

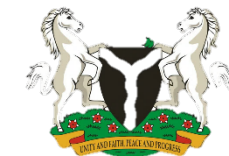


# Nigeria's Medium Term National Development Plan (MTNDP) - 2021-2025

**OVERVIEW OF THE 2021-2025 MTNDP DRAFT**

**18 MARCH 2021**

# Outline



01

Introduction

02

Strategic framework

03

Macroeconomic framework

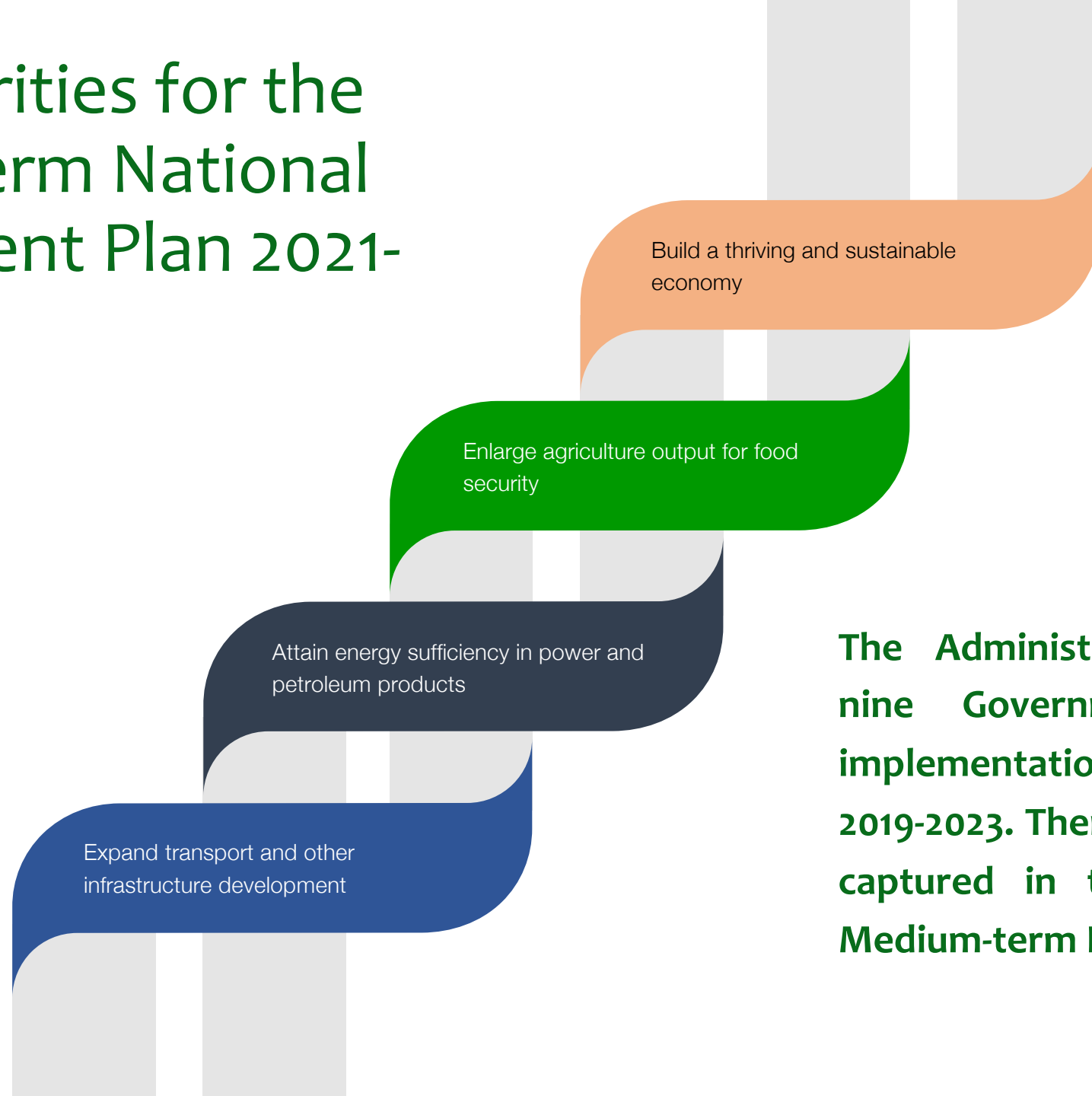
04

Overview of Sector Strategy

05

Summary of Pending Data Points from MDAs

# Policy Priorities for the Medium-Term National Development Plan 2021- 2025



**The Administration has identified nine Government Priorities for implementation during the period 2019-2023. Therefore, they have been captured in the priorities of the Medium-term Plan.**

# Policy Priorities for the Medium-Term National Development Plan 2021- 2025

Improve security for all

Build systems to fight corruption,  
improve governance and create  
national cohesion

Enhance social inclusion and reduce  
poverty

Improve access to quality education,  
affordable healthcare and productivity

Expand business growth,  
Entrepreneurship and industrialisation





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# *Strategic Framework*

# Objectives of the MTNDP 2021-2025



## *Vision*

Nigeria has catalyzed the potential of the public, private, and social sectors to boost industrialization, and sustainably improve inclusive, holistic development and competitiveness

## *Impact*

Nigeria improves economic competitiveness with a GDP growth of 3.8%, that drives job creation, generates inclusive national growth, and lifts at least 25 million Nigerians out of poverty

## *Strategic objectives*

Establish a strong foundation for a diversified economy, with robust MSME growth, and a more-resilient business environment

Invest in critical physical, financial, digital and innovation infrastructure

Build a solid framework and enhance capacities to strengthen security and ensure good governance

Enable a vibrant, educated and healthy populace

## *Cross-cutting Enablers*

Invest in the social infrastructure and services required to alleviate poverty, drive inclusive economic empowerment and reduce poverty

Promote development opportunities across States to minimize regional, economic and social disparities



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# *Macro-economic Framework*

# Growth diagnosis



## The following binding constraints were taken into account in developing the MTNDP and specific policy measures identified in addressing them

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- Challenging macroeconomic environment underpinned by high dependence of the economy on oil for government's revenue and exports with implications for foreign exchange regime and foreign exchange availability
- Low productivity and efficiency of the economy, resulting in low private returns, and limited capacity of the private sector to appropriate returns
- Limited availability of credit for private investment, particularly for MSMEs combined with inadequate financial instruments to help diversify risk
- Weak Infrastructure and rent-seeking activities increase the costs of operation for the private sector.
- Weak collective know-how in producing complex goods, hampering the economy's competitiveness in the global market. This is evidenced by the country's experience with deindustrialization. Indeed, it lost out to the competition in the production and export of agricultural products, chemicals, machinery and vehicles, and other manufactured products.

