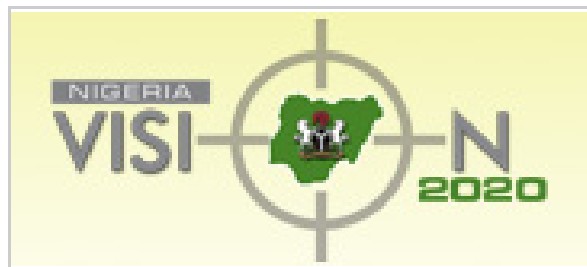




Nigeria Vision 20: 2020

Abridged Version



12 December 2010



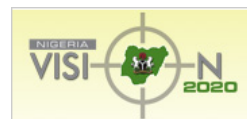
PREFACE

Nigeria Vision 20:2020 is a national effort aimed at growing and developing Nigeria, Africa's most populous nation and bringing her to the league of the world's 20 leading economies by year 2020.

This abridged version summarizes, in five sections, the focus, objectives, strategies, implementation and expected results of the Vision. The Vision emphasizes maximum use of available resources and suggests ways of overcoming the challenges of implementation. This version adopts the same structure as the larger document for ease of reference. Readers are encouraged to access the main document for more details.

This document which is written in simple, reader-friendly style and language identifies sound economy, good governance and sustainable development as vehicles for transforming the economy and the lives of Nigerians.

Although this document has been written using a coherent narrative, it remains a valuable resource to all stakeholders interested in nation building.



The Abridged Version of the Vision

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Section One

What is Nigeria Vision 20:2020?

The Nigeria Vision 20:2020 (NV20:2020) is Nigeria's long term development goal designed to propel the country to the league of the top 20 economies of the world by 2020. Attainment of the Vision would enable the country achieve a high standard of living for its citizens. The NV20:2020 was developed by Nigerians for the Nigerian people and involved a process of thorough engagement with all stakeholders across all levels of government and society. The Vision is therefore, a rallying point for all Nigerians, regardless of ethnicity, political leaning, economic status, or religion behind a common cause of placing the country on a sustainable development path and transformation into a modern society better able to play a greater role in the comity of nations.

The Vision will be pursued through a series of three – four year plan which will further articulate the strategies, policies, projects and programmes among other things.

What are the Objectives of the NV 20:2020?

The two broad objectives are to:

- Make efficient use of human and natural resources to achieve rapid economic growth and;
- Translate the economic growth into equitable social development for all citizens.

The development aspirations cut across four dimensions:

- Social - building a peaceful, equitable, harmonious and just society;
- Economic - developing a globally competitive economy;
- Institutional - having a stable and functional democracy; and
- Environmental – achieving a sustainable management of the nation's natural resources.

Why Nigeria Needs NV20:2020

Nigeria has had a relatively long experience in development planning beginning with the Colonial Development Plan (1958-1968). Fixed medium-term development plans and National Rolling Plans were also developed and implemented with mixed results. Other strategic efforts such as the Structural Adjustment Programme, National Economic Empowerment and Development Strategy (NEEDS), the strategy for attaining the Millennium Development Goals (MDGs) and the 7-Point Agenda were not effectively implemented, and therefore, recorded



modest success. Weak implementation of these strategic development initiatives has constrained the country's growth and development. Another reason for plan underachievement and failures was lack of political will to see the development strategy through to the end. Nigeria has, therefore, adopted a long term approach to development planning and set for itself the goal of being among the 20 largest economies of the world by 2020. This is why it has chosen the following vision Statement:

“By 2020, Nigeria will have a large, strong, diversified, sustainable and competitive economy that effectively harnesses the talents and energies of its people and responsibly exploits its natural endowments to guarantee a high standard of living and quality of life to its citizens”.

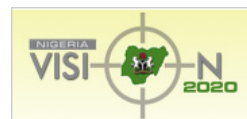
In the context of globalization and the increasing relevance of Nigeria as a leading emerging market economy, the need for total transformation of Nigeria through long-term development management strategies has become compelling. Vision 20:2020 is important for the following reasons:

- Need for Nigeria to plan development on a long-term basis in order to achieve structural transformation;
- Need to reduce the country's overdependence on oil;
- Need to effectively transform the lives of Nigerians in terms of significant improvements in their standards of living; and
- Need for the country take its rightful position among the nations of the world

How Will NV20:2020 Transform the Economy?

The NV20:2020 offers strategies towards realizing Nigeria's potentials and her emergence as one of the 20 leading global economies in the world by 2020. The specific actions to be taken in that direction include:

- Urgently and immediately address the most serious constraints to Nigeria's growth and competitiveness (See Box 1.1);
- Aggressively pursue a structural transformation of the economy from a mono-product to a diversified and industrialized economy;
- Investing in human capital to transform the Nigerian people into active agents for growth and national development;



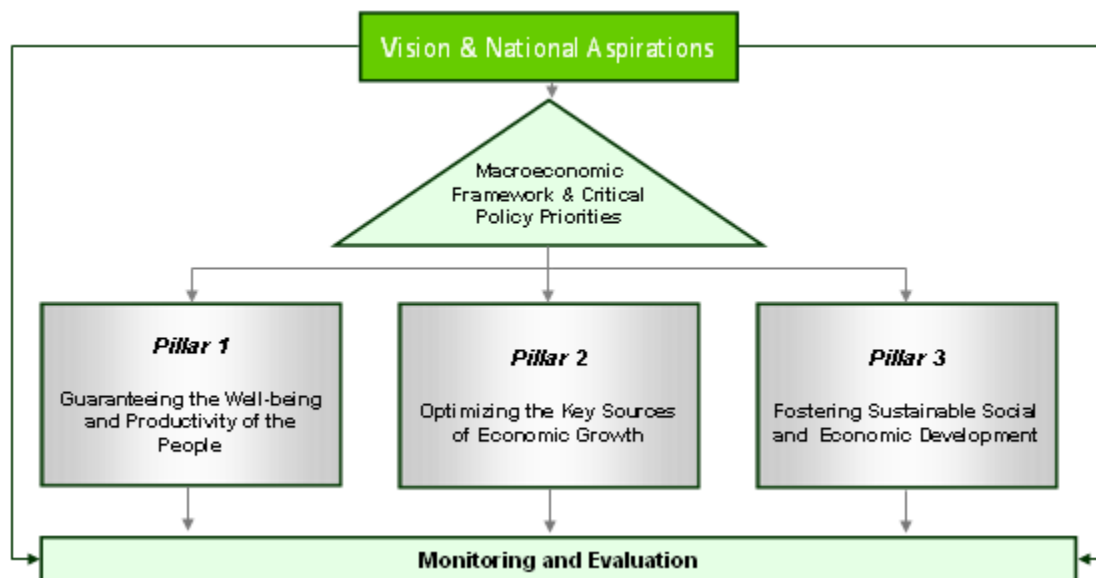
- Investing in infrastructure to create an enabling environment for growth, industrial competitiveness and sustainable development;

