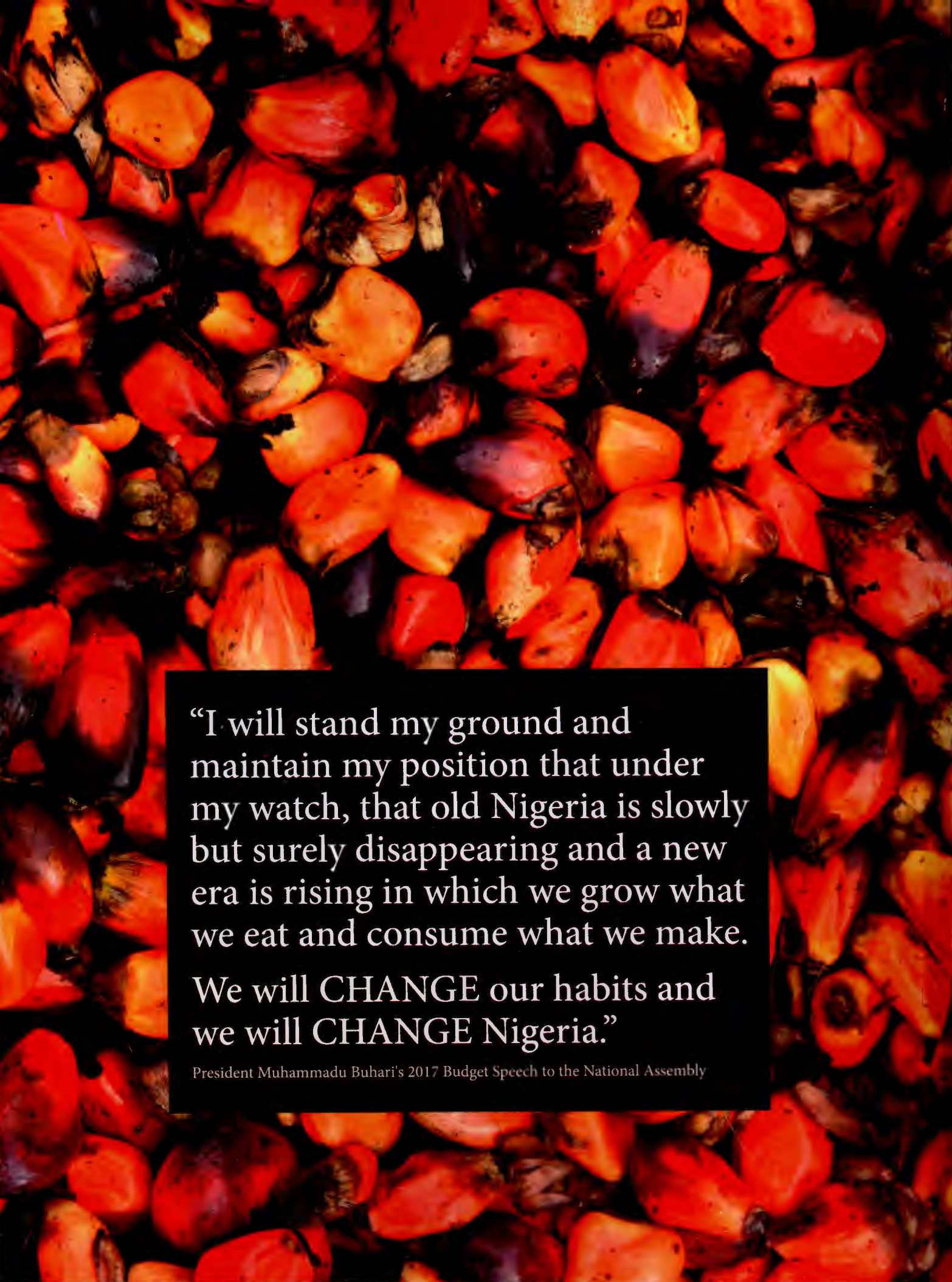




NIGERIA ECONOMIC RECOVERY & GROWTH PLAN 2017-2020



A B R I D G E D V E R S I O N



“I will stand my ground and maintain my position that under my watch, that old Nigeria is slowly but surely disappearing and a new era is rising in which we grow what we eat and consume what we make. We will CHANGE our habits and we will CHANGE Nigeria.”

President Muhammadu Buhari's 2017 Budget Speech to the National Assembly

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FROM THE PRESIDENT



These are challenging times for the Nigerian economy. Our economy has lapsed into recession compounded by rising inflation. The underlying causes of these economic challenges are long-standing and deep-seated structural and economic factors exemplified by our continued high dependence on a single commodity - crude oil, then also a lack of fiscal buffers, fiscal leakages, corruption and inefficient spending in the recent past. Thus, the sharp drop in oil prices, which began in mid-2014, and significant fall in local production resulting from pipeline and oil export terminals vandalism in the Niger Delta, impacted negatively on our public finances and foreign exchange supply and triggered the current economic recession. Since assumption of office, we have initiated bold policy interventions aimed at tackling these economic challenges.

I commend the fortitude with which all Nigerians have been bearing the situation and for the confidence reposed in my administration to bring the economy out of recession. Indeed, my administration views the current challenging economic situation as an opportunity to re-launch our economy on the path of a more diversified, inclusive and sustainable growth.

From our first day in office, my administration focused on key policies that are capable of addressing the challenges we inherited. Our 'Change Agenda', to which we remain committed, rests on the tripod of improving security, tackling corruption, and revitalising the national economy. We have made progress in some of these areas.

In the 2016 budget, we focused on an economic stimulus programme, and introduced a job creation and social safety net programme for the poor and vulnerable members of our society. The 2017 budget proposal recently presented to the National Assembly builds on the 2016 Budget, with N7.3 trillion aggregate expenditure.

In my foreword to the Strategic Implementation Plan for the 2016 Budget of Change, I promised that a more comprehensive medium-term plan would be developed. This Economic Recovery and Growth Plan (2017 - 2020) is the fulfilment of that promise.

The Economic Recovery and Growth Plan (ERGP) articulates our vision for the country for the period 2017-2020, and lays the foundation for long-term growth. The underlying philosophy is to optimise local content and empower local businesses. The Plan clearly stipulates the role of government in facilitating, enabling and supporting the economic activities of businesses. It articulates the strategy for aligning fiscal, monetary and trade policies. The relevant policy instruments to promote import substitution and export promotion are also outlined. Through the Plan, we are poised to achieve all of these whilst ensuring the protection of the public interest.

The success of this Plan will depend largely on its effective implementation, including effective coordination of its implementation amongst all stakeholders at national and sub-national levels. The coordination of plan-implementation will be the responsibility of the Ministry of Budget and National Planning which will provide regular updates on the Plan. In addition, a Delivery Unit is being established in the Presidency to be responsible for driving implementation of the key priorities. This Government is committed to implement the Plan in full.

I look forward to the partnership and support of the organised private sector, civil society organisations, our international development partners, all relevant stakeholders in the Nigerian economy and indeed all Nigerians as we launch and commence implementation of this Plan. With support from all, we will be able to revive our economy and re-launch it on the path of sustained long-term growth.

Muhammadu Buhari

President, Commander-in-Chief of the Armed Forces
Federal Republic of Nigeria

PREFACE

The central question in the minds of many Nigerians today is: what is Government doing to pull the economy out of recession? As a Government, we are mindful of the challenges and the expectations of Nigerians. Tough times require bold actions. The current economic hardship is a product of many years of inappropriate policies, fiscal leakages and inefficient spending. We are determined to tackle it by taking resolute actions that will fundamentally change the structure of the economy and the way government business is conducted. The Economic Recovery and Growth Plan (ERGP), which builds on the Strategic Implementation Plan (SIP) for the 2016 Budget of Change, has been formulated to address the various dimensions of our current challenges. It sets out the tough choices we have to make as a nation over the next four years (2017-2020) and provides a clear road map of strategic policy actions and enablers required to revive the economy and place it on a path of sustainable growth and development.

The ERGP focuses on three strategic objectives: restoring growth, investing in our people, and building a competitive economy. To restore growth, we need, firstly, to stabilize the economy and, secondly, to restructure the economy for growth. The Plan targets a growth rate of 7% by 2020 driven by strong non-oil sector growth anchored on agriculture and food security, energy, transportation and industrialization. It also recognises that our people are the best resource we have. Thus, we need to invest in them through improving access to healthcare and education, promoting social inclusion and creating jobs. To build a competitive economy, attention must be given to accelerating key infrastructure development and also improving the ease of doing business.

The ERGP was developed through an extensive consultative process and a participatory approach involving several stakeholders, including the National Assembly, State Governments, Federal Ministries, Departments and Agencies, the private sector, academia, civil society organisations, and international development partners. I would like to thank all the stakeholders for their participation and useful contributions during these interactions.


It is important to note that the success or failure of any plan rests on the quality of its implementation. To this end, the Ministry of Budget and National Planning (MBNP) is committed to coordinating implementation to ensure that the objectives laid out in this Plan are effectively delivered. We have a delivery strategy which will enable us to track progress against set targets, identify and tackle challenges as they emerge through a consistent and credible Monitoring and Evaluation Framework. We must, and we will, get it right.

I hope that all stakeholders will find this document to be a useful roadmap and join us in this effort to revive the Nigerian economy.

Senator Udoma Udo Udoma
Minister of Budget and National Planning



The ERGP sets out the tough choices we have to make as a nation over the next four years



“We need to diversify the economy so that we never again have to rely on one single commodity to survive as a country. So that we can produce the food we eat, make our own textiles, and produce most of the things we use. We need to create an environment for our young people to innovate and create jobs through technology”

President Muhammadu Buhari's Speech at the 22nd Nigerian Economic Summit

THE ECONOMIC RECOVERY & GROWTH PLAN (ERGP)

Introduction

Nigeria has the potential to become a major player in the global economy by virtue of its human and natural resource endowments. However, this potential has remained relatively untapped over the years. After a shift from agriculture to crude oil and gas in the late 1960s, Nigeria's growth has continued to be driven by consumption and high oil prices. Previous economic policies left the country ill-prepared for the recent collapse of crude oil prices and production. The structure of the economy remains highly import dependent, consumption driven and undiversified. Oil accounts for more than 95% of exports and foreign exchange earnings while the manufacturing sector accounts for less than 1% of total exports. The high growth recorded during 2011-2015, which averaged 4.8% per annum mainly driven by higher oil prices, was largely non-inclusive. Majority of Nigerians remain under the burden of poverty, inequality and unemployment. General economic performance was also seriously undermined by deplorable infrastructure, corruption and mismanagement of public finances. Decades of consumption and high oil price-driven growth led to an economy with a positive but jobless growth trajectory.

