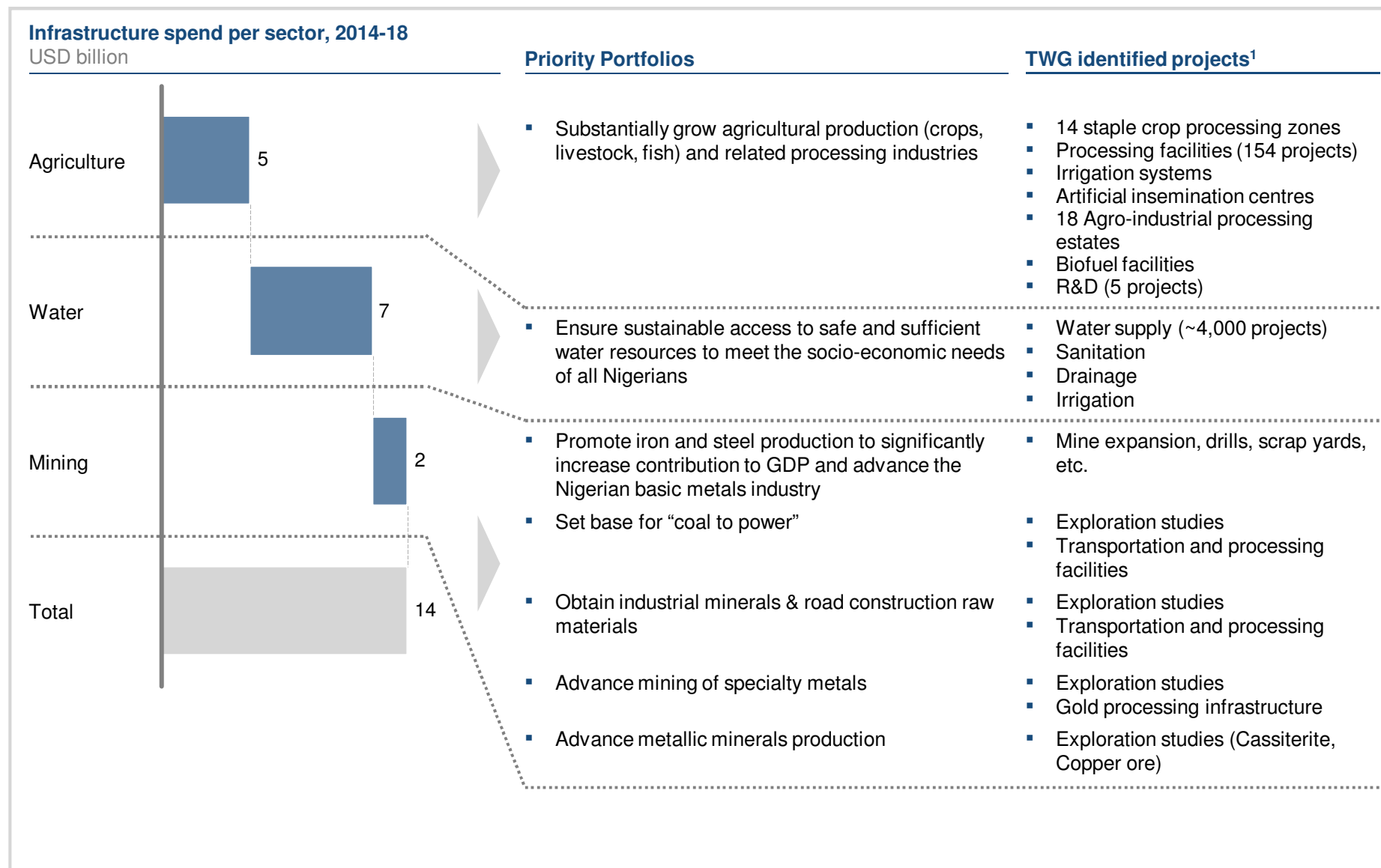
ICT: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: ICT TWG, NIIMP development team