Box 1.1: Domestic and External Constraints to Growth and Development in Nigeria

- Poor and decaying infrastructure
- Epileptic power supply
- Weak fiscal and monetary policy co-ordination
- Fiscal dominance and its implications for inflation and private sector financing
- Pervasive rent-seeking behaviour by private and public agents, including corruption
- Weak institutions and regulatory deficit
- Policy reversals and lack of follow-through
- Inordinate dependence on the oil sector for government revenue/expenditure
- Disconnect between the financial sector and the real sector
- High population growth which places undue stress on basic life- sustaining resources and eventually results in diminished well-being and quality of life.
- Insecurity of lives and property
- Threats of climate change, especially in relation to food production
- Vulnerabilities in the global economic environment, in particular, the global economic crisis and disturbances in the international oil market.

Fig. 1.1 summarises the strategic directions of NV20:2020. The strategy has a clear focus and seeks to involve the people actively in pursuance of economic growth and development activities and enable them share fully in the benefits there from.

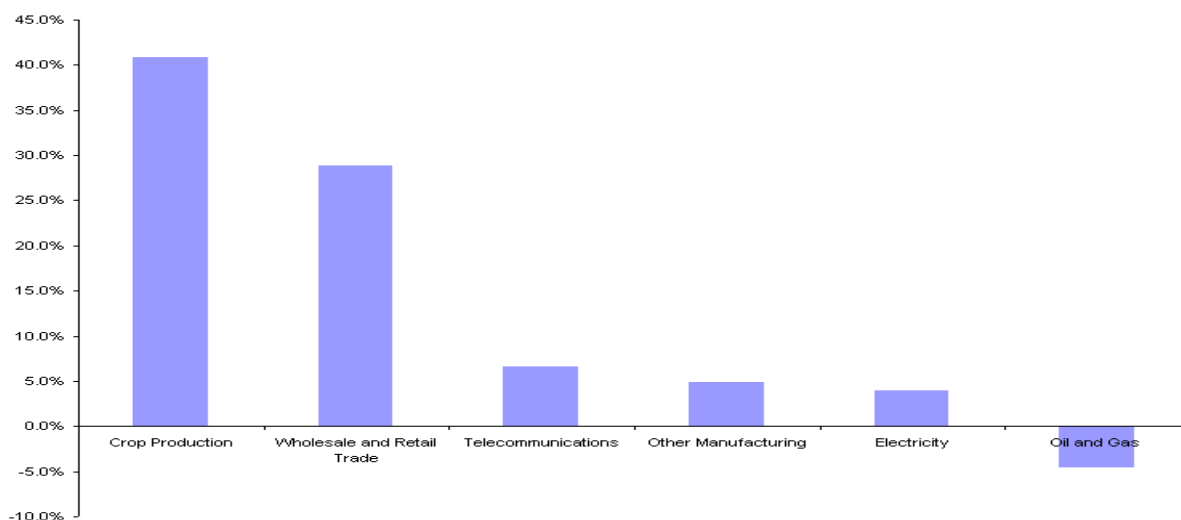
Fig. 1.1: The Strategic Framework for NV 20: 2020

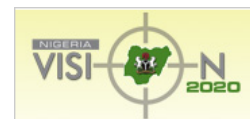


Major Contributors to the Growth of the Nigerian Economy

Over the past decade, agriculture, wholesale and retail trade, telecommunications and manufacturing contributed most to the growth of Nigerian economy. At present, manufacturing’s role as key driver is limited but it has high potentials and would be stimulated during the vision period in order to maximize its linkage with other relevant sectors of the economy.

**Fig. 1.2
Sectoral Growth Drivers, 1999 - 2008**





The desire to achieve the goals of NV20:2020 compels the economy to achieve broad-based double-digit growth rates. During the vision period, the economy is expected to grow at an average rate of 13.8 per cent per annum, to be driven by the agricultural and industrial sectors over the medium-term while the manufacturing and service sectors are expected to drive the economy towards the end of the Vision period.

Picture of the Desired Economy by 2020

Under the NV20:2020 manufacturing and services are expected to dominate the structure of national output, while gross national investment is expected to increase, and the infrastructure base of production is expected to improve considerably. Income per capita should have risen to \$US4, 000 from the current (2008) estimate of US\$1,230.

Table 1.1

Existing / Desired Structure of National Output by 2020

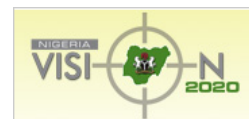
Activity Sector	Projected Share of Output by 2020 (%)	Existing Share of Output (%)
Agriculture	3-15	42.1
Industry	30 – 50	23.8
Manufacturing	15 – 30	4.0
Services	45 – 75	34.1

Note: Projected figures represent the best and worst scenarios.

The current structure of production is expected to reverse as the relative contribution of agriculture to national output declines to a maximum of 15 per cent over the long-term, as the sector continues to grow. (See Table 1.1).

Macro-economic Strategies and Policy Thrust to achieve the NV 20: 2020

The management of the macro-economy over the medium-term will focus on restoring and maintaining macroeconomic stability in order to position the economy on a sustainable growth path. The specific macro strategies include:



- Achieving double-digit economic growth rates, single-digit inflation, stable exchange rate and investment friendly interest rates;
- Achieving significant progress in economic diversification;
- Stimulating the manufacturing sector and strengthening its linkage to agriculture, oil and gas sectors, etc;
- Raising the relative competitiveness of the real sector;
- Deepening the financial sector and sustaining its stability to finance growth;
- Encouraging massive investments in infrastructure and human capital and creating an enabling environment for domestic and foreign private investment; and
- Implementing appropriate fiscal, monetary, trade and debt management policies.