*Reform and investments that will help improve investment returns, particularly macro-structural measures and projects to enhance access to and cost of physical infrastructure seem the most urgent areas for action.*



# Broad macroeconomic goals during the implementation of MTNDP



- Continue to contain the economic and health impact of the pandemic through fiscal and monetary policies in a transparent and efficient manner.
- Sustain the economic recovery and put the economy on a path of increasing per capita income to avert the past trend of higher population compared to the real GDP growth.
- Macroeconomic stability, anchored on coordinated fiscal and monetary policies, to achieve a declining path of inflation, a foreign exchange regime that allows for managed flexibility and consistency with macro-structural fundamentals.
- Broad-based economic growth of about 3.8 percent on average; with non-oil GDP growth of 4 percent and oil GDP growth of 2.1 percent.
- A more competitive non-oil sector; and a more robust and resilient economy that is less dependent on the oil sector.
- Increased employment generation- projected increase of about [25] million, with [10] million from direct growth impact.; and [15] million from skill-acquisition other interventions.
- The projected real GDP growth during 2021-25 would be sufficient to ensure that about [10] million people do not fall into poverty.
- Additional number of people [25] million will be taken out of poverty, ensuring that poverty rate reach [31] percent by 2025 compared to 40 percent in 2020.

# Key indicators for the real sector



REAL SECTOR	PROJECTIONS				
	2021	2022	2023	2024	2025
GDP (current market prices) (N'B)	171,156.6	192,722.6	215,967.7	241,969.6	271,651.3
GDP (current basic prices) (N'B)	169,268.1	190,579.2	213,561.0	239,264.9	268,606.6
GDP (constant basic prices) (N'B) - Real	71,362.3	73,634.4	76,354.1	79,885.8	84,383.2
Consumer price index	417.8	482.1	554.1	629.9	704.1
Inflation rate (%)	17.4	15.4	14.9	13.7	11.8
	19.3	18.6	18.6	18.3	17.4
<b>GROWTH IN CONSTANT (REAL) VALUES</b>					
Real GDP Growth (%)	1.9	3.2	3.7	4.6	5.6
Oil GDP (constant basic prices) (N'B)	(1.37)	2.20	3.08	3.41	3.07
Non-Oil GDP (constant basic prices) (N'B)	2.22	3.27	3.75	4.73	5.85
Agric GDP (constant basic prices) (N'B)	2.12	2.46	3.07	4.10	3.87
Industrial GDP (constant basic prices) (N'B)	13.90	5.94	6.83	6.74	7.41
Services GDP (constant basic prices) (N'B)	(3.05)	2.25	2.47	3.81	5.62
Private Consumption Expenditure (N'B)	1.94	2.12	4.09	4.26	5.06
Gross fixed capital formation (N'B) - constant prices	(0.23)	6.26	6.60	7.04	8.26
Private Investment (N'B) - constant prices	(0.44)	3.86	6.28	7.01	7.24
Public Investment (N'B) - constant prices	31.43	9.17	10.24	10.65	11.79
<b>SHARE OF GDP (%)</b>					
Oil GDP (current basic prices) (N'B)	7.95	7.88	7.84	7.75	7.56
Non-Oil GDP (current basic prices) (N'B)	92.05	92.12	92.16	92.25	92.44
Agric GDP (current basic prices) (N'B)	24.63	24.43	24.29	24.17	23.76
Industrial GDP (current basic prices) (N'B)	28.00	28.62	29.32	29.80	30.21
Services GDP (current basic prices) (N'B)	47.37	46.94	46.39	46.03	46.03
Private Consumption Expenditure (N'B)	66.01	62.77	61.46	60.92	61.01
Gross fixed capital formation (N'B)	27.07	28.62	29.03	29.50	29.61
Public Investment (N'B)	2.52	3.00	2.82	2.73	2.68
Private Investment (N'B)	25.46	26.60	27.26	27.88	28.08
Domestic Saving (N'B)	25.21	27.77	29.08	29.89	30.10
Private Saving (N'B)	28.58	31.41	32.27	32.49	31.95

# Key indicators for the fiscal sector



FISCAL SECTOR	PROJECTIONS				
	2021	2022	2023	2024	2025
Government Oil Revenue (N'B)	4,316.0	5,316.3	6,617.8	7,487.6	7,847.4
Federal Independent Revenue (N'B)	738.4	1,354.9	1,813.4	2,204.1	3,206.4
Total Federal Revenue (N'B)	4,424.2	5,504.0	6,578.0	7,475.0	8,847.9
Federal Transfer Expenditure (N'B)	524.2	569.7	611.9	646.2	673.4
Total Federal Expenditure (N'B)	10,411.1	12,608.3	13,872.9	15,148.4	16,267.9
Federal Deficit-to-GDP ratio (%)	(3.5)	(3.7)	(3.4)	(3.2)	(2.7)
General Government Net Revenue (N'B)	9,242.8	11,204.4	13,536.3	15,958.9	19,117.3
General Government Total Expenditure (N'B)	15,017.9	18,222.3	20,435.1	22,258.0	24,160.1
General Government Total Debt (N'B)	36,665.5	46,279.8	55,205.7	63,054.5	71,117.1
General Government Public debt-to-GDP ratio (%)	21.4	24.0	25.6	26.1	26.2

FISCAL SECTOR (share of GDP)	PROJECTIONS				
	2021	2022	2023	2024	2025
General Government Net Revenue (%)	5.40	5.81	6.27	6.60	7.04
Government Oil Revenue (%)	2.52	2.76	3.06	3.09	2.89
Total Federal Revenue (%)	2.58	2.86	3.05	3.09	3.26
Federal Independent Revenue (%)	0.43	0.70	0.84	0.91	1.18
Total Federal Expenditure (%)	6.08	6.54	6.42	6.26	5.99
Federal Deficit-to-GDP ratio (%)	(3.48)	(3.69)	(3.38)	(3.18)	(2.74)
General Government Public debt-to-GDP ratio (%)	21.39	24.00	25.57	26.05	26.22