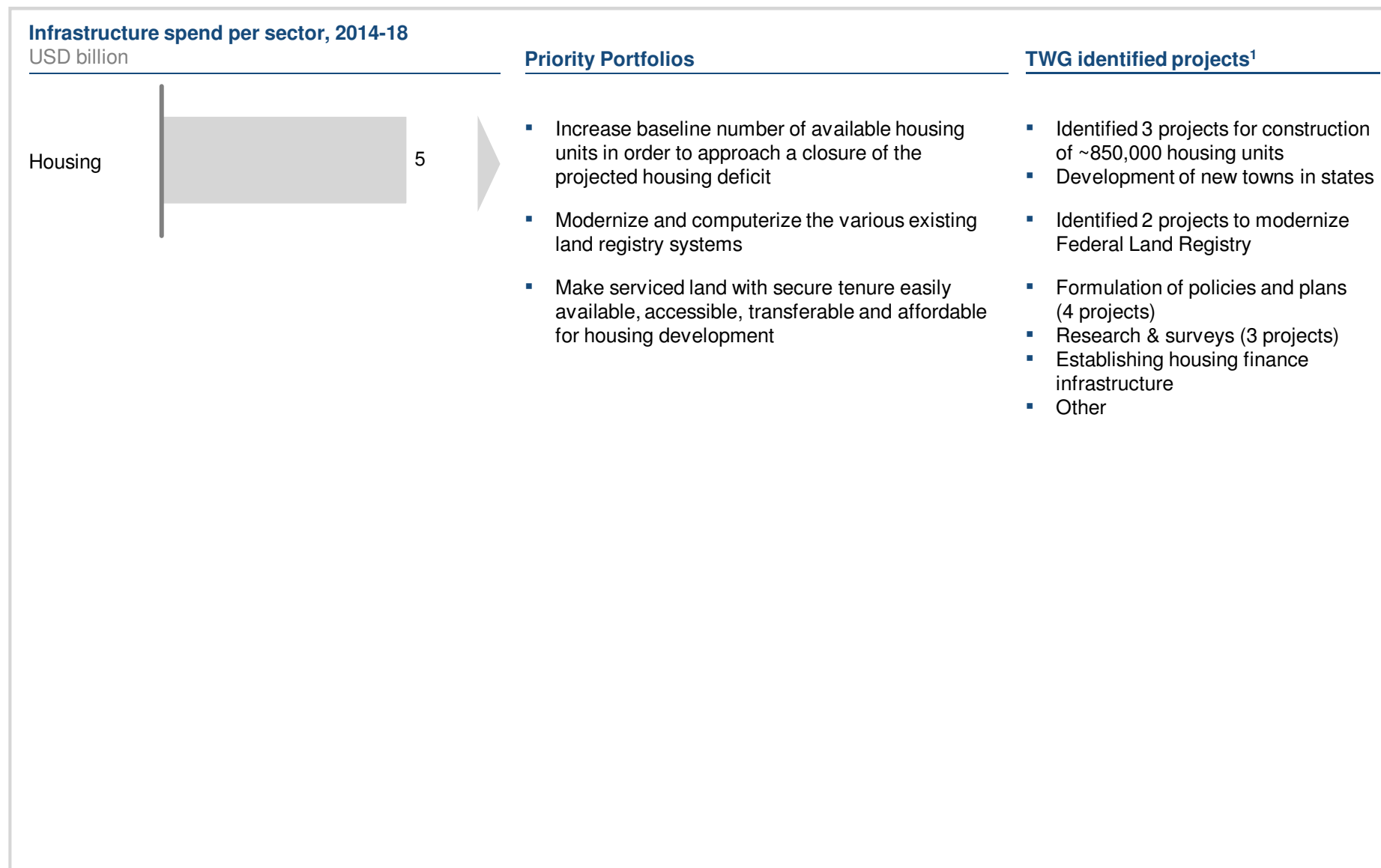
Agriculture, Water & Mining: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: Agriculture, Water & Mining TWG, NIIMP development team