After more than a decade of economic growth, the sharp and continuous decline in crude oil prices since mid-2014, along with a failure to diversify the sources of revenue and foreign exchange in the economy, led to a recession in the second quarter of 2016. The challenges in the oil sector, including sabotage of oil export terminals in the Niger Delta, negatively impacted government revenue and export earnings, as well as the fiscal capacity to prevent the economy from contracting. The capacity of government spending was equally constrained by lack of fiscal buffers to absorb the shock, as well as leakages of public resources due to corruption and inefficient spending in the recent past.

The current administration recognises that the economy is likely to remain on a path of steady and steep decline if nothing is done to change the trajectory. It is in this context that since inception in May 2015, Government has made several efforts aimed at tackling these challenges and changing the national economic trajectory in a fundamental way. The earliest action was the prioritisation of three policy goals: tackling corruption, improving security and re-building the economy. Consequently, the Strategic Implementation Plan (SIP) for the 2016 Budget of Change was developed as a short-term intervention for this purpose. Visible successes and achievements have been recorded. However, it is recognised that more needs to be done to propel the country towards sustainable accelerated development.



The Economic Recovery and Growth Plan (ERGP), a Medium Term Plan for 2017 – 2020, builds on the SIP and has been developed for the purpose of restoring economic growth while leveraging the ingenuity and resilience of the Nigerian people – the nation's most priceless assets. It is also articulated with the understanding that the role of government in the 21st century must evolve from that of being an omnibus provider of citizens' needs into a force for eliminating the bottlenecks that impede innovation and market-based solutions. The Plan also recognises the need to leverage Science, Technology and Innovation (STI) and build a knowledge-based economy. The ERGP is also consistent with the aspirations of the Sustainable Development Goals (SDGs) given that the initiatives address its three dimensions of economic, social and environmental sustainability issues.

ERGP's New Approach

The ERGP differs from previous plans in several ways. First, focused implementation is at the core of the delivery strategy of the Plan over the next four years. More than ever before, there is a strong political determination, commitment and will at the highest level. Whilst all the MDAs will have their different roles in implementing the Plan, a Delivery Unit is being established in the Presidency to drive the implementation of key ERGP priorities. The Ministry of Budget and National Planning will coordinate plan-implementation and for this purpose will, amongst other things, build up its capability for robust monitoring and evaluation.

Second, the Plan outlines bold new initiatives such as ramping up oil production to 2.5mbpd by 2020, privatising selected public enterprises/assets, and revamping local refineries to reduce petroleum product imports by 60% by 2018. Other initiatives include environmental restoration projects in the

Niger Delta, which demonstrate the Federal Government's determination to bring environmental sustainability to the forefront of its policies. As part of this Plan, oil revenues will be used to develop and diversify the economy, not just sustain consumption as was done in the past. The economy will run on multiple engines of growth, not just the single engine of oil. The Plan focuses on growth, not just for its own sake, but for the benefits it will bring to the Nigerian people. This Plan also places importance on emerging sectors such as the entertainment and creative industries.

Third, the ERGP builds on existing sectoral strategies and plans such as the National Industrial Revolution Plan and the Nigeria Integrated Infrastructure Master Plan. Rather than re-inventing the wheel, the ERGP will strengthen the successful components of these previous strategies and plans while addressing challenges observed in their implementation.

Fourth, the ERGP is innovative in that it signals a changing relationship between the public and private sectors based on close partnership. In implementing the Plan, the Government will collaborate closely with businesses to deepen their *investments in the agriculture, power, manufacturing, solid minerals and services sectors*, and support the private sector to become the engine of national growth and development. In addition, science and technology will be effectively harnessed to drive national competitiveness, productivity and economic activities in all sectors.

Fifth, the current administration has merged the Budget and Planning functions into one Ministry to create a better and stronger link between annual budgets and the ERGP. This has facilitated the ERGP's preparation process and will also expedite its implementation. It also strengthens the macro framework which underpins the ERGP, ensuring that budgets are properly aligned with planning, thus promoting effective implementation.

Finally, the ERGP provides for effective collaboration and coordination with the States to ensure that the Federal and State Governments work towards the same goals. The States have a significant role to play in the success of the ERGP and some have already adopted a number of the initiatives being promoted in this Plan.

The Vision of the ERGP

The vision of the ERGP is one of sustained inclusive growth. There is an urgent need as a nation to drive a structural economic transformation with an emphasis on improving both public and private sector efficiency. This is aimed at increasing national productivity and achieving sustainable diversification of production, to significantly grow the economy and achieve maximum welfare for the citizens,

beginning with food and energy security. This Plan is a pointer to the type of Nigeria that the people desire in the short to medium-term, and encourages the use of science, technology and innovation to drive growth. It also provides a blueprint for the type of foundation that needs to be laid for future generations, and focuses on building the capabilities of the youths of Nigeria to be able to take the country into the future.

Principles of the ERGP

Several principles have driven the thinking and the development of this Plan:

- **Focus on tackling constraints to growth.** Economic growth in Nigeria faces various supply constraints including fuel, power, foreign exchange, and business unfriendly regulations. In addition, there is a shortage of requisite skills and appropriate technology necessary to drive growth. This Plan focuses on overcoming and resolving these challenges.
- **Leverage the power of the private sector.** Economic recovery and transformative growth cannot be achieved by the government alone. It is essential to harness the dynamism of business and the entrepreneurial nature of Nigerians, from the MSMEs to the large domestic and multinational corporations to achieve the objectives of this Plan. The Plan prioritises the provision of a more business friendly economic environment.
- **Promote national cohesion and social inclusion.** Nigerians are the ultimate beneficiaries of more inclusive growth, therefore the initiatives set out in this Plan are aimed at ensuring social inclusion and the strengthening of national cohesion.
- **Allow markets to function.** The ERGP recognises the power of markets to drive optimal behaviour among market participants. The Plan prioritises the use of the market as a means of resource allocation, where appropriate. However, the Plan also recognises the need to strengthen regulatory oversight to minimise market abuse.
- **Uphold core values.** The ERGP is rooted in the core values that define the Nigerian society as enshrined in the 1999 Constitution, notably discipline, integrity, dignity of labour, social justice, religious tolerance, self-reliance and patriotism. It requires all citizens and stakeholders to adhere to these principles.

Broad objectives of the Plan

The ERGP has three broad strategic objectives that will help achieve the vision of inclusive growth outlined above: (1) restoring growth, (2) investing in our people, and (3) building a globally competitive economy.

Restoring Growth: To restore growth, the Plan focuses on achieving macroeconomic stability and economic diversification. Macroeconomic stability will be achieved by undertaking fiscal stimulus, ensuring monetary stability and improving the external balance of trade. Similarly, to achieve economic diversification, policy focus will be on the key sectors driving and enabling economic growth, with particular focus on agriculture, energy and MSME led growth in industry, manufacturing and key services by leveraging science and technology. The revival of these sectors, increased investment in other sectors, less reliance on foreign exchange for intermediate goods and raw materials and greater export orientation will improve macroeconomic conditions, restore growth in the short term and help to create jobs and bring about structural change.

Investing in our People: Economic growth is beneficial for society when it creates opportunities and provides support to the vulnerable. The ERGP will invest in the Nigerian people by increasing social inclusion, creating jobs and improving the human capital base of the economy.

- **Social inclusion.** The Federal Government will continue to provide support for the poorest and most vulnerable members of society by investing in social programmes and providing social amenities. Targeted programmes will reduce regional inequalities, especially in the North East and Niger Delta.
- **Job creation and youth empowerment.** Interventions to create jobs are a core part of the ERGP, which aims to reduce unemployment and under-employment, especially among youth. The ERGP accordingly prioritises job creation through the adoption of a jobs and skills programme for Nigeria including deepening existing N-Power programmes, and launching other public works programmes. The partnership for job creation will also focus on the policies required to support growth and diversification of the economy by placing emphasis on Made-in-Nigeria, public procurement which takes account of local content and labour intensive production processes. All initiatives under job creation would prioritise youth as beneficiaries. Accordingly, all capacity building and skills acquisition interventions will be targeted at youth-dominated sectors such as ICT, creative industries, and services. Furthermore, concerted efforts would be made to encourage youth to venture into other labour intensive sectors such as agriculture and construction.

- **Improved human capital.** The Federal Government will invest in health and education to fill the skills gap in the economy, and meet the international targets set under the UN's Sustainable Development Goals (SDGs). The ERGP will improve the accessibility, affordability and quality of healthcare and will roll out the National Health Insurance Scheme across the entire country. It will also guarantee access to basic education for all, improve the quality of secondary and tertiary education, and encourage students to enrol in science and technology courses.

Building a Globally Competitive Economy: Restoring Nigeria's economic growth and laying the foundations for long-term development requires a dynamic, agile private sector that can innovate and respond to global opportunities. The ERGP aims to tackle the obstacles hindering the competitiveness of Nigerian businesses, notably poor or non-existent infrastructural facilities and the difficult business environment. It will increase competitiveness by investing in infrastructure and improving the business environment.