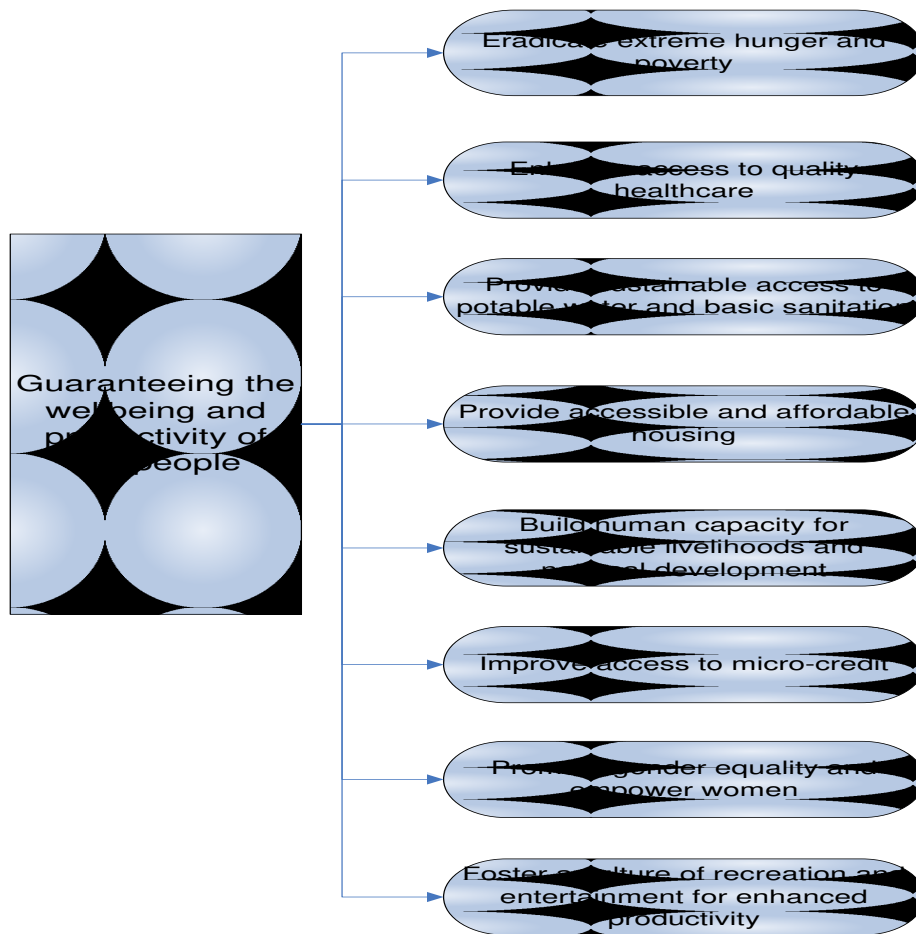
Critical Policy Priorities

The Vision identifies a number of critical policy priorities in the short-term. These are:

- Correcting the weaknesses of the revenue allocation system which relies heavily on revenue from crude oil. To reverse this, the Vision will encourage greater internal revenue generation efforts at the state and local government levels.
- Increased investment in critical infrastructure. Government will focus on:
 - increasing the quantity and quality of infrastructure spending;
 - development of a framework for joint financing of infrastructure projects between the tiers of government; and
 - encouragement of private investments in infrastructure
- Deepening reforms at all levels of government;
- Promoting private sector-led non-oil growth to build the foundation for economic diversification;
- Investment in human capital development to enhance national competitiveness;
- Entrenchment of merit as a fundamental principle and core value.
- Intensifying the war against corruption
- Upgrading the capability of the internal security apparatus of government, and enhancing the efficiency of their operations.

Section Two Improving the Well-Being and Productivity of Nigerians

The main goal of Nigeria’s Vision 20:2020 is to improve the well-being of Nigerians. In this direction, the Vision aims to reduce the problems of hunger, poverty, poor healthcare, inadequate housing, low quality human capital, gender imbalance, low productivity and poor basic facilities by 2020.



Eradicating Extreme Hunger and Poverty

NV20:2020 will reduce poverty through the design and implementation of people-centred poverty alleviation programmes and policies. The Vision will adopt a decentralised approach to the development and implementation of pro-poor programmes. A scheme will be developed for monitoring, evaluating and cost-benefit appraisals of all poverty reduction programmes.



Guaranteeing Food Security

NV20:2020 will adopt supporting initiatives to protect long-term use of farmlands and put in place clear property rights. It will also support agricultural research and promote greater dissemination/adoption of appropriate agricultural technologies.

Enhancing Access to Quality/Affordable Healthcare

NV20:2020 will enhance access to quality and affordable healthcare through the establishment of at least one general hospital in each of the 774 local government areas in the country with each hospital having specialists in surgery, paediatrics, medicine, obstetrics and gynaecology. Teaching hospitals, federal medical centres, specialist and general hospitals will also be well equipped.

Sustaining Access to Portable Water and Basic Sanitation

NV20:2020 will ensure sustainable access to portable water and basic sanitation. This will involve developing unified programmes and manuals of management, operation and maintenance for urban, small town and rural water and sanitation services. The Vision plans to implement programmes to control environmental degradation and pollution and promote sustainable use and conservation of natural resources.

Making Housing Accessible and Affordable

The Vision will provide affordable housing through collaboration among federal, states and local governments to produce and implement a unified and integrated housing development programme, open up new layouts and provide sites and services for the private sector to develop affordable and decent mass housing.

Developing Human Capital

The Vision considers education as both a basic human right and a critical element in human development. NV20:2020 seeks to re-focus the country's educational system in terms of access, equity, quality, infrastructure, teacher quality and development, curriculum relevance, funding and planning. More attention would be given to Technical and Vocational Education and Training (TVET) to provide skilled manpower in applied science, engineering technology and commerce to operate, maintain and sustain the nation's economic activities for rapid socio-economic development.



Acquiring Education and Skills

The decline in the standard of education has seriously affected the competitiveness of Nigerian graduates in the national and global labour markets, making it difficult for them to get jobs globally, especially in the ICT sub-sector. The Vision plans to make the curriculum in schools more relevant to the needs of the labour-market. To this end, emphasis will be on ICT diffusion and targeted skills development.

Generating Employment and Protecting Jobs

The Vision intends to improve labour management relations environment to ensure higher employment, job protection and greater productivity. The focus will be to strengthen entrepreneurship development/training and social inclusion.

Empowering Persons with Disability

NV20:2020 will address the problems of Persons with Disability (PWD) by reviewing the educational system and laws on discrimination as well as awareness creation for establishing Self Help Groups (SHG) and Cooperative Societies.