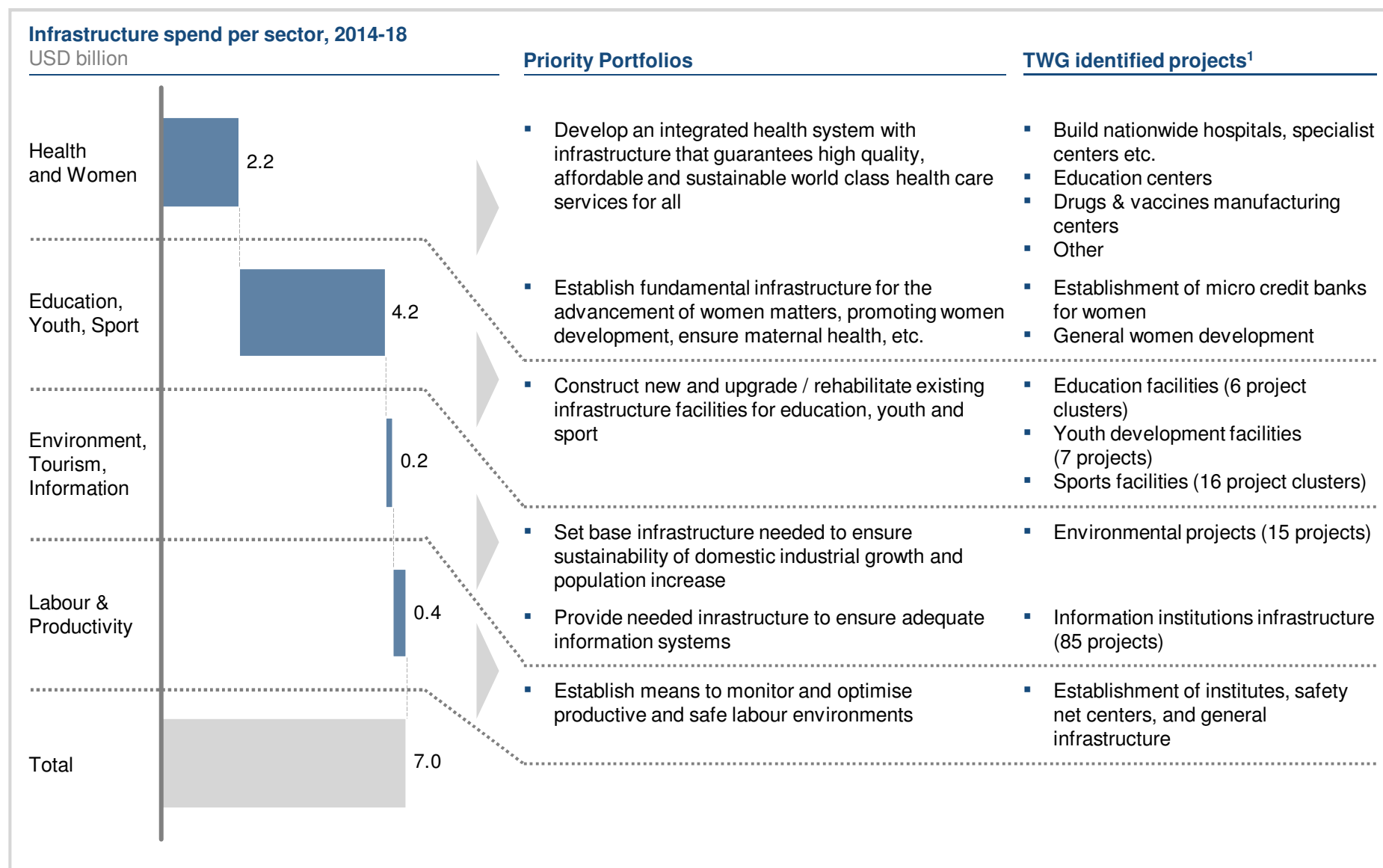
Housing: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: Housing & Regional Development TWG, NIIMP development team