- **Investing in infrastructure:** The ERGP emphasizes investment in infrastructure, especially in power, roads, rail, ports and broadband networks. It builds on ongoing projects and identifies new ones to be implemented by 2020 to improve the national infrastructure backbone. Given the huge capital layout required to address the massive infrastructure deficit in the country, the private sector is expected to play a key role in providing critical infrastructure, either directly or in collaboration with the Government under public private partnership (PPP) arrangements.
- **Improving the business environment:** Nigeria's difficult and often opaque business environment adds to the cost of doing business and is a disincentive to domestic and foreign investors alike. Regulatory requirements must be more transparent, processing times must be faster, the overall economy must be more business-friendly. The ERGP will build on the efforts of the Presidential Enabling Business Environment Council (PEBEC) and track progress using the metrics of the World Bank's Doing Business Report. The target is to achieve a top 100

ranking in the World Bank's Doing Business index by 2020 (up from the current ranking of 169).

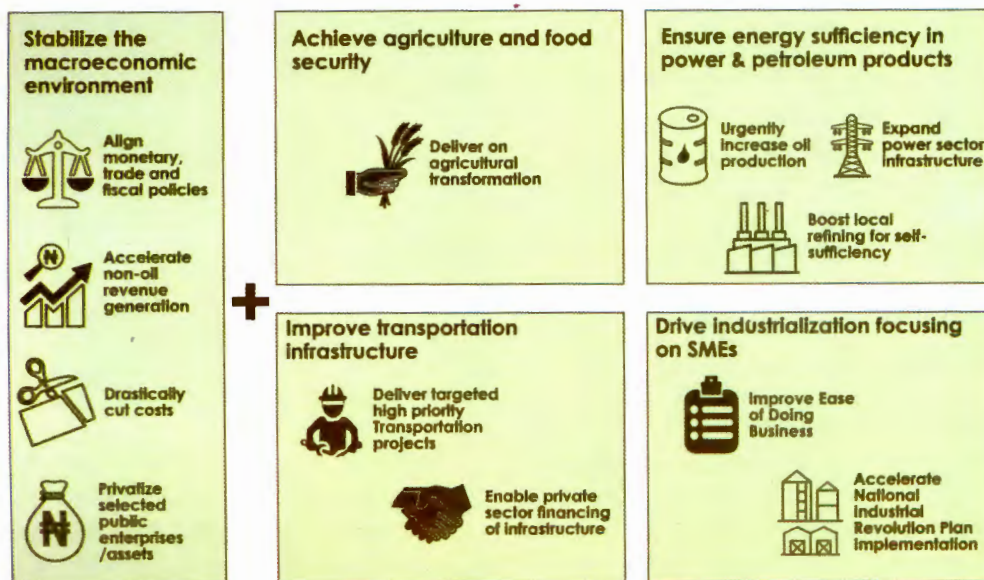
- Promoting Digital-led growth:** To make the Nigerian economy more competitive in the 21st century global economy, its industrial policy must be linked to a digital-led strategy for growth. The ERGP will build on The Smart Nigeria Digital Economy Project to increase the contribution from ICT and ICT-enabled activity to GDP and the overall goals of a digital-led strategy for growth centre on the establishment of an ICT ecosystem in Nigeria. This is enabled through significantly expanding broadband coverage, increasing e-government, and establishing ICT clusters, starting in the SEZs. Government will also drive a programme to build the skills in this sector, focusing on training IT Engineers in software development, programming, network development and cyber security.

Key Execution Priorities

To achieve the objectives of the ERGP, the key execution priorities, as illustrated in Figure A, are:

- Stabilizing the macroeconomic environment
- Achieving agriculture and food security
- Ensuring energy sufficiency (power and petroleum products)
- Improving transportation infrastructure
- Driving industrialization focusing on Small and Medium Scale Enterprises

FIGURE A: ERGP'S TOP EXECUTION PRIORITIES



Macroeconomic Stability: To achieve the growth aspirations, the first requirement is a stable macroeconomic environment with low inflation, stable (market reflective) exchange rates and sustainable fiscal and external balances. This requires that monetary, trade and fiscal policies are well aligned to ensure coherence and effective coordination. The CBN will continue to work towards improving the operations of the foreign exchange market to enhance its liquidity. Non-oil revenue will be accelerated through improved tax and Customs administration, including introduction of tax on luxury items. This would ensure a more diversified fiscal revenue base away from the current dependence on crude oil and gas. Fiscal consolidation will also be pursued through cost cutting measures that include rationalization of overheads and recurrent expenditures and sub-national fiscal coordination. Selected public enterprises/assets will be

privatised to optimise their operational efficiency and reduce the fiscal burden on the government.

Agriculture and food security: Agriculture has contributed to GDP growth in Nigeria in a consistent manner. The sector grew by 4.88% in Q3 2016 and by as much as 13% in previous years, suggesting immense unrealized potential. Investments in Agriculture can guarantee food security, have the potential to be a major contributor to job creation, and will save on the foreign exchange required for food imports. Successful harvests will also help to reduce inflation and promote economic diversification. ERGP focuses on the needs of the people by prioritizing food security as a critical national objective, and plans are already in place for national self-sufficiency in rice by 2018 and wheat by 2019/2020.

Energy (power and petroleum product sufficiency): The Energy sector is fundamental to development across all other sectors of the economy. The ERGP will address issues of energy from the perspective of electric power and the petroleum sector. With regard to the power value chain, efforts will be concentrated on overcoming the current challenges which relate to governance, funding, legal, regulatory, and pricing issues across the three main power segments of generation, transmission and distribution, and ensuring stricter contract and regulatory compliance. The ERGP aims to optimise the delivery of at least 10 GW of operational capacity by 2020 and to improve the energy mix including through greater use of renewable energy. The Plan also aims to increase power generation by optimising operational capacity, encouraging small-scale projects, and building more capacity over the long term. Government will also invest in transmission infrastructure. With regard to the oil and gas sector, the intention is to increase the production of crude oil and gas while adding value in the downstream petroleum sector. The objectives are as follows:

- **Urgently increase oil production:** Restore production to 2.2 mbpd in the short term and 2.5 mbpd by 2020 to increase export earnings and government revenues by an additional N800 billion annually.
- **Expand power sector infrastructure:** Optimise the delivery of at least 10 GW of operational power capacity by 2020 to boost economic activity across all sectors and improve the quality of life of the citizenry.
- **Boost local refining for self-sufficiency.** Reduce petroleum product imports by 60% by 2018, become a net exporter by 2020, save foreign exchange and prevent reversion to the fuel subsidy regime.

Transportation Infrastructure: Nigeria's transport infrastructure stock is inadequate for the size of the economy and constitutes a major cost and constraint for both large and small businesses. Investments in strengthening Nigeria's infrastructure will make a significant contribution towards building a competitive economy. Given the scale of the investment required, partnering with the private sector will be critical, and significant effort will go towards attracting private sector investment, and ensuring agreed execution priorities and timelines are effectively delivered.

Industrialisation focusing on Small and Medium Scale Enterprises: The strengthening of small-scale businesses and the promotion of industrialization are priorities for economic recovery. Nigeria's manufacturing sector has been particularly vulnerable to the stagnant economic conditions. It contracted by 4.38% in Q3 2016 largely due to the difficulty of accessing foreign exchange to import intermediate goods and raw materials, and falling consumer demand. This contraction is as a result of infrastructural bottlenecks and an uncompetitive business environment. The sector is expected to contribute to growth in the short term through policies

to improve the usage of existing capacity, through increased availability of foreign exchange and greater domestic value addition. One major strategy is to accelerate implementation of the National Industrial Revolution Plan (NIRP) through Special Economic Zones (SEZs). The focus will be on priority sectors to generate jobs, promote exports, boost growth and upgrade skills to create 1.5 million jobs by 2020.

A revitalized manufacturing sector will create jobs, stimulate foreign exchange earnings and grow micro, small and medium enterprises (MSMEs). The involvement of small businesses in the service sector is a major lever for economic recovery. The service industry accounts for 53% of GDP and contains key sectors that can contribute to short-term economic growth and longer-term structural change. While the telecommunications and information and communications technology services (ICT) sector grew in absolute terms by 9.26% in Q3 of 2016, it offers huge scope for further growth, especially from opportunities in the digital economy. Creative industries, especially music and film, also have great growth potential, as do both financial services and tourism.

These five priorities are to be underpinned by a focus on governance and delivery, which have been identified as crucial to the successful implementation of the Plan. Transparent, effective and fair governance is being deepened through the continued fight against corruption, strengthening the security system, public service reform, and reinforcing sub-national coordination.

Across all of these areas, the ERGP lays out a total of 60 strategies that will collectively bring about the overall objective of inclusive growth through structural economic transformation. Each strategy has a clear set of activities associated with it and a budget allocation for which the responsibility lies with a Ministry, Department or Agency of the Federal Government.

The delivery mechanism will be a major determining factor in the successful implementation of the Plan. To this end, the implementation strategy focuses on prioritising the identified strategies, establishing a clear system of accountability for well-defined assignment of responsibilities, setting targets and developing detailed action plans, allocating resources to prioritised interventions, creating an enabling policy and regulatory environment, developing an effective monitoring and evaluation system to track progress, and using effective communication strategy.