Ensuring Gender Equality and Women Empowerment

The Vision will promote respect for all irrespective of race, class, disability or gender. The strategy for promoting gender equality and women empowerment will be systematic inclusion of all gender in every aspects of national life. This involves increasing the number of women in top positions in the workplace to at least 30 per cent by 2015 and put in place reforms to promote the principles of non-discrimination, protection and promotion of gender equality.

Improving Access to Micro-credit

NV20:2020 will simplify access to credit for national development. It will also bring about improvement in technology with focus on modern banking methods that would increase branch, regional and international spread.

Enhancing Productivity through Entertainment and Recreation

The Vision will actively promote a culture of entertainment and recreation. Thus, investments will be channelled to the development of sporting and recreational facilities (stadia, parks, gymnasia, race courses, courts, etc) through rehabilitation and modernisation of existing ones and establishment of new facilities at the federal, state, and LGA levels as well as in primary, secondary and tertiary institutions across the country.



Section Three

Developing Key Sources of Economic Growth

The NV20:2020 plans to transform Nigeria socially, politically and economically. This implies a firm commitment to harnessing current and potential drivers of economic growth. The growth strategy requires divestment from dependence on oil as an engine of growth, transformation of the structure of exports from primary to processed/manufactured goods and the attainment of high levels of efficiency in production. Thus, NV20:2020 targets greater global competitiveness in the production of specific processed and manufactured goods by effectively linking industrial activity with the primary sector, domestic with foreign trade, and the services sub-sector to all other productive activities. The aim is to stimulate primary production to enhance the competitiveness of Nigeria's real sector, as well as significantly increase production of processed and manufactured goods for export, stimulate domestic and foreign trade in value-added goods and services and strengthen linkages among key sectors of the economy.

1.1. Stimulating Primary Production

Promoting Minerals & Metals Sector

The NV20:2020 positions the minerals and metals sector as an important component of a diversified economy as part of the transformation of the economy. In this regard, the Vision will ensure that mineral production activity is linked to the real sector of the economy in a manner that encourages higher output and productivity and lowers factor input costs. Since this policy requires immediate revival of Nigeria's primary steel industry and greater use of locally produced industrial minerals, the NV20:2020 proposes a total approach to attracting investment in the exploration and production of minerals. Minerals with high local utilisation potential will receive priority and support. Primary steel production will be revived through the completion and commencement of operations of Ajaokuta Steel Company Ltd and the Nigerian Iron Ore Mining Company by 2011. Further expansion will be encouraged at existing steel plants. An additional 5million tonnes will be required from a potentially new plant (to take off by 2019) to achieve the desired annual local production target of 12.2 million tonnes.

Transforming Agriculture

The NV20:2020 aims to transform agriculture to a sustainable profitable sector with focus on increasing the yield/productivity of agricultural produce, production of the required raw materials and export of processed agricultural products. In this connection, the Land Use Act of 1978 will be amended in a way that addresses its current limitations. Also, we aim at attracting



large scale investments for mechanised production/processing of agricultural produce in which Nigeria has comparative advantage (e.g. tubers, cereals, oil palm, cocoa) as well as agricultural produce that serve as inputs to processing plants (e.g. citrus fruits, pineapple).

Developing Oil and Gas Sector

The NV20:2020 emphasises the continued development of the oil and gas sector due to the nation's huge reserves. The Vision aims to increase crude oil production and refining capacity to stimulate local value-addition and to put the country in a position to meet its domestic demand for refined products and even export refined products. We aim at developing the gas sector to meet domestic and industrial demand and to take advantage of global markets. To this end, the local content initiative in the sector will be revived. As a starting point, in pursuit of the NV20:2020, the Local Content Bill and the Petroleum Industry Bill are passed into law.

Exporting Processed and Manufactured Goods

A shift in the structure of production towards processing/manufacturing activities is envisaged under the NV20:2020. Emphasis will be on the export of processed and manufactured products that will help Nigeria diversify its economy, expand employment opportunities, and achieve the required growth rates for accomplishing the Vision. NV20:2020 also proposes an industrial development policy that aims to make Nigeria a global hub in selected specialised products in which Nigeria has both competitive and absolute advantages.

Developing Industrial Clusters

The NV20:2020 aims at pursuing a comprehensive policy towards industrial cluster development. It hopes to promote through Private Public Partnerships, efficient and intensive mechanisms for the processing and manufacture of selected exports. Government will facilitate the process through addressing the infrastructural deficit in each zone and will also attract private sector investment through specially targeted funds. This strategy will focus on developing four key facilities: Industrial Parks and Clusters; Enterprise Zones and Incubators.

Prioritising Industry Sub-Sectors

NV20:2020 prioritised ten manufacturing industrial sub-sectors to be developed in the short to medium-term, with potential to provide raw materials to downstream industries in the longer term. The criteria is based on availability of market/potential market size; availability of local raw materials; availability and simplicity of technology; profitability of the sub-sector; and availability of skilled manpower.

Priority Industries within the Manufacturing Sector

S/No	High Priority (up to 2015)		Medium Priority (up to 2020)		Low Priority (post 2020)
1	Chemicals and Pharmaceuticals	6	Domestic/Industrial Plastic and Rubber	9	Electricals and Electronics
2	Non-metallic mineral products sector	7	Pulp, paper products, printing, publishing sector	10	Motor vehicle & miscellaneous assembly
3	Basic Metal, Iron and Steel and Fabricated Metals	8	Wood and wood products (including furniture) sector		
4	Food, Beverages and Tobacco				
5	Textiles, wearing apparel, carpet, leather/leather footwear				

Enhancing Domestic and Foreign Trade in Value-Added Products and Services

The NV20:2020 recognises that Nigeria's contribution to non-oil global trade is negligible. In particular, non-oil exports account for 2 per cent Nigeria's trade compared with countries having similar demographics and resources. Consequently, the Vision envisages diversification from primary commodities and increasing market share in new export markets; especially higher value processed and refined products. The Vision wishes to make the manufacturing, processing, and exportation of value-added goods the focal point of Nigeria's trade strategy.