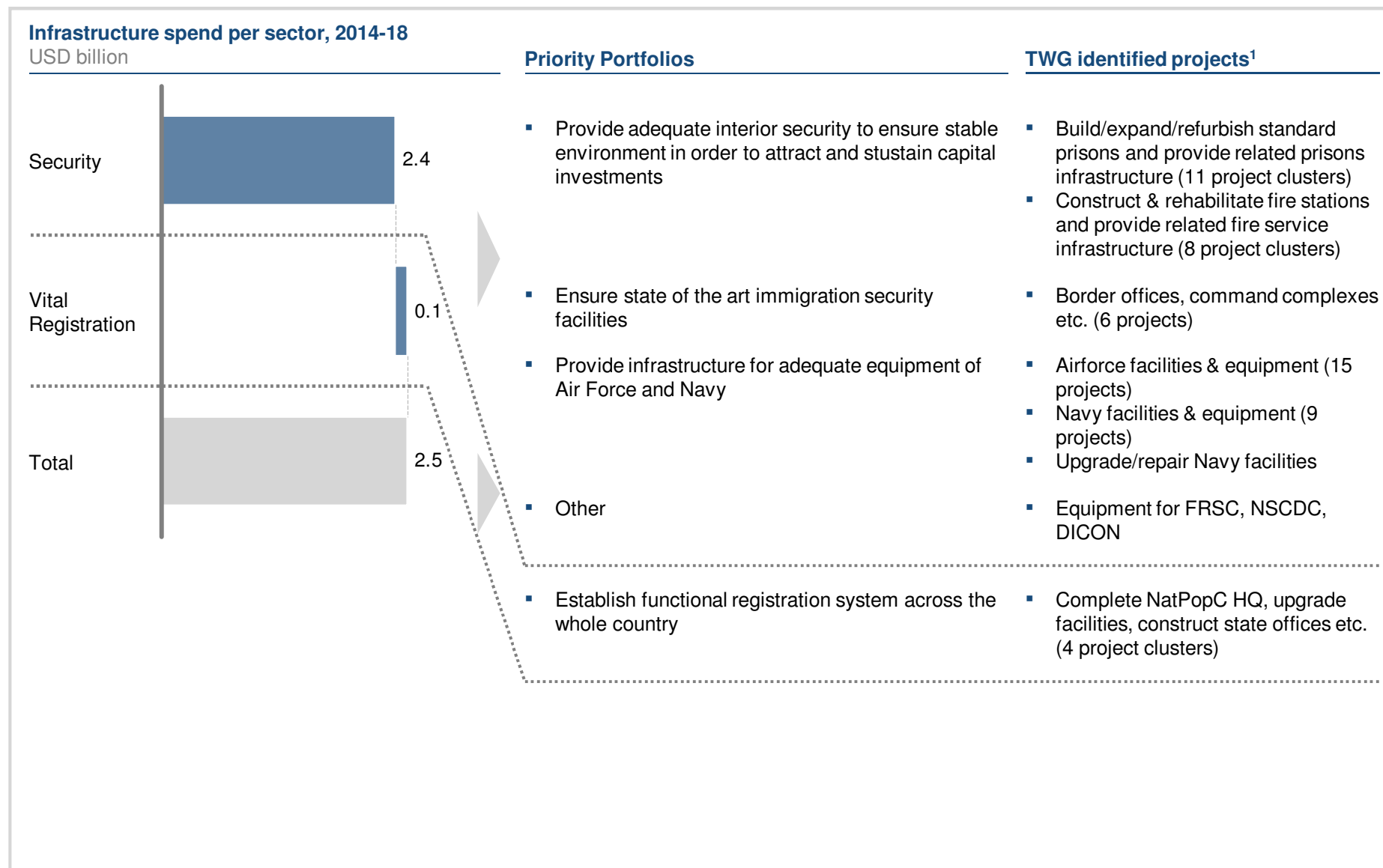
Social Infrastructure: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: Social Infrastructure TWG, NIIMP development team

Vital Registration & Security: Priorities and projects



¹ For some of these projects, only a portion of the investment needed for the project is infrastructure-related

SOURCE: Vital Registration & Security TWG, NIIMP development team

Appendix

Sector aspirations and goals

Priority project portfolios

List of TWG members

Energy TWG

- Mrs. Diezani Alison-Madueke, Hon. Minister of Petroleum Resources (Chairman)
- Dr. Solomon Nyagba, (Co-Chairman)
- Dr. Bello Mohammed Dewu (Coordinator)
- Prof. Adeola Adenikiju
- Engr. Emmanuel Ezekwere
- Mr. Murtala M. Aliyu
- Engr. M. I. Uzoigwe
- Engr. Sola Akinniranye
- Engr. O. C. Akamuonu
- Engr. I. O. Adegun
- Mrs. I. Emelife
- Mr. Danlami Gomwalk
- Mr. Abdullahi Mahmud
- Engr Alayande
- Comrade Kiri Mohammed
- Mr. Adeyemi Folorunsho
- Mr. Samuel O. Golo
- Zainab Ibrahim Kuchi
- James Olotu
- Mr. Alfred Ohiani
- Mr. Dapo Oyewole
- Dr. Abubakar Saddiq Adamu
- Engr. Abraham Akhidelor Ogholoh
- Engr. Ibrahim Sani Usman
- Mr Rumundaka Ifeanyi Wonodi
- Mr. Aminu Usman Kabo
- Mr. Claudius Olugbenga Odusanya
- Sir. Benjamin Orubon Wilcox
- Mr. Frank Edozie
- Mr. Nnamdi Amechi
- Engr. C. W. Wamuo
- Dr. O. N. Ofodile,
- Prof. S. P. Mallam
- Mr. Ibrahim D. Muazu
- Dr.Oyebanjo A. Lajubutu
- Yetunde Adegoke
- Prof. Ifeanyi S. Williams
- Dr. Mrs. Asmawu T. Ibrahim
- Engr. Abdulrahim Adaja
- Mr. S. A Ileuma (Secretary)
- Mr A. A. Garba (Asst. Secretary)