# Key Indicators For External Sector



	2021	2022	2023	2024	2025
<b>EXTERNAL SECTOR</b>					
Foreign direct investment, net inflows (BoP, current N'B)	701.0	825.7	954.5	1,112.5	1,326.3
Net Foreign Portfolio Investment (N' B)	2,329.7	2,501.7	(810.0)	2,935.3	3,224.7
Foreign debt (N'B)	15,876.3	18,502.5	24,208.0	28,525.0	33,668.4
Exports of goods and services ( N'B)	16,962.1	20,960.6	23,974.9	26,779.9	29,970.8
Oil export (N'B)	14,604.8	17,596.5	19,599.8	20,874.1	21,673.1
Non-oil export (N'B)	2,357.4	3,364.1	4,375.2	5,905.8	8,297.7
Imports of goods and services (N'B)	17,391.3	18,697.9	20,045.7	21,914.9	24,504.4
Current Account Balance (N'B)	(214.6)	3,927.1	5,907.6	7,256.9	8,263.6

	PROJECTIONS				
	2021	2022	2023	2024	2025
<b>EXTERNAL SECTOR ( share of GDP)</b>					
Foreign direct investment, net inflows (%)	0.41	0.43	0.44	0.46	0.49
Net Foreign Portfolio Investment (%)	1.36	1.30	(0.38)	1.21	1.19
Foreign debt (%)	9.28	9.60	11.21	11.79	12.39
Exports of goods and services (%)	9.91	10.88	11.10	11.07	11.03
Oil export (%)	8.53	9.13	9.08	8.63	7.98
Non-oil export (%)	1.38	1.75	2.03	2.44	3.05
Imports of goods and services (%)	10.16	9.70	9.28	9.06	9.02
Trade Balance (%)	(0.25)	1.17	1.82	2.01	2.01
Current Account Balance (%)	(0.13)	2.04	2.74	3.00	3.04

# Key strategies in achieving these goals



- Continuing with prudent fiscal management with enhanced focus on mobilization of non-oil revenues to engender increased spending on social-protection initiatives and reduce the dependency of the budget on domestic and external financing to improve debt-servicing capacity. In view of the economic fallout from the pandemic, a sustained economic recovery would be a major requirement for considering additional revenue-enhancing measures.
- Finetuning monetary policy framework, with emphasis on price stability, support to the economy as appropriate, harmonization of the exchange rates and ensuring that the eventual unified exchange rate is well aligned with macro-structural fundamentals.
- Further accelerating the pace of economic diversification, where all the sectors of the economy become more competitive and begin to meet domestic and regional demands for goods and services and eventually compete more effectively in the global market.
- Reducing the costs of production for the manufacturing sector through improved business environment, avoidance of multiple taxation and increased and more reliable provision of infrastructure
- Enhancing the performance of the manufacturing sector and strengthening its linkages to other sectors particularly agriculture and service sectors to bring about increased employment intensity of growth as well as the sensitivity of poverty reduction to growth.
- Deepening the financial sector and sustaining its stability to ensure increased credit allocation to MSMEs.



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# *Implementation and M&E Framework*

# Implementation principles



## Goal

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- The goal is that by 2025, Nigeria has laid the foundation for a strong institutional structure and systems driving efficient implementation of at least 60% of the targets in the MTNDP

## Critical success factors

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- Resource allocation and sourcing: Resources will be closely tied to goals to aid implementation of the associated activities. Beyond allocation, a resource mobilization plan should also be put in place to facilitate sourcing of the needed resources.
- Continuity of implementation plan regardless of political changes: Adopt measures that will prevent the disruption of programs and activities due to a change in government
- Coordination and ownership: Make coordination work across central delivery unit, ministries and agencies as well as states to avoid overlaps or conflicting programs. Furthermore, a responsible party will be assigned to each main goal to foster accountability and roles of all involved – especially for more cross-cutting programmes. State ownership for sectors such as health and education will be critical for effective implementation

# Implementation strategic objectives (1/2)



## Policy implementation at all levels of the government

- Alignment of national visions and strategic targets with state governments will be pursued through the following means:
  1. Domestication of national development visions and strategic targets through the development of State Development Plans (SDPs).
  2. Established synergy between federal, states and local government institutions and the departments responsible for implementing Development Plan.
  3. Robust feedback mechanism to inform improvements to the national development planning process based on State level implementation.
  4. Integration of the MTNDP into state-level plans, policies and strategic frameworks for development planning and implementation.

## The Budget & National Planning will coordinate MTNDP implementation

- The Fed Ministry of Finance, Budget & National Planning will harmonize and consolidate different coordination functions/mechanisms, enabling more streamlined management of the MTNDP implementation.



# Implementation strategic objectives (2/2)



## Strengthen institutions responsible for the MTNDP Implementation

- Professionalizing existing DPRS departments to ensure capacity and institutionalization will be critical by:
  1. Deploying an integrated MIS/GIS system that is uniform across MDAs.
  2. Empowering and improving capacity in National M&E department and BME department.
  3. Centralizing M&E monitoring responsibilities in the Budget Monitoring and Evaluation Department within the Federal Ministry of Finance, Budget and Planning that will harmonize coordination and M&E functions across MDAs

## Effective deployment of ICT as a tool to implement the MTNDP

- Government will invest in the development of new cost-effective digital tools and harmonization of existing ones by:
  1. Beginning the process of automation of policy implementation, monitoring and evaluation by the end of 2022.
  2. Conducting technology gap assessment in MDAs.
  3. Developing technology skills enhancement framework for MDAs.
  4. Beginning gradual deployment of technology in relation to existing skills for policy. implementation, monitoring and evaluation in MDAs.
  5. Developing and deploying policy/project implementation and monitoring dashboards in MDAs.

# Monitoring & Evaluation framework



## Main challenges faced

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- Lack of core knowledge and competence to drive M&E activities
- Absence of a National M&E Standard Operating Procedures and Compliance
- Inefficient application of technology to support Evaluation methodology and approach
- M&E tends to be ad-hoc and donor-driven
- MDAs limit M&E to monitoring of programmes and projects, usually on spending rather than tracking outcome
- At the institutional level, currently, there is no constitutional requirement or specific legislation mandating M&E activities across all government bodies

## Key measures of the MTNDP

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- Leverage the Budget Monitoring and Evaluation Department for centralized coordination of Performance Management System in Nigeria
- Establish and strengthen the National Institute of Data and Performance Management to bridge M&E knowledge gap, professionalize M&E systems in the country and support the NPC in overseeing implementation
- Digitize Performance Management System Coordination in MDAs across the country



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# *Outline of the Draft Plan and Sector Strategy*

# Outline of Volume I (1/3)



## Part One: Introduction

1. Review of the Performance of immediate past National Development Plans [NV20:2020 and ERGP 2017 – 2020]
2. Strategic Framework
3. Macroeconomic Framework

## Part Two: Economic Growth and Development

4. Agriculture, Food Security and Rural Development
5. Manufacturing and Industrialization
6. Oil and Gas
7. Solid Minerals, Mining and Steel Development
8. Culture, Tourism, Creative Industry and Hospitality
9. Business Environment, Trade and Competitiveness