Targeted Exports: Priority Manufacturing Sub-sectors, Products and Potential Markets

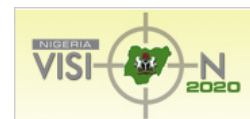
S/N	High Priority Sub-Sectors	Products	Potential Markets
1	Chemicals and Pharmaceuticals sector		
	a. Chemicals	Refined Oil	US, EU, North Africa, Asia (China, India)
		Liquefied Natural Gas	US, EU, North Africa, Asia (China, India)
b. Pharmaceuticals	Over The Counter drugs	ECOWAS Region	
2	Non-metallic mineral products sector		
3	Basic metal, iron and steel & fabricated metal sector		
4	Food, beverages and tobacco sector		
	a. Food	Parboiled Rice	ECOWAS Region
		Processed Cocoa beans	EU, Canada, US
		Sesame Oil	Asia
		Frozen Shrimps and Prawns	ECOWAS Region, US, EU, Japan,
		Cashews	
		a. Processed Cashew Nuts	India, Brazil, Vietnam
b. Cashew Kernels	US, UK		
b. Beverages	Fruit Juice	ECOWAS Region	
5	Textiles, wearing apparel,		
	Leather/leather footwear		
	a. Textiles, wearing apparel	Ready-to-wear garments	ECOWAS Region
		Processed cotton	ECOWAS Region, EU, US
	b. Leather, leather footwear	Leather Products	Italy, Asia (China)

Promoting Export

The NV20:2020 proposes the commissioning of an Inter-Ministerial/Agency Committee to streamline the functions of export/investment promotion agencies within the Cluster Development Strategy. It places economic diplomacy as the main theme of Nigeria's foreign policy and the central point for the active promotion of 'Made in Nigeria' goods. This will be achieved by nurturing strategic partnerships with other countries.

Administering the Borders

The NV20:2020 recognises that the creation of favourable environment for free movement of goods and services is critical to trade. The plan is to drastically reduce bottlenecks and constraints to trade; including attaining 48-hour turn-around time for clearing goods at the ports and complete electronic digitisation and documentation of all trade documents. The plan is to integrate ICT into all areas and processes needed to conduct free trade.



Promoting Domestic Trade

The NV20:2020 aims to promote domestic trade in value-added products through sectoral specialization in the regions in line with the Cluster Development Strategy. Each region will specialize in the manufacture and processing of targeted value-added products to meet the consumption demands of Nigerians and to reduce the volume of value-added imports.

Regional Specialization		
S/No	Region	Products
1	North East	Processed minerals, ethanol, Biodiesel, Cement, Fruit Juices
2	North West	Processed Meat, Leather goods, Bio fuels
3	North Central	Cut granite, Furniture, Processed , Cotton fabrics
4	South East	Over the counter drugs, Leather goods, Garments, Palm oil
5	South West	Plastics, Garments, General goods
6.	South South	Petrochemicals (refined oil), Fertilizers, Plastics, Oil services
DOMESTIC MARKET		

The NV20: 2020 target and support creation of an enabling environment for small and medium-sized manufacturing/processing firms, without the capital and technical edge to export; to focus on meeting local consumption needs. Thus, the NV20:2020 encourages collaboration amongst small and medium-sized firms within the same industry. Similarly, networks between local and provincial trade agencies for the promotion of inter-city and inter-regional trade will also be encouraged.

1.2. Strengthening Linkages among Key Sectors of the Economy

Financial Sector

The NV20:2020 envisages that the financial sector will provide the required credit to the real sector at an attractive and reasonable interest rate. Thus, the Vision aims to re-engineer the financial intermediation process, deepen/diversify financial products and integrate with external financial markets.

Transportation

The NV20:2020 aims at creating an integrated and sustainable transport system that will be safe, reliable and cost-efficient. Specifically, investment will be encouraged through concessions – BOT (Build Operate and Transfer), BOO (Build Operate and Own) – in rail, road, water and air transport for the purpose of haulage and distribution of inputs and other



materials to primary and manufacturing industries and subsequently to domestic and international markets.

Information & Communications Technology

The NV20:2020 plans to support primary, manufacturing and trade industry through efficient and globally competitive information and communications technology. We aim to leverage on the infrastructure base of the telecommunications sub-sector to improve the effectiveness of the primary, manufacturing and trade segments of the economy. Moreover, the Vision will provide incentives to enhance the spread of information and communications technology and its enabling infrastructure, especially telecommunications in the rural areas.

Developing Key Sources of Growth: What will Nigeria do differently?

Diversifying the economy and bolstering the capacity of the other growth sectors to generate increased export and domestic employment would require an aggressive focus on other growth sectors. In addition to implementing existing programmes, NV20:2020 will also focus on integrated sectoral planning and the cluster approach to industrialization. Under the integrated sectoral planning approach, the NV20:2020 will ensure proper integration of sectoral strategies to enhance linkage and realization of potential synergies amongst the growth sectors. The NV20:2020, and the 3 development plans to be derived there from, will specifically focus on initiatives that will foster effective linkage of these input sectors to the domestic industry as a way of unlocking the potential of the economy. In the short-term, this will entail strengthening the capacity of the key agencies of government responsible for long-term planning. The 'hub-and-spoke' industrialisation approach will leverage the economies of scale and scope; and the critical mass of economic activity, as a result of the industrial parks, to stimulate development across the nation.



Section Four Sustaining Social and Economic Development

NV20:2020 will develop efficient, accountable, transparent and participatory governance, establish a competitive business environment characterised by sustained macro-economic stability, enhance national security and improve the administration of justice. It will also promote unity in diversity, national pride, and conserve the nation's cultural heritage; develop sufficient and efficient infrastructure to support sustained economic growth and preserve the environment for sustainable socio-economic development.

Strategic Objectives

The strategic plan of NV20:2020 is to establish a transparent and accountable government that gives voice to the people and guarantees their welfare. The overall goal is to improve Nigeria's ranking on each of the six governance indicators, namely: Voice and Accountability, Political Stability, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption. To achieve this, the Vision focuses on instituting economic policy that guarantees the financial sustainability of each tier of government, rewards internal revenue generating efforts and promotes co-operation and co-ordination among the tiers of government in the interest of overall national development goals. The Vision will pursue comprehensive electoral reforms that encourage participatory and development-oriented governance at all levels to promote trust and confidence between the leaders and the citizenry. Under NV20:2020, local governments will be the focus of rural and community development. The Vision will also ensure improved participation of civil society organisations, especially women, in public policy development and implementation.