Transportation TWG

- Arc. Mike Onolememen, Hon. Minister of Works (Chairman)
- Engr. Isa Emoabino, (Co-Chairman)
- Mr. M. O. Ajijo (Coordinator)
- Dr.(Engr) Terry Mene
- Ahmad, Ibrahim Suleiman
- Engr. Bala Dan Shehu
- Izunobi Ebere
- Engr M.A. Lawal
- Barr. Enoch Kanawa
- Engr. E. Usifo
- Engr. M.B. Kachalla
- Dr. A. Joel Ojekunle
- Barr. N. A. Lawal
- Dr. Baba Bila
- Mr. Iyanda Tunji
- Mr. Reuben Gilbert Omotowa
- Mrs. Adeola Yesuf
- Mr. Ugochukwu
- Mr. T. A. Zalanga
- Chief. Femi Ajisafe
- Mr. Henry I. Omeogu
- Prof. Innocent Chuka Ogwude
- Gp. Capt. Rufai D. Garba
- Mr. Lawan Muhammed
- Prof. Israel Femi Taiwo
- Mr. Chigboh Christopher
- Mr. Celine E. Otegwu
- Mr. Joseph Preowei Sinebe
- Saheed A. Ibrahim
- Mr. Oyelola Babatunde
- Capt. Patrick N. Kekong
- Alh. Aliyu Abbas Bello
- Mr. Ademola Adeyemi
- Mr. Emeka Nwandu
- Mr. Egbudu M.A.
- Mr. Agele F. Alufohai
- Mrs. Nafisa Yusuf Aliyu
- Oyewunmi Ademuyiwa
- Gp. Capt. Ojikutu
- Adewale M.B.
- Mr. Haliru Alelu
- Moji A. Jimoh
- Mr. Glory Onojedo
- Mrs. Adesola Oluyide (Secretary)
- Ms. Felicia .O. Onwuha (Asst. Secretary)

ICT TWG

- Mrs. Omobola Johnson, Hon. Minister of Communication Technology (Chairman)
- Sir. Demola Aladekomo, President of the Nigeria Computer Society (Co-Chairman)
- Dr. Akin Fapohunda (Coordinator)
- Mr. John Eweama
- Dr. Yemi Kale
- Dr. Engr. A. A. Talabi
- Engr. Giando Menico Massari
- Mr. Maduka J. Emelife
- Mrs. S.S.O. Onabolu
- Mr. Adeyemi Jimmy Offor
- Mr. Leke Ogunro
- Mr. Martin Ahachi
- Engr. Ubale Shehu Maska
- Mr. Tunde Ezichi
- Engr. Ernest Ndukwe
- Mr. Aliyu Abbas Bello
- Mr. Jim Ovia
- Engr. Lawal Lasisi Salami
- Engr. Ahmed T. Rufai
- Dr. L. M. Ojigi
- Mr. Taiwo Isiaka Otiti
- Mr. Olatude Oyewole
- Mr. Salisu Abdullahi
- Prof. Kenneth Sola Adeyemi
- Mr. Aliyu Abbas Bello
- Dr. Engr. Baba Jibrin Adamu
- Mr. Ikechukwu Eze
- Mr. Felix Okonkwo
- Mrs. M. K. Ukponu
- Mr. Onumo Aristotle
- Mr. Jinmi Sonuga
- Dr. Idika Ochama
- Mr. Tayo Kayode
- Mr. Kio Bestman
- Mr. Bernard Adeboye (Secretary)
- Mrs. Blessing Ezeifeke (Asst. Secretary)