Macroeconomic Framework

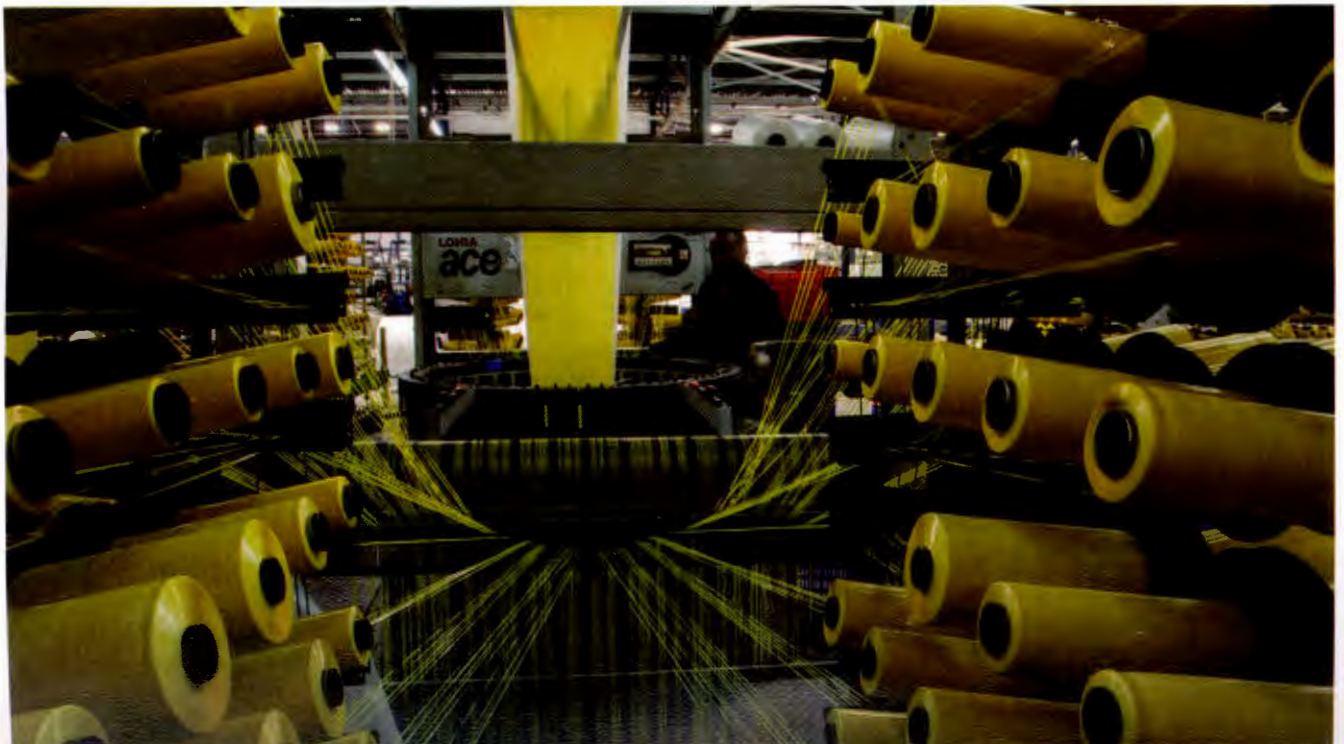
The objectives outlined in the ERGP are underpinned by a robust Macroeconomic Framework that shows internal consistency between the real, fiscal, monetary and external sectors.

Real GDP is projected to grow by 4.62% on average over the plan period of 2017 – 2020, from an estimated contraction of 1.54% in 2016. Real GDP growth is projected to improve significantly to 2.19% in 2017, reaching 7% at the end of the Plan period. This growth will be driven by a fiscal stimulus helped by an expected increase in oil prices, an increase in non-oil federal receipts, an increase in oil production, and resolution of payment arrears especially joint venture cash calls. In addition, increased growth in the non-oil sector especially agriculture, manufacturing, services and light industries will be central in overall GDP growth. The slight dip in growth in 2019 is projected to result from the general election in that year with a quick recovery the following year. The strong growth during the Plan period will be driven by agriculture and industry, and in the later parts of the Plan period by the services sector as well.

Industry in particular will benefit from the strong recovery and expansion of crude oil and natural gas production, as challenges in the oil-producing areas are overcome and investment in the sector increases. The average price of crude oil is expected to be USD42.50 - USD52.00, while crude oil output is forecast to rise from about 1.8 mbpd in 2016 to 2.2 mbpd in 2017 and 2.5 mbpd by 2020. Electricity, gas and construction are also expected to fuel growth. The Government plans substantial infrastructure investment over the Plan period.

Strong recovery and growth in the manufacturing sector is also anticipated, particularly in agro-processing, and food and beverage manufacturing. Ongoing strategies to improve the ease of doing business will boost other manufacturing sector activities, including light manufacturing. From the estimated negative growth of 7.84% in 2017, its growth is expected to rebound in subsequent years with annual average growth of 8.48% over 2018 to 2020. Lastly, services will continue to grow at the rate of 2.5% on average during the Plan period.

The Government will drive fiscal stimulus through a package of spending to stimulate private consumption and investments by businesses. This will also include dedicating at least 30% of federal budget spending to capital expenditure. Implementing this stimulus will require enhancing the revenue base, including restoring oil production and accelerating non-oil revenue generation, consolidating and optimising expenditure, improving debt management, and improving policy coordination. In addition, there are ongoing initiatives to increase revenue via privatization of public enterprises/assets as well as tax review initiatives aimed at expanding the tax to GDP ratio. Both of these initiatives when completed will increase revenue and consequently reduce the financing deficit over the Plan period. Monetary stability will be promoted by curbing inflation, reducing domestic interest rates, strengthening the financial system and improved implementation of a flexible foreign exchange rate regime to support growth. Finally, the external balance will be tackled through expenditure switching policies to promote exports, support local production and reduce reliance on imported goods.



Outlook for the Plan



By 2020, Nigeria will have made significant progress towards achieving structural economic change and having a more diversified and inclusive economy. Overall, the Plan is expected to deliver on the following key outcomes:

Stable Macroeconomic Environment: The inflation rate is projected to trend downwards from the current level of almost 19% to single digits by 2020. It is also projected that the exchange rate will stabilize as the monetary, fiscal and trade policies are fully aligned. This outcome will be achieved through policies that seek to remove uncertainty in the exchange rate and restore investors' confidence in the market.

Restoration of Growth: Real GDP is projected to grow by 4.6% on average over the Plan period, from an estimated contraction of 1.54% recorded in 2016. Real GDP growth is projected to improve significantly to 2.19% in 2017, reaching 7% at the end of the Plan period in 2020. The strong recovery and expansion of crude oil and natural gas production will result as challenges in the oil-producing areas are overcome and investment in the sector increases. Crude oil output is forecast to rise from about 1.8 mbpd in 2016 to 2.2 mbpd in 2017 and 2.5 mbpd by 2020. Relentless focus on electricity and gas will also drive growth and expansion in all other sectors.

Agricultural transformation and food security: Agriculture will continue to be a stable driver of GDP growth, with an average growth rate of 6.9% over the Plan period. The Agricultural sector will boost growth by expanding crop production and the fisheries, livestock and forestry sub-sectors as well as developing the value chain. Investment in agriculture will drive food security by achieving self-sufficiency in tomato paste (in 2017), rice (in 2018) and wheat (in 2020). Thus, by 2020, Nigeria is projected to become a net exporter of key agricultural products, such as rice, cashew nuts, groundnuts, cassava and vegetable oil.

Power and petroleum products sufficiency: The ERGP aims to achieve 10 GW of operational capacity by 2020 and to improve the energy mix, including through greater use of renewable energy. The country is projected to become a net exporter of refined petroleum products by 2020.

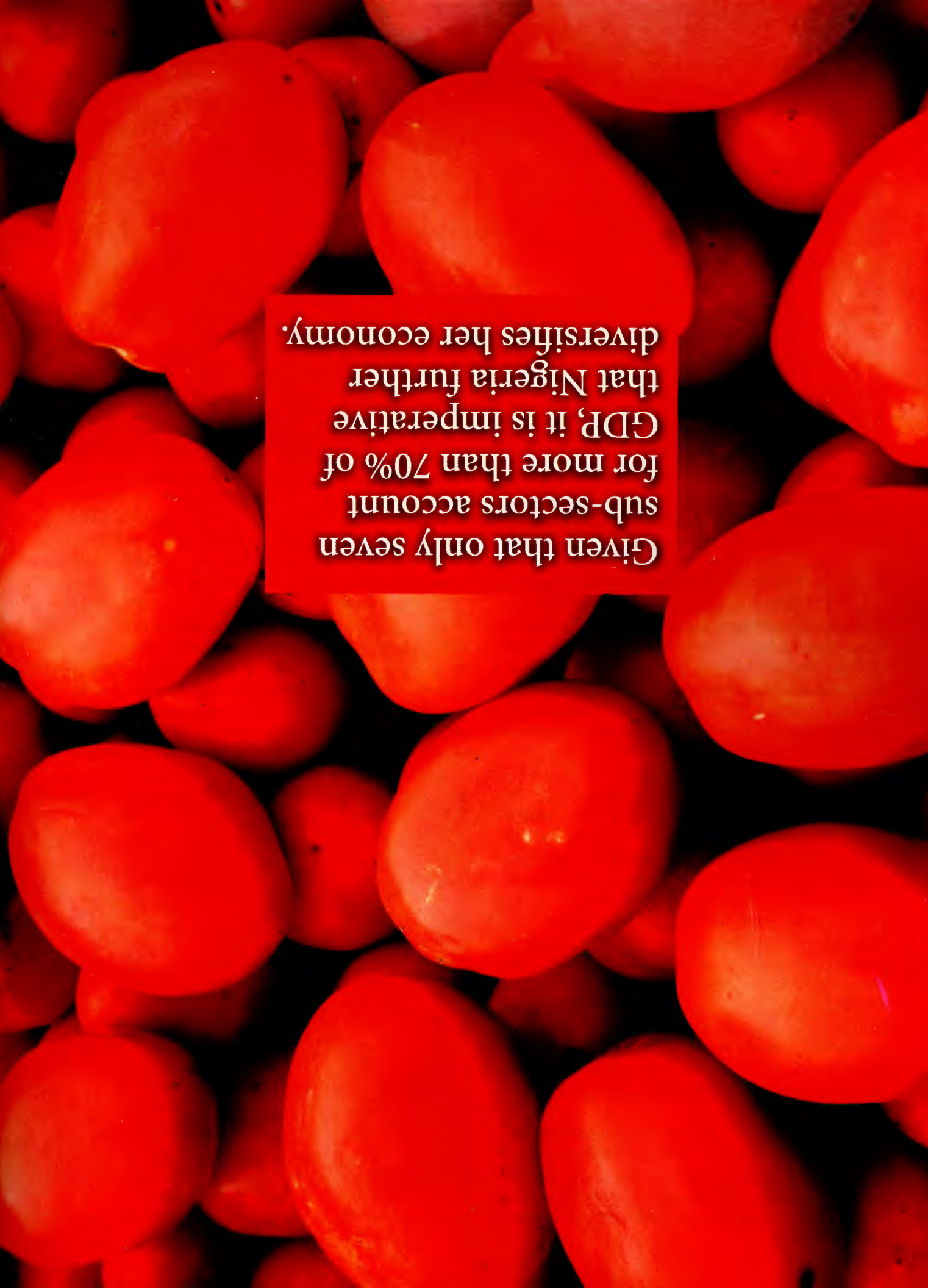
Improved Stock of Transportation Infrastructure: By placing transportation infrastructure as one of its key execution priorities, effective implementation of this Plan is projected to significantly improve the transportation network (road, rail and port) in Nigeria by 2020. Given the scale of investment required to deliver this outcome, strong partnership with the private sector is expected to result in completion of strategic rail networks connecting major economic centres across the country, as well as improved federal road networks, inland waterways and airports.