## Part Three: Infrastructure

10. Transportation
11. Power and Alternative Energy
12. Housing and Urban Development
13. Digital Economy, Bio-economy, Science, Tech & Innovation
14. Financial Sector and Capital Market

### Content for each sector:

- I. Introduction
- II. Review of Sectoral Performance 2017 – 2020
- III. Challenges, Opportunities and Prospects
- IV. Objectives and Targets, 2021 – 2025
- V. Strategies and Policies for accomplishing the Objectives/Targets
- VI. Investment and Resource Allocation
- VII. Conclusion

# Outline of Volume I (2/3)



## Part Four: Public Administration

- 15. Defence, Peace and Security
- 16. Governance, Institutions, Administration of Justice, Anti-corruption and National Orientation
- 17. Foreign Policy and International Economic Relations

## Part Five: Human Capital Development

- 18. Education and Human Resources Development
- 19. Health and Nutrition

## Part Six: Social Development

- 20. Water Resources and Sanitation
- 21. Environment and Disaster Management
- 22. Women and Gender Equity
- 23. Population and Identity Management
- 24. Poverty Alleviation and Social Protection
- 25. Youth and Sport Development
- 26. Employment, Gender & People with Special Needs

# Outline of Volume I (3/3)



## Part Seven: Regional Development

27. Regional Cooperation for Economic Development

## Part Eight: Plan Implementation, Communication, Financing, Monitoring and Evaluation

28. Plan Implementation Framework

29. Communicating the Plan

30. Financing the Plan

31. Monitoring and Evaluation Framework

32. Plan Continuity

# Outline of Volume II (1/3)



## Part One: Introduction

1. Synthesis of volume 1

## Part Two: Economic Growth and Development

2. Agriculture, Food Security and Rural Development
3. Manufacturing and Industrialization
4. Oil and Gas
5. Solid Minerals, Mining and Steel Development
6. Culture, Tourism, Creative Industry and Hospitality
7. Business Environment, Trade and Competitiveness

## Part Three: Infrastructure

8. Transportation
9. Power and Alternative Energy
10. Housing and Urban Development
11. Digital Economy, Bio-economy, Science, Tech & Innovation
12. Financial Sector and Capital Market

### Content for each sector:

- I. Introduction
- II. Programmes
- III. Targets

# Outline of Volume II (2/3)



## Part Four: Public Administration

- 13. Defence, Peace and Security
- 14. Governance, Institutions, Administration of Justice, Anti-corruption and National Orientation
- 15. Foreign Policy and International Economic Relations

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- 23. Youth and Sport Development
- 24. Employment and Job Creation
- 25. People with Special Needs



# Outline of Volume II (3/3)



## Part Seven: Regional Development

26. Regional Cooperation and Economic Development

## Part Eight: Plan Implementation and Risks

27. Plan Implementation Framework

28. Risk Management



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## *Overview of Sector Strategy*



### Strategies [extract]



**Strengthen value chain linkages by promoting local sourcing and value addition.** Nigeria will foster backward integration and local sourcing by supporting manufacturing, food processing companies, and institutional buyers with a focus on priority value chains, to strengthen the overall industry and create jobs. Further, efforts will accelerate local processing and value addition to ensure the year-round availability and affordability of nutritious food



**Ensure adequate funding for the agriculture sector.** Nigeria will accelerate existing agriculture financing schemes and initiatives to support value chain actors in maintaining and scaling up their operations. Additionally, incorporate new schemes to finance smallholder farmers in priority value chains at the state level, ensuring inclusion for women and youth-owned agro-businesses. This will be achieved by working current agriculture financing ecosystem actors including microfinance and commercial banks



**Increase national agricultural productivity and reduce post-harvest losses.** Nigeria will leverage improved production systems and technology to increase national output and productivity of the six-priority food crop value chains (cassava, rice, maize, soybean, yam and tomatoes) as well as the poultry, fisheries, and dairy value chains.

# Manufacturing and Industrialization



## Strategies [extract]

### **Launch financial interventions to finance manufacturing expansion.**



The availability and affordability of long-term single digit financial facilities for manufacturers in Nigeria will be increased. This will reduce the overall cost structure of manufacturing and potentially reduce barriers to entry, resulting in a spike in manufacturing activity across the country and increased economic output from the sector.

### **Strengthen value chain linkages.**



Linkages between agro-allied and primary sectors (e.g. agriculture) will be strengthened, to ensure the availability of critical raw materials for manufacturing. Reinforcing backward integration policies to encourage local sourcing in areas where Nigeria has a comparative advantage, and working with the Federal Ministry of Agriculture to improve the productivity of value chains.

### **Increase infrastructure provision to alleviate bottlenecks in manufacturing .**



Infrastructure plays an overarching role in the productivity of multiple sectors, including manufacturing. As such, the government will increase Nigeria's infrastructure stock, starting with energy and transport infrastructure. Industries will receive constant energy supply, and be linked with multimodal transportation comprising rail, roads and other

# Oil and Gas (1/2)



## Strategies [extract]



### **Fully deregulate the downstream sector to improve efficiencies and revenue.**

Nigeria will improve efficiencies in the downstream segment by transitioning full control of key assets such as petroleum pipelines and processes such as retail trading to the private sector. This will increase transparency and accountability, minimize incidences such as pump tampering and unlock funding for continued national growth and development



**Pass the Petroleum Industry Bill into law to improve investment into the Oil and Gas sector.** Expedite the ratification of the various modules of the petroleum industry bill including the Petroleum Industry Governance Bill (PIGB), Petroleum Industry Fiscal Bill (PIFB), Petroleum Industry Amendment Bill (PIAB), and the Petroleum Host Community Bill to improve investor confidence and overall sector efficiencies



**Invest in security to protect the sector and minimise operational disruptions.** A holistic oil and gas security policy will be developed, and enforced by relevant security agencies including the police force and the Nigeria Security and Civil Defence Corps. The policy will include intervention mechanisms through stewarded periodic industry-wide Security and Safety Quantitative Risk Assessments (SSQRA), covering all segments the Oil and Gas value chain to ensure early identification, and proactive resolution of security threats before escalation

# Oil and Gas (2/2)



## Strategies [extract]



**Increase oil production by increasing funding to the upstream subsector and reducing overall cost of production.**

Increase crude oil production to 3 mbpd by eliminating funding constraints and reducing cost of operations to USD 10 per barrel through cost optimization and cost sharing initiatives amongst Joint Venture participants



**Increase gas utilization through investments in infrastructure.**

Commercialize up to 80% of upstream gas for use in powering gas power plants as well as for export purposes, rather than increase environmental pollution through flaring. This will involve investing in additional gas infrastructure and strengthening current gas production sharing contract terms to increase



**Privatise existing refineries and encourage the development of new ones to reduce dependence on imported petroleum products.**

Given the high dependence on imported petroleum products, Nigeria will boost its refinery capacity by transitioning the ownership of its four refineries to the private sector to ensure more efficient operations, and providing incentives to facilitate the establishment of new refineries such as the ongoing Dangote refinery project



**Provide an enabling environment for the petrochemicals sub-sector to thrive and substitute imports.**

The petrochemicals sector has significant potential for attracting foreign direct investment, substituting imports, and creating jobs. Nigeria can produce petrochemical substances such as methanol and urea for domestic consumption and exports with projects such as the Indorama, Dangote and Notore fertilizer plants.