Agriculture, Water and Mining TWG

- Arc. Musa M. Sada, Hon. Minister of Mines & Steel Development (Chairman)
- Mr. Lanre Adekanye (Coordinator)
- Prof (Engr) David Adesegun Aderibigbe
- Engr. Sarki Labaran
- Engr. Imo E. Ekpo
- Prof. S. Z. Abubakar
- Mr. M. K. Olayiwola
- Mr. R. O. Ibrahim
- Mrs. Lizzy N. Igbine
- Engr Benson Ajisegiri
- Engr. E. C. Eze
- Engr. O. Offie
- Engr. D. Madaki
- Engr. D. Ahagbuje
- Mr. Musa Alhassan
- Mr. Abdullahi K. Also
- High Chf. Lihwu Eugene Akeh
- Dr. Simon Penda
- Mr. Othman Yahaya Othman
- Dr. Emeka Okengwu
- Prof. Placid Njoku
- Mr. Utsu Linus Adie
- Dr. Mohammed K. Santukari
- Dr. Sani Sufi
- Mr. Munir Muhammed Sagagi
- Mrs. S. M. Etiebet
- Mr. O. Adekanye
- Dr. Anne Nzegwu
- Mr. Philemon Tuhunmang
- Dr. S. A. Halilu
- Mr. Timloh Butven Nkem
- Mr. Collins Agu
- Mr. Joe Afolayan
- Mr. Timloh B. Nkem
- Mr. A. L. Idowu (Secretary)
- Mr. B. Galadima (Asst. Secretary)

Housing and Regional Development TWG

- Ms. Ama Pepple, Hon. Minister of Lands, Housing and Urban Development (Chairman)
- Arc. Femi Majekodunmi (Co-Chairman)
- Mr. C. O. Anene
- Muoka Aethelbirth
- Mr. TPL Chimezie O.
- Victor Cyril Mayomi
- Engr. A. A. Abu
- Mrs C. N. Enekebe
- Mr. Chukwueemeka Daniel Eleh
- Mr. Azubuke Olaitan Unigwe
- Dr. (Engr) Victor O. Oyenuga
- Prof. David Olusanya Ajakaiye
- Prof Kabiru Bala
- Arc. Waheed Niyi Brimmo
- Arc. Tonye Oliver Brade
- Dr Shehu Bustani Ahmadu
- Mr. Weneso Orogun
- Arc. Issa Halidu
- Mr Paul Okunlola
- Bldr. Chucks A. Omeife
- Arc. Roti Delana
- Arc. Lanre Towry- Coker
- Hon. Abosede, Francisco Bolaji
- Mrs. Ngozi Okocha
- Mrs. Ifeoma Agbomah
- Mr. Hassan Musa Usman
- Mr. Sani Nuhu
- Mr. Momoh Tahr Abu
- Engr. C.N. Nwafor
- Mr. Emmanuel Olawale Ogunkola
- Mr. Akpan Felix Udo
- Mr. Gimba Ya'u Kumo
- Mr. Newman Ordia
- Mr. Agabi Dominic Agbor
- Engr. Musa O. Usman
- Mrs. Oluwakemi Bolaji
- Prof. Adefemi Olatunde Olokesusi
- Dr. Samson Ebimaro
- Mrs F. N. Abdulraheem
- Mr. Balogun Mohammed S.A.
- Dr. M. O. Adepoju
- Dr. Ibrahim D. Choji
- Alh. Kassim Musa Bishi
- Mr. Mallo (Secretary)
- Mr. Jamil Abdallah (Asst. Secretary)

Social infrastructure TWG

- Prof. Onyebuichi Chukwu, Hon. Minister of Health (Chairman)
- Prof. Muhammad Munzali Jibril (Co-Chairman)
- Engr. Nony Mbaezue (Coordinator)
- Sonubi Mojisola O.
- Eguaoje FOI
- Saibu Hauwa
- Engr. Olatunji Okedairo
- Ojile Clement
- Mr. A.M. Zacchaeus
- Mr. Ahmadu Ibrahim Maigari
- Dr. Henry Egi Aloh
- Mr. Ibrahim Iro Yusuf
- Prof. Dung Pan Sha
- Prof. C.I. Anibeze
- Mrs. Ansa Ogu
- Dr. Udoh U.A.
- Mr. A.A Aremu
- Mr. E. Evong
- Mrs. Nduka N.
- Mrs. Hadiza Bawa
- Mr. Danjuma Ali
- Mr. Sobogun O.O.
- Mrs. Wang H.S.
- Mrs. Osuh Helen Ifeoma
- Mrs. B.A. Morgridge
- Mr. G.C. Nwalupue
- Mr. Vatyough
- Mr. Yakubu Bello
- Sen. El-Jibril Mas' Ud Doguwa
- Mrs. Sadiqa-Hassan Mukhtar
- Maryam Ado Gwaram
- Alhaji Sanusi Koguna
- Dr. Matthew Ojong Achigbe
- Hajiya Zainab Maina
- Chief. Emeka Wogu
- Mr. A.F. Amuda
- Dr. Mary Orjioke
- Hajiya Hadiza Ibrahim Mailafia
- Mr. Labaran Maku
- Dogo Paschal
- A.E. Ehigie
- Mr. Edem Duke
- Ibrahim Umar
- Mr. Inuwa Abdul-Kadir
- Usman Aminu
- Mallam Bolaji Abdullahi
- Prof. Roland Ndoma-Egba
- Amb. Kabiru Rabi
- Dr. Masur Kabir
- Alhaji Ali Nasidi
- Mr. A.A. Taiwo
- Mr. Jerome Onyemachieneje
- Mohammed Asmai Sarki
- Mr. Abubakar Sanusi Adamu
- Mrs. Rekiya A. Sulaiman
- Mr. S.U. Okeke (Secretary)
- Mrs. R.C. Ozor (Asst. Secretary)