Creating Strong, Efficient and Effective Public Service Institutions

NV20:2020 will create a world-class, professional and incorruptible public service that emphasises value for money, excellence, discipline, integrity, transparency and loyalty. Thus, efforts would be made to complete and consolidate the on-going public service reforms to improve service delivery and promote good governance. Similar initiatives would be taken by all the states of the Federation to strengthen the Nigerian Public Service at all levels. Merit will be adopted as the cardinal policy for recruitment and promotion in the public service. Public enterprises such as refineries, power, steel industries, and railways will be privatized while a code of values and ethics for public servants will be introduced to improve morality and conduct in the public service.



Tackling Corruption

Nigeria is currently one of the most corrupt nations in the world with a ranking of 121 out of 180 countries on the Corruption Perception Index (CPI). NV20:2020 aims to stamp out corruption and improve Nigeria's ranking on the CPI to 60 by 2015 and 40 by 2020. The Vision aims to minimise corruption by creating wealth and employment opportunities; reducing poverty and ensuring the social security of Nigerians. In fighting corruption, there will be political and financial freedom for anti-corruption agencies, severe punishment for corrupt officials and promotion of transparency and accountability in the management of public finances.

Promoting Competitive, Private Sector-led Business Environment

Nigeria ranks as one of the least competitive economies in the world, being 99th out of 133 countries on the Global Competitiveness Index and 125th out of 183 countries on the Ease of Doing Business Index. NV20:2020 will promote an open, efficient, effective and globally competitive business environment that will facilitate the growth of businesses and investments. It will also introduce economic reforms and market-friendly policies that will attract foreign and domestic investment. Institutions such as Immigration Service, Nigeria Police, Corporate Affairs Commission, rail and air transportation management agencies, etc that are currently controlled exclusively by the federal government will be decentralized to ensure more effective and efficient delivery of services to the public. The government will also reduce the business registration time to a maximum of 48 hours and harmonise all tax systems and payments channels to reduce multiple taxation.

Ensuring National Security and Improved Administration of Justice

Internal security has remained a big challenge in Nigeria, as internal conflicts, such as religious, ethnic and economic crises have negatively impacted national development. NV20:2020 seeks to develop a constitutionally independent judicial system that ensures respect for the rule of law and equal access to justice. Therefore, the ability of law enforcement agencies to respond to national security emergencies will be improved and all discriminatory laws, policies and practices amended to promote a culture of respect for human rights. It will also promote prompt settlement of disputes and ensure timeliness in the trials of criminals.



Promoting Unity in Diversity, National Pride and Conservation of Our Cultural Heritage

NV20:2020 plans to unite and re-direct Nigerians towards the values of patriotism, hard work, honesty and selflessness. It promotes the concept of the *"Nigerian Dream"* with a view to entrenching these core values in the mind of every Nigerian. This will be implemented in conjunction with the on-going "Rebrand Nigeria Project" which also has as one of its objectives, the enhancement of the international perception of Nigeria, her people, her economy and the value placed on her products.

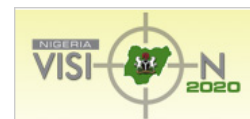
For the tourism sector, the objective of the NV20:2020 plan is to make Nigeria the aviation centre of West Africa, given its endowments and strategic location. To do this, government will rehabilitate tourist sites, including museums, monuments, historic and natural sites, and improve internal security arrangements and accessibility. It will also promote the development of the Nigerian tourism industry by projecting the positive image of Nigeria via the film, visual arts, movies and music industry.

Developing Sufficient and Efficient Infrastructure to Support Sustained Economic Growth

The biggest challenge to doing business in Nigeria today is the state of socio-economic infrastructure, including transport, power, telecommunications, ICT, and water. The current infrastructure base is grossly inadequate in capacity and quality to cater for the envisaged population and economic growth. NV20:2020 will focus on building a modern, efficient and effective infrastructure network, while taking necessary steps to protect the environment. It is expected that infrastructure development will be driven mainly by the private sector through Private-Public Partnership (PPP) arrangements.

Improving Power Supply

NV20:2020 strategic objective is to ensure that the power sector is able to efficiently deliver sustainable adequate, qualitative, reliable and affordable power in a deregulated market. The Vision estimates that Nigeria will need to generate electricity in the range of about 35,000MW by 2020. The target is to grow installed power generation capacity from 6,000MW in 2009 to 20,000MW by 2015 and 35,000MW by 2020. In the medium-term, existing IPPs will be encouraged to increase capacity and ongoing NIPP projects will be speeded up to achieve the target of 20,000MW by 2015. Incentives will also be granted to new entrants, especially for renewable power generation, in order to achieve additional generation capacity. Between 2011 and 2020, it is estimated that IPPs will generate an incremental 2000MW on an annual basis. In the long-term, additional large hydro plants, coal-fired plants, IPPs and renewable power



generating plants (hydro, solar and biomass) will be installed to further increase power generation capacity to 35,000MW. The Vision relies heavily on the private sector to take the lead in power generation. The transmission capacity in the sector will be improved to provide transmission losses while strengthening grid security.

Improving Transportation

The current transport infrastructure in the country is inadequate to meet the needs of a 21st Century economy. In the aviation sub-sector, NV20:2020 plans to establish an effective and efficient emergency search and rescue unit under the Federal Airports Authority of Nigeria. For land transport, the government will construct eight major roads (6-lane at the minimum) to link the extreme ends of the country e.g. two (2) diagonally: Maiduguri-Lagos and Sokoto-Calabar, two (2) across the country: Kano-Port Harcourt and Ilorin-Yola and four (4) spanning the borders of the country: Sokoto-Maiduguri; Sokoto-Lagos; Lagos-Calabar; Calabar-Maiduguri; and also Lagos-Benin-Onitsha-Enugu-Port Harcourt. The roads will facilitate inter-zonal transportation, while states will construct feeder roads to link with the major roads. It will also develop an expansive, efficient and affordable multi-modal transportation network plan for major cities. This will include development of pedestrian, cycling, public transit facilities, road, rail and water transport. The government will also privatise or concession the Nigerian Railways to the private sector to rehabilitate and reposition it for effective operations.

Information and Communications Technology (ICT)

The NV20:2020 policy for the ICT sector will be targeted at encouraging research and development as well as initiatives that would facilitate and enhance local manufacture, capacity and content development in the key areas of ICT. The implementation of this policy will be driven mainly by the private sector, promote entrepreneurship, innovation and local capacity development, while the government will be the facilitator and catalyst for the projected growth. It is expected that the nation's ICT sector will not only meet domestic ICT needs but will also enable Nigeria to exploit international market opportunities.