# Solid Minerals, Mining and Steel Development



## Strategies [extract]



**Adopt an inclusive strategy that will improve the socio-economic and environmental sustainability of host mining communities.** Develop an Artisanal and Small-Scale Mining (ASM) policy into a broad rural development strategy aligned with national rural sector strategies. Fostering greater cooperation between artisanal mines and large-scale mining corporations by requiring large corporations to integrate ASM subcontracting and mentoring



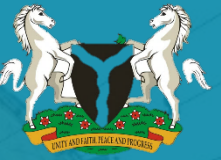
**Improve the minerals sector's enabling environment by strengthening regulatory compliance.** Establishing an independent regulatory authority responsible for the orderly development of the mining industry. The regulator will guarantee fair competition to boost private investors' confidence in the sector, improve transparency in the award of mineral titles and facilitate public access to information on issued licenses



**Create linkages across the mineral sector and beyond for value addition that will enhance local production and job creation.** For the mineral sector to meet the needs of the domestic industrial and manufacturing sectors while being globally competitive, it will have to go beyond mineral extraction to account for other activities related to the mining industry upstream and downstream.

Nigeria will create mining economic clusters with extensive backward and forward linkages both orientated around the minerals sector and the broader economy





## Strategies [extract]



**Create an enabling environment for business creation and growth by boosting MDAs capacity and establishing hubs.** Supporting MDAs capacity to identify commercial opportunities in the creative sector, and establishing market linkage opportunities between public, social, and private sector actors. Nigeria will establish creative hubs that will deliver start-ups with market access and financial support to creatives, including



**Increase access to financing for public agencies, artists and MSMEs, through blended financing tools.** Blended finance tools will be used to catalyse more private investments into the sector. The classification of intellectual property as collateral by the CBN will further unlock lending to the creatives sector. Facilitating investments in CCHT sectors will benefit a wide range of actors, incentivize innovation, and ultimately boost revenues.



**Enact new policies and implement existing policies that will increase the CCHT sector revenue generation potential.** Policies which stifle business growth will be reviewed and amended, especially for intellectual property (IP) protection, and piracy prevention. The Nigerian Copyright Commission will also be provided with support to address a large volume of copyright infringement activities. Tax laws in the CCHT sectors will also be reviewed, and relevant regulations will be amended to remove bottlenecks limiting the maximization of





## Strategies [extract]



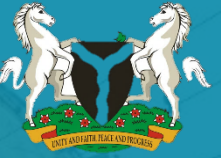
**Strengthen and harmonize institutional frameworks to improve business environment and competitiveness.** Institutional frameworks for several aspects of doing business in Nigeria will be reviewed and strengthened to reduce time and increase efficiencies. These aspects include business and property registration, obtaining electricity, tax remittances, trading across borders, and insolvency proceedings



**Improve trading environment to increase overall competitiveness of Nigerian products.** Given overall trade and competitiveness constraints, Nigeria will improve the trade environment to ensure competitiveness in line with international standards. Reviewing current trade policies to ensure adequate focus on trade facilitation rather than just BOP strengthening, automating and digitizing critical processes to reduce backlogs and inefficiencies



**Leverage technology to improve efficiencies and overall competitiveness.** Nigeria will accelerate the development of an ICT ecosystem that supports productivity enhancement and competitiveness in the public, private and social sector. This necessitates investments in improving ICT infrastructure, increasing mobile and internet penetration across Nigeria, and intensifying the adoption of relevant technologies in critical sectors such as manufacturing and agriculture to improve productivity and efficiencies, whilst reducing operating costs



## Strategies [extract]



**Establish regulatory framework for sustainable development of transport infrastructure through policy harmonization.** A clear and non-duplicative regulatory framework will be developed to attract private sector investment. This will involve harmonizing existing policies to ensure regulatory clarity, and, importantly, passing the railway bill to provide direction on how Nigeria's railway system will be operated



**Explore innovative financing mechanisms to develop transport infrastructure using a mix of financing tools and funding streams.** Leverage the full suite of available options for infrastructure financing including credit enhancement, viability gap fund, contingent liability management, minimum revenue guarantees, project development and assessment facilities, public-private partnerships, concessions, and capital recycling



**Improve multimodality to increase quality of service and reduce strain on existing infrastructure by improving operational efficiencies.** Nigeria will ensure the progressive development of infrastructure to facilitate different modes of transportation in aviation, maritime, rail, and road. This will involve establishing appropriate governance and operational frameworks to attract private sector participation and, in some cases, completing privatizing

# Power and Alternative Energy



## Strategies [extract]



**Resolve value-chain specific constraints to unlock more energy for Nigerians.** Eliminate dominant constraints across the existing value chain including gas-to-power, generation, transmission, and distribution. This involves significant fund mobilization to upgrade the transmission networks to wheel more power and unlock idle generation capacity, establish gas infrastructure to power the generating plants, and resolving the plethora of issues at the



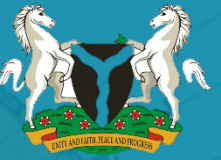
**Lay the groundwork for increased energy from renewable sources.**

Considering the goal of generating up to 1,000 MW of power from renewable energy sources, Nigeria will ensure appropriate policy and regulatory support, and build associated infrastructure to drive renewable energy generation, rural electrification expansion and the development of both isolated and interconnected mini-grid systems to serve various locations



**Improve sector governance and overall operating framework for energy in Nigeria.**

Current policies and regulations will be reviewed to support Nigeria's energy goals and eliminate conflicting policy positions that may emerge, or duplicitous mapping of responsibilities amongst regulatory agencies.