Industrialized Economy: Strong recovery and growth in the manufacturing, SMEs and services sectors are also anticipated, particularly in agro-processing, and food and beverage manufacturing. Ongoing strategies to improve the ease of doing business will boost all manufacturing sector activities. Overall, the ERGP estimates an average annual growth of 8.5% in manufacturing, rising from -5.8% in 2016 to 10.6% by 2020.

Job Creation and youth empowerment: The implementation of the Plan is projected to reduce unemployment from 13.9% as of Q3 2016 to 11.23% by 2020. This translates to the creation of over 15 million jobs during the Plan horizon or an average of 3.7 million jobs per annum. The focus of the job creation efforts will be youth employment, and ensuring that youth are the priority beneficiaries.

Improved Foreign Exchange Inflows: The reduction in the importation of petroleum products resulting from improvement in local refining capacity following the implementation of the ERGP is projected to reduce demand for foreign exchange. The economic diversification focus of the Plan is also projected to translate into enhanced inflows of foreign exchange from the non-oil sector.

On the whole, Nigeria is expected to witness stability in exchange rate and the entire macroeconomic environment. The country should also witness a major improvement in economic performance which should result in the following, amongst others: a) reduction in importation of food items and refined petroleum products, b) improved power supply, c) higher quality transport infrastructure, d) expansion in the level of industrial production, e) improved competitiveness, f) greater availability of foreign exchange, g) job creation, h) reduction in poverty and i) greater inclusiveness in the spread of the benefits of economic growth.



Given that only seven
sub-sectors account
for more than 70% of
GDP, it is imperative
that Nigeria further
diversifies her economy.

PROGRAMMES

Programme – Fiscal stability

No.	Strategy	Key activities	Lead
1	Urgently increase oil production	<ul style="list-style-type: none"> Restore production to 2.2 mbpd and reach 2.5 mbpd by 2020 to increase export earnings and Government revenues by an additional N800 billion annually, and reduce the fiscal deficit and debt service ratios 	Ministry of Petroleum Resources
		<ul style="list-style-type: none"> Continue to engage with stakeholders in the Niger Delta to achieve enduring peace and end attacks on oil facilities 	Ministry of Justice
		<ul style="list-style-type: none"> Boost pipeline security 	Ministry of Niger Delta
		<ul style="list-style-type: none"> Clean up oil-polluted areas 	
		<ul style="list-style-type: none"> Boost production to 2.5 mbpd by 2020 by attracting new investments 	Ministry of Environment
		<ul style="list-style-type: none"> Pass the Petroleum Industry Reform Bill and draft new regulations consistent with the Bill 	Ministry of Interior
		<ul style="list-style-type: none"> Conclude joint venture (JV) cash call arrangements and implement a new cost recovery funding mechanism for JVs 	
			Ministry of Defence
		2	Accelerate non-oil revenue generation
<ul style="list-style-type: none"> Undertake major reforms in the budgeting for State Owned Enterprises, which will include legislative amendments of the laws establishing many of the SOEs. Specifically, Government will aim to operate a consolidated budget that will incorporate all agencies that are fully funded by the Federal Government by 2018. 	Nigeria Customs Service		
<ul style="list-style-type: none"> Increase the VAT rate for luxury items from 5% to 15% from 2018, while improving CIT and VAT compliance to raise N350 billion annually 	Ministry of Finance		
<ul style="list-style-type: none"> Conduct a broad audit campaign to identify under-filing taxpayers 	Ministry of Budget and National Planning		
<ul style="list-style-type: none"> Improve tax compliance by engaging non-compliant taxpayers and making them comply 			
<ul style="list-style-type: none"> Formalise businesses in the informal sector 	Ministry of Justice		
<ul style="list-style-type: none"> Encourage whistle-blowing 			
<ul style="list-style-type: none"> Improve customs revenues by reducing leaks 			
<ul style="list-style-type: none"> Accelerate the transformation and modernization of the Nigerian Custom Service through a 2-3 year strategic plan 	Ministry of Industry, Trade and Investment		
<ul style="list-style-type: none"> Deploy technological tools to enhance collections 			
<ul style="list-style-type: none"> Develop and implement an anti-smuggling strategy 	Ministry of Transport		
<ul style="list-style-type: none"> Rationalize tariffs and waivers in line with priority sectors 			
<ul style="list-style-type: none"> Retain sector-based concessions and waivers and zero percent duty on the imports of equipment and machinery required for strategic sectors 			
<ul style="list-style-type: none"> Review automobile, EEG, mining and hotel incentives 			
<ul style="list-style-type: none"> Introduce a single window to drive customs efficiencies 			

Programme		Fiscal stability	
No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> • Implement efficiency programmes for terminals and cargo clearance (e.g., use lean techniques to speed up vessel and cargo handling) • Increase port efficiency by issuing more licences to build up terminals in existing ports, especially outside Lagos • Increase tax payment verification prior to licensing a vehicle • Improve the generation and collection of independent • Amend the law to provide a variable approach to determine the amount to be remitted by MDAs • Issue new guidelines and templates to calculate MDA operating surpluses • Ensure proper monitoring of MDA revenues and expenditures by the Federal Government 	
3	Drastically cut costs through operating and capital expenditure optimization initiatives	<ul style="list-style-type: none"> • Optimise operating and capital expenditures to reduce expenditures, get value for money to keep the fiscal deficit low to save an estimated N300 billion annually • Reduce personnel costs by eliminating unjustified payroll entries • Intensify the Presidential Initiative on Continuous Audit activities • Continue to clean up the civil service payroll by linking the Integrated Payroll and Personnel Information System (IPPIS) to HR management systems and bank verification numbers (BVNs) • Optimise overheads by “doing more with less” • Standardize competitive bidding in public procurement 	<p>Ministry of Finance</p> <p>Office of the Secretary to the Government of the Federation</p>
		<ul style="list-style-type: none"> • Limit travel frequency, sitting allowances, printing and publication expenditures, etc. • Introduce new allowable expenses guidelines and templates to control Government-owned and State-owned enterprise expenses • Optimise overheads by pooling MDA demand and negotiating discounts for bulk purchasing • Strengthen public tendering for contracts and central procurement of goods and services in line with the Public Procurement Act of 2007 as amended to support domestic patronage • Develop and implement a collective demand process for MDAs to take advantage of the benefits of group purchasing, e.g., discounts • Optimise overheads by sharing services across MDAs and maximizing the use of Federal Government buildings • Design MDA clusters that can share information and communication technology (ICT) infrastructure and support services 	<p>Office of the Head of the Civil Service of the Federation</p> <p>Ministry of Budget and National Planning</p> <p>Bureau for Public Procurement</p>
		<ul style="list-style-type: none"> • Create a repair and refurbishing hub for ICT infrastructure, including computers, printers, copiers, scanners, to reduce waste and frequent purchase of hardware, and create jobs for youth skilled in ICT hardware • Rent out empty spaces in official MDA buildings to other MDAs or private sector companies, and relocate other MDA offices outside high-priced neighbourhoods • Restructure fiscal expenditure through CAPEX optimization programmes and by leveraging private capital to attain a target ratio of CAPEX to total budget of 30-35% • Launch CAPEX optimization programmes for the Federal Government’s biggest design, contracting strategy, execution and ramp-up projects 	

Programme		Fiscal stability	
No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> Optimise the CAPEX project portfolio by selecting the most relevant projects to invest in Balance risk/return of capital portfolio Extend infrastructure tax relief to collectives to attract clusters of corporate entities Mobilise private capital through Government seed-funding in roads, housing, and agriculture, e.g., the Road Trust Fund and Family Home Fund 	
4	Optimise the debt strategy	<ul style="list-style-type: none"> Issue bonds and debt certificates to address outstanding Federal Government liabilities, e.g., to contractors, MDAs and State governments Rebalance the public debt portfolio with increased external borrowing (from 84:16 to 60:40, domestic-external borrowing mix), focusing on concessionary sources Extend the maturity profile of the public debt portfolio and deploy long-term debt instruments, including infrastructure and retail bonds 	Ministry of Finance Debt Management Office
5	Privatise Selected Public Enterprises/ Assets	<ul style="list-style-type: none"> Reduce the Federal Government's stake in JV oil assets Significantly reduce Federal Government stakes in other oil and non-oil assets 	Bureau of Public Enterprises Ministry of Petroleum Resources Ministry of Justice Ministry of Finance

Programme – Monetary stability

No.	Strategy	Key activities	Lead
6	Align monetary, trade and fiscal policies	<ul style="list-style-type: none"> Ensure monetary policy is aligned with the other aspects of the Federal Government's macroeconomic programme Deploy liquidity management tools to reduce inflationary pressure and stimulate all-inclusive economic growth Strengthen intervention in critical sectors that can promote economic growth and reduce unemployment Sustain a market-determined exchange rate 	Central Bank of Nigeria Ministry of Finance Ministry of Industry Trade and Investment
7	Stabilise the financial system	<ul style="list-style-type: none"> Strengthen reviews of regular returns, carry out spot checks, monitor on-site and off-site of financial institutions and conduct special investigations to ensure a safe, sound and stable financial system Deepen financial intermediation to provide credit to the private sector Improve asset quality and reduce non-performing loans through proper asset screening to lower NPL as a ratio of total banking system loans from the current level of 12% to the prudential threshold of 5% by 2020 Continue regular stress tests to detect early bank warning signs on systemic risks, and offer ways to deal with such risks 	Central Bank of Nigeria Ministry of Finance Ministry of Industry Trade and Investment