Preserving the Environment for Sustainable Socio-economic Development

Sustainable use of natural resources helps to fight poverty. NV20:2020 places emphasis on conservation of the environment, preventing loss of bio-diversity, restoring degraded areas and protecting ecologically sensitive sites and reducing impact of climate change on socio-economic development. The measures will also combat desertification and mitigate impacts of droughts, reduce the occurrence and impact of environmental hazards and disasters and improve overall



governance of the environment. High priority will be accorded to the use of natural resources and environmental protection.

Transforming Nigeria's Six Geo-Political Regions into Economic Growth Poles

Regional disparity in Nigeria's development is traced to history, culture, natural endowment and politics. There are also regional development challenges peculiar to some regions such as environmental degradation in the Niger Delta and desert encroachment in the north. Nigeria currently has no clear regional development policy. NV20:2020 hopes to achieve equitable and spatial socio-economic development across the various geo-political regions in Nigeria on the basis of a clear regional development strategy. Specific cities within each region will be developed into regional growth centres which will then speed up the growth of secondary urban centres within respective regions or states.

Developing Niger Delta Region

NV20:2020 considers the development of the Niger Delta as a major challenge. The plan for the Niger Delta region is to promote lasting poverty reduction by strengthening local governance and participatory planning, ensuring sustainable use of renewable natural resources and providing critical social infrastructure. Priority will also be given to the provision of basic education and health facilities in the region. The Niger Delta Master plan will be the instrument for promoting sound environmental management, alleviating poverty, developing the infrastructure base and improving local participation in the oil and gas industry.



Section Five

Making the Vision a Reality

Achieving Our Set Goals

Since independence, various governments have pursued different programmes aimed at ensuring national development and improved quality of life. These schemes have, however, not translated to improved living standards for the citizenry. While countries that have had good plans and implemented them well have recorded significant progress in national development, Nigeria has continued to lag behind in terms of the various human development indices. To improve the quality of life of Nigerians, it is critical for the country to fully implement the NV 20:2020.

What Would be Done

The machinery of government at all levels will be strengthened to ensure that all tiers of government have the ability to carry out the programmes and projects contained in the NV 20:2020 document which are designed to speed up the development of the country. To begin with, the objectives and outcomes of the vision will be translated into specific programmes and projects to which adequate resources will be allocated. In addition, implementation will be measured and evaluated regularly against the goals to ensure that the desired objective is being achieved.

This will be done by:

1. Setting priorities – making sure that the most important things are done first
2. Setting targets – Deciding on the things that needs to be achieved and when they would be achieved.
3. Monitoring of the programmes and projects being implemented regularly to ensure compliance.
4. Generating reports on the programmes and projects being implemented on a regular basis and making them available to Nigerians for further inputs.

Must Do Actions

1. NV20:2020 will be linked with other development strategies of government so that they can complement each other.



2. All levels of government will monitor and evaluate the programmes and projects being implemented under the Vision.
3. Ensure that the Vision becomes law. This will make it difficult for any government to make unnecessary changes to it or discard it entirely.
4. Adequate publicity will be given to the programmes and projects in the Vision to get the buy-in of the citizens.

Reviewing Existing Plans and Budgeting Arrangements

The Fiscal Responsibility Act 2007 is aimed at addressing flaws in plan and budget implementation in Nigeria and making governments at all levels imbibe a fiscal behaviour that promotes prudence and sound financial management. NV20:2020 is designed to use existing planning frameworks to achieve better and more effective co-ordination of Nigeria's planning efforts. The Vision, therefore, is a harmonized view of the key principles and thrusts of NEEDS, MDGs, and the Seven-Point Agenda within a common perspective that is consistent with Nigeria's long-term national aspirations. All of these important tools for steering economic activities are aligned to the Vision, and derived from it.

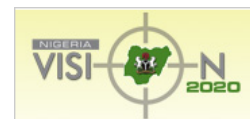
Reviewing Existing Monitoring and Evaluation Arrangements

Monitoring and Evaluation (M&E) efforts by the three tiers of government in the country are constitutionally decentralized. On the whole, however, none of the three tiers of government has been able to do a good job of monitoring and evaluation as units that carry out this function have been under-funded and under-utilised, while their reports are usually ignored in the processes of budget allocation and programme prioritization. The success of the NV20:2020 is anchored on an effective monitoring and evaluation strategy. Under the Vision, monitoring will constitute expenditure tracking and activities will be linked to development priorities.

Planning and Budgeting Framework for Implementing NV20:2020

The approach to planning and budgeting for achieving the NV20:2020 involves coordinating and aligning government activities at all levels to the expectations of the Vision, consistent with the provisions of specific medium-term plans. The process is based on the following guidelines:

1. National Planning Commission will supervise the preparation of three medium-term national development plans to drive the implementation of the Vision

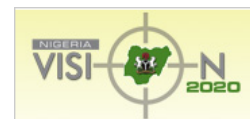


2. The medium-term development plans will detail specific goals, strategies and performance targets for all sectors of the economy, in line with the economic transformation strategy of the Vision.
3. The Medium-Term Expenditure Framework (MTEF) will be used as a tool for linking policy, planning and budgeting across all levels of government during this period, in line with the Fiscal Responsibility Act. The MTEF will have the following components:
 - a. Macro-economic framework;
 - b. Medium-term revenue and expenditure framework;
 - c. Medium-term fiscal strategy; and
 - d. Medium-term sector strategies with projects and programmes linked to the goals and objectives defined for the sector in the relevant development plan
4. A national M&E system will be developed to measure progress in the implementation of the Vision, which will be adopted by all levels of government.

Making M&E the Pivot of Development: Overview and Guiding Principles

The M&E framework is designed to enable a fact-based assessment of Nigeria's performance and enhance the ability of the country to achieve its goals under NV20:2020. Thus, Nigeria's national M&E structure is hinged on the following five (5) guiding principles:

- i. M&E will be an integral aspect of governance in Nigeria and will involve the entire activities of governance at all levels: federal, state, and local. The aim is to define a coherent "system", from the building blocks that already exist, and move away from stand-alone structures;
- ii. To create significant value, the M&E "system" will capture:
 - a. Strategic outcomes, i.e. achievement of targeted objectives that are strategic to NV20:2020; and
 - b. Effectiveness, i.e., assessment of whether outcomes are achieved in an efficient manner. High performance in government will be driven by the achievement of strategic outcomes at minimal cost.
- iii. M&E will serve as input into evidence-based decision-making, i.e., the value of Monitoring and Evaluation would be in its application to planning and budgeting.