## Strategies [extract]

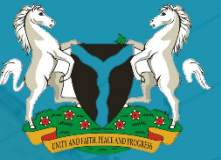


**Develop an effective land management system to provide transparency and ease the administrative burden of land administration process.** The comprehensive system will include policies and implement legislations that will reform land administration, title acquisition, registration, and transferability to establish clear property rights



**Introduce and adopt low-cost production technologies and innovative affordable housing delivery methods.** Building affordable housing requires low-cost solutions to be accessible and sustainable. Introducing data driven systems to map and digitalise land registries will improve accountability and transparency across the sector. Moreover, the Government will incentivize housing start-up development through innovation hubs and accelerator programs

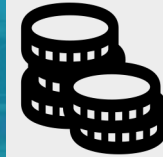
**Fully integrate housing financial products into the Nigerian capital market to facilitate access to home ownership and build up demand for housing.** Nigeria will ensure mortgage affordability by promoting efficient mortgage markets and creating long term mortgage financing, developing financial tools for buyers and putting in place financial instruments to boost the supply of housing developments. Commercial banks, insurance companies and pension funding will be increased



## Strategies [extract]



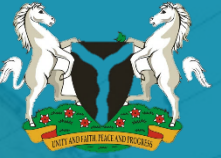
**Improve existing legal frameworks through policy amendment and implementation.** To encourage future technological advancements, policies that focus on patent protection will be implemented to boost protection of businesses in this sector. The Regulatory Sandbox Operations aimed at establishing a controlled environment where disruptive technology in the



**Drive investment for infrastructural development through public funds and blended financing.** Driving investment in the development of digital infrastructure, especially for internet connectivity, to increase fast and affordable access to the internet. Launching an Innovation and Technology Fund to catalyse private and foreign investment for digital infrastructure, and identifying other blended finance opportunities to fund development



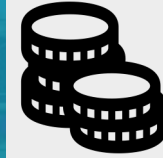
**Increase financial and technical support in the digital economy ecosystem, through local and foreign investments.** To develop the enabling environment required to drive innovation and prepare for the fourth digital revolution, especially for MSMEs, Nigeria will incentivize local and foreign investments, through access to land and other capital, as well as creating a one-stop-shop for local and foreign investors in the digital sector. Developing new hubs, and support existing innovation hubs in the digital space, to convene academic, private, and public sector actors to drive innovation and growth.



## Strategies [extract]



**Deepen and broaden financial system by leveraging Non-bank Financial Institutions.** Considering the declining depth of Nigeria's financial system, the sector will be enhanced to develop innovative instruments and mechanisms to crowd-in additional capital, deepen and broaden the system. A potentially under tapped source of capital is the pension industry estimated to have over NGN 11 trillion in assets under management, 70% of which is invested in government securities. Well-structured bonds and other instruments (with



**Increase formalization of the economy and promote financial literacy and inclusion to further expand Nigeria's financial markets.** With increased formalization and financial inclusion, more money will flow into Nigeria's financial systems via deposits and tax revenue, which can ultimately be channeled towards economic growth and development. This can be achieved through financial literacy and inclusion initiatives targeted at various demographic segments including artisans in various sectors. The government will partner with non-profit organizations and other civil society

# Part 4 Defence, Peace and Security



## Strategies [extract]



**Boost border control and domestic terrorism measures through bilateral security agreements and support to border control agencies.** Border security and patrol will be tightened by increasing the number of immigration and custom officials at the border and setting up joint security responsibilities between MDAs. Bilateral and multilateral security



**Drive security and defence innovation, using science and technology tools.** To bolster its intelligence gathering and threat-neutralization capacity, Nigeria will increase funding for the acquisition of science and technology tools. The government will also identify opportunities to integrate forensics and digital technology into policing, to



**Improve professionalism and efficiency for improved service delivery through increased remuneration, strict training and disciplinary systems.** The Nigerian government will enhance defence capabilities that enable the AFN to attain security and defence objectives, especially for the neutralization of domestic terrorist threats in North Eastern Nigeria.



**Boost regional security and conflict mitigation measures through tactical training and MDA partnerships.** Incidences of kidnapping, attack of school children, and other forms of banditry will be addressed through improved intelligence gathering from centres across states. Support community policing and state-of-the art AFN officer trainings will be carried out



# Governance, Institutions, Administration of Justice, Anti-corruption and National Orientation



## Strategies [extract]



**Increase public sector efficiency and coordination for effective service delivery.** Efforts will focus on enhancing coordination between the various tiers of government and redefining the competency framework for civil servants. The government will set up local and state government offices at the President's office for grassroots decision making and policy



**Expand data and technology management tools to reduce human interference and restore public trust.** Nigeria will leverage data and technology solutions at all levels of government and society, to minimize human interference where applicable, and ensure the availability of public data for transparent representation, and the reduction of



**Expand citizen engagement and inclusion through policy changes and technology adoption.** Nigeria will enact and implement policies that encourage citizen participation (particularly women's and youth's), to provide a legal backing for citizen engagement. Increased transparency through better access to information on key decision-making areas.



**Enhance anti-corruption capacity across the public, private and social sectors through technology adoption.** To enhance the current fight against corruption, the government will ensure strict transparency and accountability in the appointment and discipline of officials in positions of authority, as well as increase the independent audits of public institutions' budget management.



# Foreign Policy and International Economic Relations



## Strategies [extract]



**Improve public sector capacity for service delivery by reforming the Ministry of Foreign Affairs, Foreign Service, and Missions Abroad.** Foreign affairs MDAs will be reformed for capacity development, to guide efficient activities in host countries through dynamic repositioning, with improved operational capacity to deliver the foreign policy goals and priorities



**Boost Nigeria's regional and global leadership role.** Nigeria will strengthen its role as a leader in ECOWAS and in Africa, to support other countries in tackling local issues. Nigeria will build solid foundations to further its global leadership position



**Drive international trade and investment to promote Nigeria's economic position and improve the country's annual income.** Efforts will focus on increased trade activities with other countries, and attract foreign direct investments to boost economic diversification



**Boost citizen support and welfare services.** Frameworks will be established to protect the human rights of Nigerians home and abroad, with effective response systems for tackling threats against the security of Nigerians residing abroad

# Education and Human Capital Development



## Strategies [extract]



**Prioritize skills development to equip Nigerians with the right competencies for employability through investments in key programs and skills.** Increased investments in Science, Technology, Engineering, and Mathematics (STEM) & Technical, Vocational Education and Training (TVET) centres upgrade to boost enrolment in these programs, with particular attention paid to women enrolment



**Improve digital literacy proficiency to drive innovation, competitiveness and unlock the growth potential of various sectors.** Improve Nigeria's workforce digital literacy rate to meet the global demand for skilled labour in industry, construction, agriculture and other key sectors, to boost the nation's competitiveness, while improving youth's access to job opportunities