Vital Registration and Security TWG

- Mrs. Erelu Olusola Obada, Hon. Minister of State for Defence (Chairman)
- Mr. Festus Odimegwu, Chairman of the National Population Commission (Co-Chairman)
- Prof. Habu S. Galadima (Coordinator)–
- Dr. Festus A. Uzor
- Gyang C.D.
- Mr. Aminu Ali
- Mr. B.B. Olowodola
- Mr. Freeborn
- Engr. O. Saliu Omueza
- Ms U. O. Oteri
- Mr. Anthony Igbo
- Usman Isa Baba
- T. C. Obasi
- I. Balogun
- O. C. Oladele
- Bagbemi Adeyemi
- Sheereef Balogun
- Aliyu A. Aziz
- Mr. M. O. Salami
- Engr. Michael Ogbonna Agu
- Mr. C. E Ezeilo
- Mr. B. Akpanyung
- Mr. Mathew O. Alarape
- Chief (Barr.) Arthur Akpowowo
- Hon. (Barr.) Iquo Nyong Inyang
- Comrade Abba Moro
- Mrs. Grace Ndubuisi Offor
- Navy Captain Omoniyi Olubolade
- Aduwa M.A.
- Afolabi O.T.
- Mr. Mohammed Hadi Bello
- Mr. Zakari O. Ibrahim
- Mr. Lawrence E. Alobi
- Bello Mahmud
- Mr. Justin Nidiya
- Mr. Osita Egbuche
- Major Gen. Osazuwa
- Dr. Sunady Kolawole Alonge
- Brig. Gen. DKS NNAA
- Air Care ABC Nweze
- Air Commodore T.V. Udoh
- Air Commodore NOA Kolofo
- Lt. Col. Bashir
- Rear Admiral R.O. Osondu, D
- Jude Ukapan
- Mr. Nuhu Ibrahim Zuru
- Mr. M.Y. Abdulraheem
- Alhaji D. Inuwa
- Mr. Azogu Q. G.
- Mr. Agu C. K.
- Mr. Aminu Yargaya
- Benbo B. V.
- Uchola E. I.
- Mr. H. Famakinwa (Secretary)
- Mr. Fidelis Chigbo (Asst. Secretary)

States' infrastructure TWG

- Engr. Abdulkadir Abdullahi Kure (Chairman)
- Mr. Aishana B. Okauru, Governor's Forum (Co-Chairman)
- Hajia Amina Ibrahim (Coordinator)
- Alh. Lot Shittu
- Mrs. M.O. Adebisi
- T.T.O. Lanipekun
- Mr. Nnanyelugo Daniel Onyishi
- Prof. Ndem Ayara
- Dr. Bong Duke
- Mr. Ashiru Dan Azumi Zage
- Mr. Aliyu Bappa
- Mr. Abubakar Aliyu
- Mr. Sanusi Aliyu
- Prof. Andrew Ibisesan Ayodele
- Arc. Festus Adibe Njoku
- Arc. Mansur Kurfi Ahmadu
- Mr. Ibrahim Iro Yusuf
- Alhaji Mohammed Bashir Abubakar Tsanyawa
- Engr. Ali A. Rabiu
- Mr. Olukayode Jegede
- Mr. Eddie Ogbehie
- Alhaji Ado Suleiman Sharfadi
- Dr. Okputu Ochim Julius
- Mr. Samuel I. Egharevba
- Engr. Ochoga Ese
- Engr. Zakari Osagye Ayitogo
- Engr. (Sir) Christopher Okey Okoye
- Engr. Ali Kashim Abdul
- Mr. Kasimu Ibrahim
- Mr. Evans Thompson Amaso
- Mr. Omotor Douglasson Godwin
- Mr. Dimis Inusa Mai-Lafia
- Mr Henry Aladu Warmann
- Mr. Benson Young
- Mr. S. Habu
- Dr. O.A. Agboola
- Mr. Adewunmi Akinpelu
- Mr. Ahmad Sadiq
- Mr. S. Nwozuzu (Secretary)
- Mr. B. Tijani (Asst. Secretary)