- iv. Accountability for performance needs to be entrenched in the system. The M&E system will encourage rewards for individual and institutional performance at all levels of government.
- v. The M&E framework will be applicable at the country, MDA and state levels.

Institutional Framework for M&E

The institutional framework for M&E in Nigeria recognises the need to make M&E a crucial activity that requires visibility at the highest level of governance. To institutionalize M&E, it will be given high visibility within the government, and the leadership will lead by example, demanding scorecards and M&E reports, to enable evidence-based decision-making. This requires that M&E will be driven from the top with assignment of clear roles and responsibilities within the governance structure.

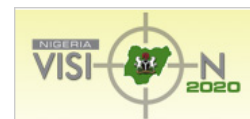
Roles and Responsibilities for Agents of M&E

Although all the agents of M&E will work as a team, specific responsibilities are assigned as follows:

1. The National Planning Commission (NPC)

The NPC is responsible for overall M&E across the government. The M&E office at the NPC will be responsible for the following:

- a. Anchoring the overall co-ordination of the national M&E system;
- b. Preparing the Nigeria Country Report annually, prior to the start of the budgeting process;
- c. Submitting the Nigeria Country Report to the office of the President and the National Assembly;
- d. Publishing an executive summary of Nigeria Country Report yearly for dissemination to the public;
- e. Taking ownership of the MDA and State M&E templates and working with the M&E departments within the relevant ministries; and
- f. Recommending updates to the National Planning Commission Act 1993, as may be necessary.



2. Ministries

Department of Planning, Research and Statistics in all ministries is responsible for M&E activities within ministries as follows:

- a. Managing operational M&E across departments and related agencies, using their own reports. This includes monitoring percentage completion, actual versus budgeted spending, site visits, etc.
- b. Preparing quarterly reports of performance of the ministry and submitting the reports to the NPC. These quarterly reports will focus on outcomes.
- c. Before submitting state report cards, ministries should validate the accuracy of the data using the National Statistical System of Nigeria (NBS, National Population Commission, etc) as well as civil society.

3. States

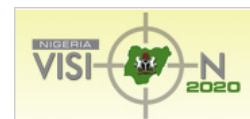
Each state of the federation will have a statutory body responsible for M&E; with a structure similar to the national M&E system. The body at the state level will be responsible for preparing an overview of value creation at the state level with inputs from the local governments.

Responsibilities of the states will include:

- a. Establishing a co-ordinating agency (i.e. NPC equivalent) for co-ordinating M&E across the states and preparing the state scorecard
- b. Preparing state scorecards with inputs from local governments
- c. Using the state scorecard to guide state budget decisions
- d. Submitting state scorecard report to the National Planning Commission

4. Nigeria's National Statistical System

The National Bureau of Statistics (NBS) and the National Population Commission (NPC) have very important roles to play in setting up Nigeria's M&E system. These agencies will continue to collect data, administer surveys in accordance with their respective mandates. The NBS have the following responsibilities under the proposed Nigerian national M&E system:



- a. Data collection: The NBS' structure will form the central data access platform for all M&E-related data and will work closely with MDAs and states to ensure full data capture;
- b. Data quality assurance and statistical analysis: The NBS will assure the quality of data used in the M&E process and will also provide data analysis services to MDAs and states;
- c. The NBS will provide a web-based data/information portal which all states and ministries will be able to access on a regular basis;
- d. All Key Performance Indices (KPIs) defined in Ministry Report Cards will be incorporated into surveys, censuses, e.t.c., to be collected by NBS and other statistical agencies;

The NBS will be centrally funded by the Federal Government. The mandatory use of NBS data for the M&E system will be made a law.

Nigeria Strategy Map

The Nigeria Strategy map which sets out the structure for the country's M&E comprises four overall strategic themes, namely:

- Better quality of life for all
- Sustainable economic growth
- Safe and secure lives
- High performing government

The first three themes focus on results the country aims to achieve for its citizens while the fourth aims at measuring the extent to which government, as the co-ordinator and driver of the country's economic blueprint, has become more effective and efficient in its own operations. There are two main avenues for value creation: enabling strategic outcomes linked to infrastructure, affordable quality education or rule of law and increasing the efficiency of the government itself.

The Nigeria Country Report

The Nigeria Country Report (NCR) is one of the primary instruments for entrenching M&E process in Nigeria. The report aims at providing an objective evaluation of progress, in the achievement of the Vision's objectives, targets and outcomes, for documentation and



dissemination to all stakeholders every year. The report is expected to play an important role in shaping the priorities of the government during the plan period, by providing a basis for evidence-based decision-making. Although the report will expectedly serve as an instrument for political accountability, the content of the report, and the associated processes through which it is produced, will be geared towards the production of information to enable and support continuous improvement in the quality of policies and programmes through which the vision is being implemented. The National Planning Commission will primarily be responsible for generating the country M&E report.

Legal Framework

Actualising the NV20:2020 depends on the enactment of legislation to back-up all the initiatives. In this regard, the following actions will be taken:

- Enactment of NV20:2020 into law is important in ensuring a suitable level of policy consistency in the course of its implementation. The proposed Vision 20:2020 Bill of the Federal Government of Nigeria, otherwise known as the Nigerian National Development Plan Act, will propose punitive sanctions for non-compliance. Consequences will include temporary denial of access to the Federation Account and other consolidated revenues.
- Annual presentation of the National Performance Report by the President to a joint session of the two chambers of the National Assembly will be made a law, in order to trigger executive demand for M&E in Nigeria's governance.

Legal Requirements for NV20:2020

The legal requirements for NV20:2020 are two pronged: Constitutional and Legislative

Constitutional Requirements

Successful implementation of NV20:2020 requires an amendment to the constitution, especially in the areas of Appropriation Framework, and Exclusive and Concurrent lists.

Legislative Requirements

Legislative actions will be in the areas of amendment to a number of existing laws that are crucial to the actualization of the policy thrusts of the Vision, passage of the pending legislations and enactment of new legislations enabling implementation.



Role of Public Service

The public service is critical to the implementation and realization of the objectives of the NV 20:2020. Therefore, the ongoing public service reforms will be intensified so that the country can have an efficient and effective public service that is capable of implementing the NV20:2020.