Programme – External balance

No.	Strategy	Key activities	Lead
8	Reduce the external balance gap	<ul style="list-style-type: none"> Support intervention in critical sectors that could boost productivity, e.g., agriculture and manufacturing Promote non-oil exports through the zero-oil plan and use trade policy tools to tackle dumping and balance of payments crisis to raise non-oil exports as a ratio of total exports from 7.5% to 15% by 2020 Incentivize the inflow of FDI (increase from USD3.1 billion to around USD10 billion by 2020), portfolio investments and remittances 	<p>Central Bank of Nigeria</p> <p>Ministry of Finance</p>

Programme – Agriculture

No.	Strategy	Key activities	Lead
9	<p>Support the integrated transformation of the agriculture sector by 1) Boosting productivity of the crop and other sub sectors (including fisheries, forestry and livestock) and 2) Integrating the value chain and improving access to markets</p>	<ul style="list-style-type: none"> Boost agriculture productivity by facilitating access to inputs, financing and extension services Facilitate access to inputs (e.g. fertilizer) Expand the GES scheme by expanding the eligibility threshold above 5ha Build fertilizer supply chain capacity to provide blended fertilizer specific to local soil characteristics instead of using standard mixes Set up a one-stop shop for small farmers and commercial farms (one per Local Government) to encourage the use of high-yield and disease-resistant seedlings Fast-track the development and execution of irrigation projects (e.g. Hadejia, Adani) Enhance agricultural extension services including through N-Power programmes from the current ratio of 1:3,000 to 1:1,000 by 2020 Improve access to finance Extend the Anchor Borrowers Programme to all States and major crops Recapitalise the Bank of Agriculture (BoA) to provide single-digit interest rate credit to small farmers through the network of micro-credit banks Strengthen CBN schemes to improve access to finance for all players, including the Agricultural Credit Guarantee Scheme, Commercial Agriculture Credit Scheme (CACs) and the SME Credit Guarantee Scheme, including long term sunset clauses Continue to de-risk agricultural lending by expanding the scope of the NIRSAL through sufficient and timely funding, and enhancing the regulatory function of the Nigerian Agricultural Insurance Corporation (NAIC) Encourage the development of investment vehicles by the private sector to boost their investment in agriculture (e.g. agri-bonds) Encourage research to support agriculture productivity Strengthen the research capacity of the Research Council of Nigeria Promote research grants in agricultural universities Increase crop value Encourage crop specialization at the State level based on the competitive advantage of each, by providing incentivized, targeted funding through the BoA 	<p>Ministry of Agriculture and Rural Development</p> <p>Ministry of Federal Capital Territory</p> <p>Ministry of Water Resources</p> <p>Central Bank of Nigeria</p> <p>Ministry of Youth and Sports</p>

Programme		Agriculture	
No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> • Ensure BoA funding provides incentives to move Nigeria's crop mix towards higher value crops (e.g. cocoa, legumes) • Integrate the agriculture value chain and improve access to markets • Re-vitalise the Nigerian Commodity Exchange (NCX) to fast-track exports, and improve inventory management/storage capacity at the national level • Establish the Staple Crop Processing Zones Authority, and provide incentives to attract investors to different zones • Encourage cooperative solutions financed by the BoA to develop local rural infrastructure for crop management (e.g. storage) • Implement a national agricultural quality assurance programme to create a set of product quality standards, train major exporters and enforce inspections to ensure the quality of export products 	
10	Use irrigable land and river basin infrastructure effectively to enable year-round agricultural production	<ul style="list-style-type: none"> • Open up a minimum of 100,000 hectares of irrigable land through the 12 River Basin Development Authorities by 2020 • Expand the use of dams for commercial farming and aquaculture 	Ministry of Water Resources Ministry of Agriculture and Rural Development

Programme – Manufacturing

No.	Strategy	Key activities	Lead
11	Accelerate implementation of the NIRP, focusing on agro-processing and industrial hubs	<ul style="list-style-type: none"> • Provide incentives to support industrial hubs • Review local fiscal and regulatory incentives to support the development of industrial cities, parks and clusters, especially around existing ports and transport corridors • Revitalize export processing zones by reviewing local fiscal and regulatory incentives • Rationalize tariffs and waivers on the equipment and machinery imports required for agro-industry • Establish SEZs to provide dedicated infrastructure to support hub productivity • Acquire suitable premises for SEZs 	Ministry of Industry, Trade and Investment Ministry of Science and Technology Ministry of Youth and Sports
		<ul style="list-style-type: none"> • Ensure connection to power and water infrastructure • Facilitate technology acquisition and transfer in the SEZs by making available research output from local research institutes • Ensure connection and access to critical ICT facilities • Build an adequate transportation network (road, rail, ports) • Improve access to finance • Expand the capabilities of the Bank of Industry to enable it to support manufacturing firms through low cost lending • Enhance access to the N250 billion CBN MSME fund by reviewing its design and implementing enabling initiatives to encourage on-lending • Provide micro-loans for women through the Government Enterprise and Empowerment Programme (GEEP) and Women Empowerment Fund • Promote local content by sourcing raw materials and spare parts locally, leveraging public procurement of locally manufactured goods (with targets for MSME participation) 	Ministry of Power, Works and Housing Ministry of Finance Ministry of Women Affairs and Development Office of The Vice President Ministry of Federal Capital Territory

Programme		Manufacturing	
No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> Promote the Made in Nigeria campaign Develop and publish national standards for product quality 	
12	Promote innovation and technology-led industries	<ul style="list-style-type: none"> Provide fiscal incentives for private investment in R&D Improve intellectual property enforcement procedures Promote science parks and innovation hubs within and outside academia Encourage the development of private equity and venture capital players through an attractive fiscal and regulatory framework Launch the YouWin-Connect! Programme to promote entrepreneurship and innovation among youth 	Ministry of Industry, Trade and Investment Ministry of Finance Ministry of Science and Technology Ministry of Youth and Sports Ministry of Federal Capital Territory
13	Encourage the development of resource-processing industries (e.g. cement)	<ul style="list-style-type: none"> Support the connection of resource processing industries to power and transportation infrastructure Incentivize investment through tax breaks (e.g. accelerated depreciation on equipment) 	Ministry of Industry, Trade and Investment Ministry of Science and Technology Ministry of Finance

Programme - Solid Mineral

No.	Strategy	Key activities	Lead
14	Create an enabling environment to enhance private investment, targeting energy minerals, iron/steel and gold/gemstones	<ul style="list-style-type: none"> Expand electro-magnetic and gravity exploration to complete resource mapping Increase access to information by improving the archiving of geo-data, harmonizing their format, and promoting their dissemination Strengthen the infrastructure network by updating and integrating mining transportation and power requirements in national implementation plans Build local technical and managerial skills and capacity to ensure a steady supply of talent Clarify the tax and regulatory systems to improve the perception of Nigeria's investment climate for mining activities, and work with National and State legislatures to address gaps and conflicts in governing legislation Improve State engagement, particularly in financial participation, revenue-sharing, recognition of Federal oversight and social responsibilities to communities Speed up establishment of the Solid Minerals Development Fund with a seed fund of N200 billion Ensure that industrial and energy minerals strategies prioritize domestic utilisation of assets 	Ministry of Mines and Steel Development Ministry of Science and Technology Ministry of Finance Ministry of Industry, Trade and Investment Ministry of Labour and Employment

Programme		Solid Mineral	
No.	Strategy	Key activities	Lead
15	Decrease value leaks/loss by formalizing informal mine activities	<ul style="list-style-type: none"> Formalize artisanal and small-scale mining activities by automating mining cadastral office operations Develop mine file inspection and policing operations to improve reporting of mine quantities, and target tax evaders to curtail smuggling (especially in gold and precious stones) 	<p>Ministry of Mines and Steel Development</p> <p>Ministry of Science and Technology</p>

Programme – Services

No.	Strategy	Key activities	Lead
16	Promote the ICT sector by supporting technology development	<ul style="list-style-type: none"> Promote ICT literacy Increase the number of individuals using the Internet from 47.4% to 75% by 2020 Promote the acquisition of computers by schools and private firms through a subsidy scheme Establish a functional education curriculum for primary, secondary and tertiary levels with ICT skill content Encourage the expansion of existing and establishment of new hardware and software development clusters Provide adequate infrastructure (power, buildings) and fast-track broadband internet implementation Review the legal framework, including data protection laws Raise BPO cluster profiles through international marketing and by identifying investors Channel funding to entrepreneurs through accelerators and incubators Stimulate technology content development Promote the use of e-governance and digitize Federal Government data Engage with the Government Start-up Intervention Forum to understand ICT-related needs Encourage local content support for MDAs (e.g. call centres, outsourcing) 	<p>Ministry of Communications</p> <p>Ministry of Science and Technology</p> <p>Ministry of Education</p> <p>Ministry of Justice</p>
17	Deepen the financial services sector, including banking and insurance	<ul style="list-style-type: none"> Restructure, strengthen and rationalize the regulatory and supervisory framework Address the low capitalization and poor governance practices of financial intermediaries that submit inaccurate information to the regulatory authorities and incur costs within the financial system In collaboration with banks and financial institutions, develop a structured financing plan to offer less expensive and more accessible credit to the real sector Direct Federal Government policy towards financial deepening (establish links between rural and urban, banking and non-banking, and formal and informal financial systems) and financial product diversification Stimulate financial inclusion initiatives (e.g. open banks in remote areas) 	<p>Ministry of Finance</p> <p>Central Bank of Nigeria</p>