Financing TWG

- Dr. Ngozi Okonjo-Iweala, Hon. Minister of Finance/Coordinating Min. for the Economy (Chairman)
- Mallam Sanusi Lamido Sanusi, Governor of CBN (Co-Chairman)
- Mr. Akinolu Akeredolu-Ale (Coordinator)
- Uchola E.I.
- Bona V. Benebo
- Mrs F.N. Okorafor
- Mr. Shehu Abdulkareem Gezawa
- Mr. Abdulkadir Sulaiman Sankara
- Mr. Simon Nyaga
- Mrs. C.N. Ikpechukwu
- Mr. Ojo Abel Olatunde
- Mrs. Tessy Tybangs
- Mr. Tunde Lawal
- Mr. Aliyu Edogi Aliyu
- Mr. Patrik O. Okigbo
- Mr. Emmanuel Attah Ocholi
- Mr. Shehu Wada Sagagi
- Mr. Evans Thompson Amaso
- Dr. Ahmed O. Salawudeen
- Mr. Rufai Mohammed
- Reginald A. Ihebuzor
- Mr. Peter Monye
- Mr. Kristian Ikam Ukah
- Mr. Adha Samson Danjuma
- Mr. Aliyu Dikko
- Mr. M.U. Airihuodion
- Dr. Umar Bindir
- Mr. Ahmed Shuaibu
- Mr. Murtala Ayo Oladapo
- Mr. S. Eloho
- Mr. Obasa Kayode
- Mr. I.O. Maduka
- Mr. Mobolaji Hakeem
- Mr. Miji Amidu
- Mr. Dalami Gomwalk
- Hon. Mao Oluabunwa
- Philip I. Obasi
- Prof. O. Ibidapo-Obe
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- Mr. Philip J. Gonya (Asst. Secretary)

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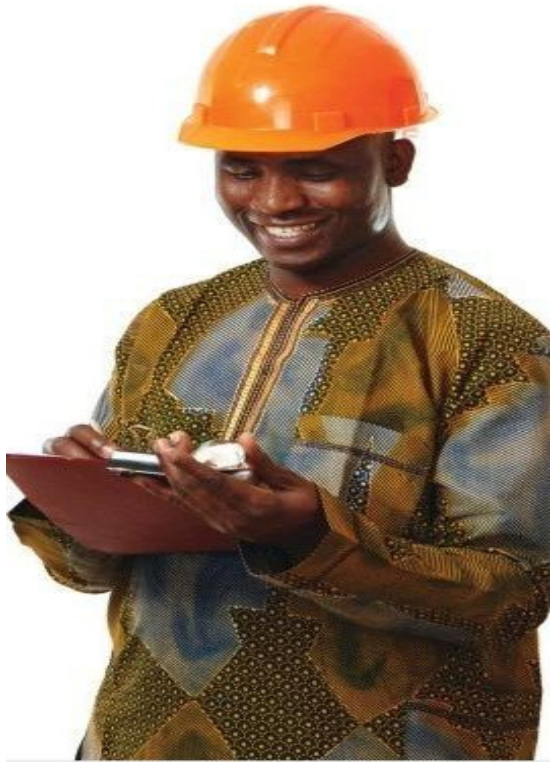
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- Daouda Toure, Country Representative UNDP
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- Mrs. Diezani Alison-Madueke, Hon. Minister of Petroleum Resources
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- Sir. Ademola Aladekomo, President of the Nigeria Computer Society
- Ms. Ama Pepple, Hon. Minister of Lands, Housing and Urban Development
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- Mrs. Rossy Iorkyar (Asst. Secretary)



24th October 2013

Nigeria's National Integrated Infrastructure Master Plan

Presentation of the Draft Final NIIMP

National Economic Council