**Improve the quality of education for the sector to meet international standards.** Enrolment rates across Nigeria will be improved, and teaching standards will be harmonized with well-trained and well-paid teachers who can deliver on a competence-based curriculum



**Secure sustainable financing sources that will increase funding to the education sector** through public funding allocation and direct engagement with private sector actors. Invest in a positive learning environment, to improve learning outcomes, by increasing government

# Health and Nutrition (1/2)



## Strategies [extract]



**Strengthen health system service delivery capacity to significantly improve quality and become a healthier, more productive nation.** A robust health system will improve efficiency in medical procurements and infrastructure upgrades. It will also improve strategic planning to ensure Nigeria's emergency preparedness and boost information sharing capabilities across a myriad of health services



**Secure healthcare financing to upgrade health facilities and fund expanded access to health services in Nigeria.** Currently 80% to 90% of public expenditure on health is for payments to health workers which leaves very little for infrastructure investments. Thus, the efforts will leverage funding through budget allocation and private sector investments to allow health facilities' development, recruitment and medical equipment upgrades



**Improve access and quality of medical services through effective healthcare workforce management, improved equity in service provision and the provision of quality medicine.** Nigeria will reverse the brain drain by creating jobs and providing incentives to motivate healthcare professionals to work in underserved areas. This approach will significantly boost accessibility of healthcare services to underserved communities. In parallel, Nigeria will increase access to primary care, emergency medical services and vaccines



## Strategies [extract]



**Create an enabling environment for greater efficiency, collaboration across various stakeholders, and cohesive policy formulation.** Nigeria will establish a transparent regulatory framework encompassing the entire health sector ecosystem, to ensure accountability in planning, budgeting and in medical procurements. Efforts will also focus on encouraging community participation in the sector for even greater accountability



**Prioritize investments in nutrition initiatives by securing funding for nutritional programs.** Malnutrition has a high economic and health cost, and an estimated return of USD\$16.8 for every USD\$1 invested. Therefore, Nigeria will invest in nutrition because it affects the most vulnerable groups and can hinder economic growth



**Leverage technological advancements to provide quality care, cut costs and improve service delivery.** Innovation will be encouraged and harnessed in the health sector, especially for telemedicine and the introduction of electronic medical records, to boost productivity and potentially attract more youth to jobs in the health sector



## Strategies [extract]



**Improve water service delivery by developing a regulatory and institutional framework with clear commercial, quality, and environmental requirements.** This framework will provide the necessary structure and process adjustments in water and sanitation utilities management to optimize service provision to both rural and urban

**Design a coordinated investment roadmap to secure required funding for the development, and maintenance of large water and sanitation structures.**

Nigeria will develop a sustainable financing framework in partnership with development partners to attract commercial finance and identify feasible financing options for water infrastructure



**Facilitate the deployment of innovative solutions through technology adoption, research and development in the water resources and sanitation sector.** Nigeria will introduce cost effective water and waste management innovations and support the development of tools for the forecasting of environmental changes to ensure adequate preparedness and

**Adopt an integrated planning and policy formulation approach to ensure seamless coordination across related sectors.**

Coordinating interventions across the power, agriculture, transportation, tourism, waste, health, education sectors to identify synergies and ensure that complementary strategies are



# Poverty Alleviation and Social Protection



## Strategies [extract]



**Harmonize policy and institutional frameworks at the central and state level to support the development of a social protection system in Nigeria.**

The government will engage with stakeholders across all levels of government and communities to support social reforms, strengthen existing governance networks and develop a robust coordination framework to create a path to economic empowerment



**Leverage technology enabled solutions to manage the social protection programme efficiently.**

Innovative solutions will be designed to identify potential beneficiaries of social programs, and to ensure accountability and transparency in fund management and disbursement



**Diversify revenue generating streams to finance poverty eradication initiatives.**

Financing will be secured through an investment program, and a shift towards more innovative funding models for sustainability

# Environment and Disaster Management (1/2)



## Strategies [extract]



**Strengthen the current legal framework for an environmentally sustainable economy, by ensuring policy implementation and coherence.**

The priority will be to ensure the implementation of the Climate Change Bill, which supports development of decarbonization pathways in line with a new climate economy. Measures will also be taken to strengthen coherence across policies to ensure that policies do not simultaneously discourage and



**Increase access to finance and technical support for businesses and projects in environmentally sustainable sectors by setting up incubators and adopting innovative financing tools.** Incentivising investment in MSMEs operating in biodiversity conservation areas to support entrepreneurs committed to building an environmentally sustainable society, and match businesses with local and international investors



**Boost community awareness on the importance of environmental sustainability through public education campaigns.** Raising awareness on the importance of climate change mitigation, adaptation, and impact reduction. There will also be increased focus on recycling, through public campaigns in several local languages



## Strategies [extract]



### **Grow circular economy capacity through waste prevention, waste management and recycling systems.**

The government will develop a policy brief to encourage waste prevention, including eco-design, reuse, repair, refurbishment, re-manufacturing, and extended producer responsibility schemes



### **Boost production across sectors through the adoption of bioeconomy models.**

To unlock innovation opportunities, especially in agriculture and healthcare, government programmes will adopt bioeconomy models with a focus on (1) vaccine production and the production of active pharma ingredients in healthcare; (2) the utilization of medicinal plants and herbs for exportable materials in healthcare; (3) seed improvement for higher yields and climate-resistant crop species in



### **Strengthen disaster preparedness systems across all regions through policy implementation and technological adoption.**

To build efficient disaster management systems, the focus will be to transform the National Emergency Management Agency (NEMA), from being mainly a relief agency, to a disaster management agency





# Women and Gender Equity

## Strategies [extract]



**Facilitate the mainstreaming of gender issues in existing policies by providing technical support to MDAs and stakeholders.** Reviewing existing policies and strategies with a gender lens will identify bottlenecks and ensure a more effective incorporation of gender issues and vulnerable social protections



**Effectively track gender related data by strengthening data collection capacity and management systems.** Improving gender parity in Nigeria will require an evidence-based approach to activity programming based on sound databases that are collated and disaggregated by sex and age

**Support women economic empowerment by facilitating access to financing, providing skill building trainings and supporting MSMEs business viability.** Facilitating access to funds through digital finance tools



**Use technology to expand the reach and impact of gender programming and social mobilization campaigns.** Social media and phone services will be systematically used as a platform to expand the coverage of sensitization programs such as preventing genital mutilation or promoting girls education



# Population and Identity Management

## Strategies [extract]



**Strengthen existing population management systems by increasing access to contraceptives and increasing awareness of the benefits of family planning.** Nigeria will support women's empowerment, increase public awareness by leveraging social media platforms, and enhance access to



**Strengthen current ID management systems by further adoption of technological tools.** Nigeria will boost its technological integration to ensure a robust ID management system. Efforts will aim to increase current institutional capacity and to identify innovative ways of reaching vulnerable communities, especially Nigerians in remote areas



**Introduce measures to contain urbanisation while preparing for its continued increase, by providing economic opportunities in rural areas and infrastructural development in urban areas.** In rural areas, efforts will ensure development through the provision of social services and the incentivisation of new economic activities, while in urban areas measures will support affordable housing and infrastructural development projects that increase urban capacity.