Programme		Services	
No.	Strategy	Key activities	Lead
18	Grow tourism by offering a strong value proposition	<ul style="list-style-type: none"> • Ensure infrastructure connectivity to promote tourism, e.g. airport infrastructure and air travel safety • Promote the national calendar of festivals and events in the short term, and develop a value proposition around major clusters (e.g. sports, conferences, religion, entertainment, relaxation) in the medium term • Launch an awareness campaign within and outside the country to promote tourism, including world-class hotels and tourist facilities • Resuscitate the Presidential Tourism Council to drive tourism and creative industry • Ease tourist visa requirements to increase tourist arrivals • Improve security to encourage domestic and international mobility • Review tourism legislation and eliminate overlapping functions among regulating agencies 	<p>Ministry of Information and Culture</p> <p>Ministry of Foreign Affairs</p> <p>Ministry of Interior</p>
19	Support the creative industries, including film production	<ul style="list-style-type: none"> • Encourage the development of a special funding window • Provide incentives for private-sector investment • Strengthen enforcement of intellectual property rights and crackdown on piracy of artistic works 	<p>Ministry of Youth and Sports</p> <p>Ministry of Information and Culture</p> <p>Ministry of Industry, Trade and Investment</p>

Programme – Construction

No.	Strategy	Key activities	Lead
20	Stimulate construction by building affordable housing	<ul style="list-style-type: none"> • Improve access to finance for the construction industry, e.g. by fast-tracking implementation of the proposed Family Homes Fund, to build 2 million housing units by 2020 • Work with State governments to invest in vocational and technical training centres to develop skills for local craftsmen • Construct 2,700 housing units in the short-term to create 105,000 direct jobs a year and gradually increase to 10,000 housing units per annum by 2020; construct 20,000 pilot social housing units • Reposition the Federal Mortgage Bank of Nigeria by recapitalizing it from N2.5 billion to N500 billion to meet the housing needs across Nigeria • Construct 12 new Federal secretariat complexes in the States where none exist and complete rehabilitation of the existing 23 secretariats 	<p>Ministry of Power, Works and Housing</p> <p>Federal Mortgage Bank of Nigeria</p> <p>Ministry of Finance</p> <p>Ministry of Labour and Employment</p> <p>Ministry of Federal Capital Territory</p>

Programme – Oil and Gas

No.	Strategy	Key activities	Lead
21	Revamp refineries to increase local production capacity	<ul style="list-style-type: none"> Strategically reduce government equity in NNPC refineries and other downstream subsidiaries (such as pipelines and depots) Conclude downstream liberalization Implement new business models for refineries Revamp refineries to increase capacity utilisation Encourage private-sector participation through co-location and JV arrangements Work with the National Assembly to ensure passage of the PIB 	<p>Ministry of Petroleum Resources</p> <p>Ministry of Justice</p>
22	Revolutionize gas by launching development projects and increasing production	<ul style="list-style-type: none"> Accelerate the building of critical pipeline infrastructure (e.g. Obiafu-Obrikom-Oben pipeline (OB3), Trans Nigeria Gas Pipeline, Escravos Lagos pipeline system (ELPS)II) Finalize gas production sharing contract terms Implement the seven key gas development projects to ramp up domestic supply Roll out the LPG Penetration Programme 	<p>Ministry of Petroleum Resources</p> <p>Ministry of Niger Delta Affairs</p>
23	Improve governance of the oil sector	<ul style="list-style-type: none"> Review policy and regulation including: National Oil Policy; National Gas Policy; Downstream Policy; Fiscal Reform Policy; Petroleum Industry Reform Bill Improve business environment and investment drive in the areas of accelerated income streams, upstream, midstream, and downstream Continue gas revolution through gas infrastructure development; gas revolution projects; promotion of domestic utilisation of Liquefied Petroleum Gas (LPG) and Compressed Natural Gas (CNG); reduction of gas flaring; implementation of gas commercial framework; and increasing gas to power Increase refineries local production capacity through: rehabilitation and revamp of existing refineries Improve Niger Delta security. Expand infrastructure; and implement capacity building and economic empowerment initiatives in the Niger Delta. Increase transparency and efficiency through: capacity building; increasing use of ICT and automation; and performance management Improve stakeholder management and international coordination through implementation of a communication strategy; stakeholder relationship management; international energy relations; and bilateral coordination 	<p>Ministry of Petroleum Resources</p> <p>Ministry of Niger Delta Affairs</p> <p>Ministry of Youth and Sports</p> <p>Ministry of Interior</p> <p>Ministry of Justice</p>
24	Enhance support to MSMEs	<ul style="list-style-type: none"> Provide dedicated infrastructure and common facilities to MSME clusters Reduce regulatory obstacles facing MSMEs, e.g. through more information and structured interface with MDAs Enable financial service providers (e.g. deposit money banks) to grant loans to MSMEs against their pension assets as collateral Enhance access to the N250 billion CBN MSME fund by reviewing its design and implementing enabling initiatives to encourage on-lending Provide micro-loans for women through the GEEP and Women Empowerment Fund 	<p>Ministry of Industry, Trade and Investment</p> <p>Ministry of Finance</p> <p>Small and Medium Enterprises Development Agency of Nigeria</p>

Programme – Cross-Sector strategies

No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> Partner with international development banks and the Global Impact Investing Network to promote and facilitate impact investments for MSMEs in Nigeria Continue to scale up and roll out credit to critical sectors of the economy in particular, by increasing the funding available to the collateral registry 	<p>Ministry of Youth and Sports</p> <p>Ministry of Women Affairs</p> <p>Central Bank of Nigeria</p>
25	Boost Development Finance	<ul style="list-style-type: none"> Strengthen the Bank of Industry Re-capitalise the Bank of Agriculture Operationalise the Development Bank of Nigeria and ramp up provision of loans to 20,000 beneficiaries through development finance institutions in 2017 	<p>Ministry of Finance</p> <p>Central Bank of Nigeria</p>
26	Implement the export development strategy for non-oil sectors	<ul style="list-style-type: none"> Implement the key measures of the Zero Oil Initiative: Roll out policies for 11 major products (cotton, rice, leather, gold, soya, sugar, cocoa, petrochemicals and fertilizer, palm oil, rubber, and cement) to generate USD30 billion in foreign exchange Revive the EEG in the form of tax credits to companies Design and launch the Export Development Fund to provide last-mile financing to transformational export projects Upgrade high-priority export infrastructure projects (e.g. bulk loading terminals at ports, field-to-market road routes) 	<p>Ministry of Industry, Trade and Investment</p> <p>Nigerian Export Promotion Council</p> <p>Ministry of Finance</p> <p>Ministry of Foreign Affairs</p>

Programme – Power

No.	Strategy	Key activities	Lead
27	Increase power generation by optimizing non-operational capacity, encouraging small-scale projects, and pursuing long-term capacity	<ul style="list-style-type: none"> Optimise the existing installed capacity available for generation Restore lost gas supply through the Gas Flare Commercialization Programme Produce strategy towards elimination of gas infrastructure vandalism Complete major gas infrastructure lines to plants and main trunk lines to facilitate gas supply for power generation Improve NBET's financial capability to support the electricity market Strengthen governance and capacity of sector agencies Introduce strategy for capital market and banking programmes that ensure all upstream industry operators get paid for each contract Review the gas pricing structure to recover all prudent costs as services improve and give willing developers access to under-developed gas resources Ensure strict contract compliance both for the public and private sector Enable and encourage new generation (especially small-scale) projects Encourage electricity distribution companies (Discos) to procure embedded generation directly Reach financial close on the 15 solar plants that have recently signed power purchase agreements (PPPs) 	<p>Federal Ministry of Power, Works and Housing</p> <p>Ministry of Petroleum Resources</p>

Programme		Power	
No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> Accelerate standardization of the process for executing independent power projects (IPPs), including defining pricing, to encourage private-sector participation Deploy a clear, legal and commercial framework for investments in power projects Mobilise investments to execute renewable off-grid power solutions to improve energy mix Reduce transmission and distribution losses / energy theft Restructure the Transmission Company of Nigeria to improve management and operational efficiency Achieve privatization of NIPP generation assets Implement the Rural Electrification Strategy and Implementation Plan Implement the National Renewable Energy and Efficiency Policy (NREEP) Implement Power Sector Recovery Plan 	
28	Improve the commercial viability of GenCos and DisCos	<ul style="list-style-type: none"> Resolve MDAs debts to Discos no later than 2017 Establish central payment system for MDAs electricity bills and tie payment of bills to Discos to their commitments to installing meters in MDAs Ensure strict contract compliance both for the public and private sector Introduce cost-reflective electricity tariffs Undertake nationwide customer enumeration and energy audit exercise Support the roll-out of a nationwide metering programme Identify sources of funding to resolve accumulated payment deficits Develop mitigation mechanisms to address future payment deficits Design public communication and stakeholder engagement strategy to enlighten public on key policies Review the disbursement and management of the N213 billion Nigeria Electricity Market Stabilization Facility Enforce existing laws that criminalize power theft and ensure prompt payment by heavy public defaulters 	<p>Ministry of Power, Works and Housing</p> <p>Nigerian Electricity Regulatory Commission</p> <p>Ministry of Finance</p> <p>Ministry of Federal Capital Territory</p>

Programme – Transport infrastructure

No.	Strategy	Key activities	Lead
29	Invest massively in transport infrastructure, leveraging private-sector investments	<ul style="list-style-type: none"> Establish a robust capital project development framework to encourage and increase PPPs to deliver critical projects, such as roads, rail, seaports and airports Review the Infrastructure Concession Regulatory Commission Act to resolve conflicting legislation with the Bureau of Public Enterprises and Bureau of Public Procurement Act and strengthen the Commission's regulatory mandate to facilitate private investment Harness the existing pool of sustainable development funds to assess the viability and bankability of critical infrastructure projects Leverage a sustainable and alternative mix of funding for critical infrastructure projects, including project financing initiatives, infrastructure bonds, diaspora bonds, and value-capture financing Fast-track the completion of airport cargo and passenger handling terminals to increase capacity from 208,424 to 276,848 tons and 15 million to 45 million passengers, respectively, by 2020 	<p>Ministry of Transport</p> <p>Infrastructure Concession Regulatory Commission</p> <p>Bureau of Public Procurement</p> <p>Bureau of Public Enterprises</p>