# Poverty Alleviation and Social Protection



## Strategies [extract]



**Harmonize policy and institutional frameworks at the central and state level to support the development of a social protection system in Nigeria.**

The government will engage with stakeholders across all levels of government and communities to support social reforms, strengthen existing



**Leverage technology enabled solutions to manage the social protection programme efficiently.**

Innovative solutions will be designed to identify potential beneficiaries of social programs, and to ensure accountability and transparency in fund management and disbursement



**Diversify revenue generating streams to finance poverty eradication initiatives.**

Financing will be secured through an investment program, and a shift towards more innovative funding models for sustainability

# Youth and Sports Development



## Strategies [extract]



### **Drive job creation initiatives across various sectors, including sports.**

Throughout the 2021-2025 period, Nigeria will prioritise job creation across multiple sectors including the sports sector.



### **Set up and implement a legal and regulatory framework for increased private sector participation in sports.**

The government will identify opportunities for increased private sector participation in the sports value chain and provide relevant incentives. It will help provide critical investments to unlock the economic potentials in



### **Increase youth participation in governance through existing platforms and implementation of relevant legislation.**

The government will continue to increase awareness of and leverage platforms such as the NYCN and NYP to engage youth in the political process whilst working to resolve issues that create mistrust of such platforms

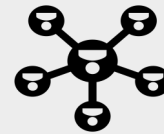
# Employment and Job Creation



## Strategies [extract]



**Create intersectoral linkages to unlock the potential of high growth sectors critical to creating 25 million jobs by identifying opportunities with the most potential for sustainable job creation.** The government will establish public-private partnerships focused on priority sectors to secure investments in capital intensive sectors with the highest probability of generating job creation, such



**Support MSMEs business viability to spur job creation by supporting the standardization of operations and increasing access to finance.**

Supporting the growth, professionalisation and transition of MSMEs from the informal to the formal market through training and mentoring will strengthen their sustainability and hiring capacity. Nigeria will prioritize



**Develop a partnership framework with the private sector by identifying skills gaps and designing skills development programmes aligned with their needs.** Engage the private sector on the review and update of skills development curricular to meet the demands of the emerging labour market, with special focus on the needs of the Fourth Industrial Revolution and the GIG economy policymaking and implementation



# People with Special Needs

## Strategies [extract]



**Support the enforcement of the Discrimination Against People with Disabilities Act by developing a robust implementation framework in collaboration with states.** Supporting the enforcement of enacted laws regarding people with disabilities will facilitate deeper integration of PWDs into Nigerian society.



**Adopt an inclusive lens in policymaking by systematically incorporating people with disabilities concerns in programme planning and implementation.** Ensuring that policies are designed with people with disabilities constraints in mind will facilitate access to public services such as education and healthcare by ensuring that staff and facilities are prepared to support PWDs.



**Expand the availability of data on people with disabilities to inform national planning and programme performance monitoring.** Such data is key to calibrate programmes and to hold all parties accountable. The Government will generate surveys to draw a baseline. The collection of disaggregated data will be crucial for national planning, performance monitoring and awareness campaigns



### Strategies [extract]



**Identify levers of economic growth and spur local production opportunities across states based on their respective competitive advantage.** The government will prioritize key high growth sectors and identify products based on each states' unique characteristics such as natural resources endowments, geographic proximity to large markets or cultural know-how to ensure sustainability and competitiveness. The Government will develop a plan to cultivate these unique regional characteristics to fuel job creation efforts and develop high-quality products for local and potentially international markets.



**Close the regional gap in social amenities coverage by investing in programmes that will extend services and build infrastructure in rural areas.** Regional inequalities in terms of availability of social services and infrastructure hinder the development of rural regions. The government will secure investments to close social amenity gaps by developing primary healthcare centres and improving access to energy, water, and quality education across regions, particularly in the North of Nigeria.



# Summary of pending data points from MDAs

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# Pending data points – Past performance and targets

## Review of 2017-2020 sectoral performance

- The following sectors are missing inputs for past sectoral performance (2017-2020)
  - Financial sector and capital markets
  - Governance, institutions, administration of justice, anti-corruption and national orientation
  - Population and identity management
  - Regional development
  - Financial sector and capital markets
  - Governance, institutions, administration of justice, anti-corruption and national orientation
  - Population and identity management

## Targets for sectoral key performance indicators

- All sectors are missing baseline and / or target data for key performance indicators apart from “Governance, institutions, administration of justice, anti-corruption and national orientation”
- We have included baseline and target data where available from TWG and MDA input as well as desk research
- Within the document, we have flagged a few inconsistencies in data points when we considered different sources
- We will appreciate final MDA review and sign off on existing baseline and target data, and the provision of missing data

## Jobs and other cross cutting issues

- All sectors are missing inputs for “job creation, employment opportunities and other cross cutting issues”

# Pending data points – Prioritization, costing and implementation

## Prioritization

- We will appreciate MDA's inputs on priority strategies and programs over 2021-2025, given the relatively short timeframe for implementation, budget constraints as well as sequencing considerations
- Some suggested priority strategies are indicated as comments in Volume I, for MDA's consideration

## Investment and resource allocation

- The following sectors are missing inputs for investment and resource allocation. Specific costing for the prioritized programs will eventually be required for all sectors
  - Manufacturing and industrialization
  - Culture, tourism, creative industry and hospitalism
  - Business environment, trade and competitiveness
  - Housing and urban development
  - Digital economy, bio-economy, science, technology and innovation
  - Financial sector and capital markets
  - Defense, peace and security
  - Governance, institutions, administration of justice, anti-corruption and national orientation
  - Foreign policy and international economic relations
  - Water resources and sanitation
  - Population and identity management
  - People with special needs
  - Regional development

## Implementation

- We will appreciate inputs on the specific departments, agencies or units that will be responsible for the activities outlined in the various programmes in Volume II



***Thank you for your  
attention***

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