Programme		Transport infrastructure	
No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> Complete the road sector reforms to establish a Road Authority and a Road Fund to enhance best world practice in the administration of road network development and management in the country Ensure the approval of the Tolling Policy so that some of the major dual carriageways can be concessioned for maintenance and tolling while government utilises the saved funds from this maintenance for other critical roads in the federal road network to the nation's refineries, ports, NNPC depots, agricultural hubs, etc. 	<p>Ministry of Federal Capital Territory</p> <p>Ministry of Justice</p>

Programme – Ease of doing business

No.	Strategy	Key activities	Lead
30	Create a more business friendly economy	<ul style="list-style-type: none"> Facilitate the entry and exit of goods Define clear timelines for Net Exports Proceeds forms to be processed by all relevant agencies Enforce the mandatory 3-day timeline for pre-shipment inspection agents to issue clean certificates of inspection Ensure sanctity of contact and enforcement Reduce the number of agencies at the ports to six based on previous recommendations 	<p>Ministry of Industry, Trade and Investment</p> <p>Presidential Enabling Business Environment Council</p>
		<ul style="list-style-type: none"> Ensure the collaboration of the relevant MDAs in implementing the single window system Launch capability-building efforts across the Nigeria Customs Service and Nigeria Ports Authority Facilitate the entry and exit of people Operationalise the e-visa application and visa on arrival procedures no later than 2018 Update the Nigeria Immigration Services and Nigeria Missions Abroad websites to clarify end-to-end visa and permit instructions Streamline passenger security checks at major international airports, i.e. eliminate unnecessary forms and passenger checkpoints Repair airport infrastructure, e.g. broken escalators and carousels, air conditioning units, unreliable flight monitors in the lounges Remove redundant and bureaucratic steps in the visa/permit application processes Ensure proper resourcing of missions abroad to issue visas Improve Government website transparency Ensure websites are updated with clear descriptions of MDA services, fees, processes and timelines to obtain each MDA services Put systems in place to monitor and update the MDA websites regularly Improve the business environment Improve Nigeria's rank in the World Bank's Doing Business index from 169 to 100 by 2020 Improve the Government procurement process for small businesses Issue clear sets of guidelines for small businesses offering services to the Government Set up links between Government data systems to enable the BPP to verify data 	<p>Ministry of Interior</p> <p>Ministry of Transportation</p> <p>Ministry of Foreign Affairs</p> <p>Bureau for Public Procurement</p> <p>Ministry of Information and Culture</p>

Programme **Ease of doing business**

No.	Strategy	Key activities	Lead
		<ul style="list-style-type: none"> Clarify which documentation is required for small businesses by MDAs Encourage businesses to complain officially about MDA delays and claim penalties and interest on late payments 	

Programme – Health

No.	Strategy	Key activities	Lead
31	Revitalize the primary healthcare system	<ul style="list-style-type: none"> Revitalize 10,000 primary health care centres and establish at least one functional Primary Health Centre (PHC) in each ward to improve access to health care Fully implement the primary health care refinancing programme to mobilise domestic resources Drive progress to meet UN SDG health targets Reduce infant and maternal mortality rates 	<p>Ministry of Health</p> <p>Sustainable Development Goals' Office</p>
32	Roll out universal health coverage (NHIS)	<ul style="list-style-type: none"> Expand the NHIS towards universal health care coverage Enforce the Tertiary Institutions Social Health Insurance Programme for students in tertiary institutions Pilot the Public Primary Pupils Social Health Insurance Programme to provide quality health services to pupils in middle- and lower-income socio-economic levels who are less likely to have insurance Scale up the Mobile Health Insurance Programme to provide coverage for the poor 	<p>Ministry of Health</p> <p>Ministry of Education</p>
33	Strengthen delivery beyond the primary health care system	<ul style="list-style-type: none"> Provide anti-retroviral medication to people living with HIV/AIDS Ramp up projects to eradicate polio, measles and yellow fever Make strategic investment in tertiary health care institutions in collaboration with the National Sovereign Investment Authority and other relevant stakeholders, e.g. establish diagnostic centres in all States Develop and adopt an e-health scheme to connect specialized hospitals to rural communities via mobile tele-medicine 	<p>Ministry of Health</p> <p>Ministry of Science and Technology</p>
34	Partner with the private sector to construct model mega-health centres	<ul style="list-style-type: none"> Partner with the private sector to develop at least one mega-health centre in each State to provide high-quality preventive and curative healthcare 	Ministry of Health
35	Build the capacity of health care personnel to improve service delivery	<ul style="list-style-type: none"> Provide a rural service allowance and basic amenities to health workers in rural areas to retain qualified personnel Identify and fill gaps to optimise the health worker-to-population ratio by recruiting and training more health workers and attracting talent from abroad Develop the Diaspora Medical Assistance Programme to attract and encourage Nigerian medical professionals abroad to provide volunteer health services in Nigeria 	Ministry of Health

Programme – Education

No.	Strategy	Key activities	Lead
36	Partner with State governments and the private sector to establish best-in-class vocational and technical institutes	<ul style="list-style-type: none"> • Develop incentive programmes to encourage private sector and State investment in model technical and vocational education institutes, e.g. facilitate access to funding and land with a view to enrolling approximately 500,000 students at the end of the Plan period in technical schools • Revive and support new post-secondary school trade centres and technical schools • Introduce Post-University Skills Development Institutions (PUSDIs) 	<p>Ministry of Education</p> <p>Ministry of Youth and Sports</p> <p>Ministry of Labour and Employment</p>
37	Improve teacher quality by incentivizing performance and building capabilities	<ul style="list-style-type: none"> • Review the recruitment prerequisites (e.g. certifications, experience) for the teaching profession to be consistent with National Teachers Institute (NTI) certification • Conduct annual state, regional and national workshops on teacher training innovations • Encourage schools to design and implement standard teacher coaching programmes comprising peer review through classroom visits, collaborative lesson planning and weekly sessions jointly to define objectives, track progress and impact, and share improvement ideas • Enable best practices and professional training for over 295,000 education personnel under the Continuing Professional Development for Teachers Programme, and 850 English Language, Science and Mathematics teachers across the country 	Ministry of Education
38	Improve the quality of education by strengthening quality assurance	<ul style="list-style-type: none"> • Review and restructure the education curriculum in line with international best practices • Improve the capacity of Federal, State and Local quality assurance inspectorates • Fully implement the Secondary School Quality Assurance Programme • Ensure regular statutory visits and monitoring of Federal tertiary institutions • Help schools develop strategies to eradicate examination malpractices • Review and restructure the management and funding arrangements for Federal Government colleges/unity schools 	Ministry of Education
39	Increase investment in STEM education	<ul style="list-style-type: none"> • Develop and launch an ICT curriculum comprising computer science, information technology and digital literacy for primary and secondary school students • Partner with private organizations to organize innovative ICT competitions and subsidize professional qualifications for ICT graduates • Encourage enrolment in STEM courses by offering annual bursaries to 100,000 eligible STEM undergraduates 	<p>Ministry of Education</p> <p>Ministry of Communication Technology</p> <p>Office of the Vice President</p>

Programme		Education	
No.	Strategy	Key activities	Lead
40	Improve funding mechanisms to incentivize education performance and increase access	<ul style="list-style-type: none"> Use the Tertiary Education Trust Fund (TETFUND) to incentivize high-performing tertiary institutions Service ongoing scholarship schemes and establish new schemes in critical areas Encourage State and Local Governments and private sector organizations to provide scholarships and create endowment funds in trade centres, technical schools, universities and post-university skills development institutions 	Ministry of Education
41	Prioritize education for girls and infrastructure development	<ul style="list-style-type: none"> Construct special schools for girls in 13 pilot States Construct 501 classroom blocks across the States Construct 125 day and boarding Almajiri and nomadic education-based schools 	Ministry of Education Ministry of Women Affairs

Programme – Social inclusion

No.	Strategy	Key activities	Lead
42	Implement and increase social safety net programmes targeted at the vulnerable	<ul style="list-style-type: none"> Sustain the Conditional Cash Transfer programme to reach 1 million of the poorest and most vulnerable households, especially through mothers as captured in the Social Register Upscale the Home Grown School Feeding Programme to provide a meal a day to at least 6 million primary school children (and support the agriculture sector) 	Office of the Vice President Ministry of Youth and Sports Ministry of Women Affairs
43	Introduce social programmes for the aged and physically challenged	<ul style="list-style-type: none"> Introduce a national relief programme for the aged Launch a national programme for the physically challenged and other vulnerable groups Design infrastructure to enable access for the physically challenged 	Ministry of Women Affairs

Programme – Job creation and youth empowerment

No.	Strategy	Key activities	Lead
44	Boost job creation and public works programmes	<ul style="list-style-type: none"> Scale-up the N-Power volunteer corps to provide temporary employment for 500,000 graduates annually in education, agriculture and health Establish a job matching programme for new graduates by incentivizing employers to retain National Youth Service Corp members at the end of their service Sustain and scale up the GEEP to deliver credit to 1.6 million farmers, youth, women market traders and MSMEs Construct 2,700 housing units in the short term to create 105,000 direct jobs, and increase to 10,000 housing units by 2020 Accelerate implementation of the NIRP using SEZs to generate 1.5 million jobs by 2020 Enforce the local content policy to promote job creation through procurement processes Expand workfare programme in collaboration with the States 	Office of the Vice President Ministry of Women Affairs Ministry of Labour and Employment Ministry of Youth and Sports

Programme		Job creation and youth empowerment	
No.	Strategy	Key activities	Lead
45	Improve employability to close the skills gap	<ul style="list-style-type: none"> Execute the N-Power Knowledge Programme to train participants in animation, software engineering, graphic arts, and device repair and assembly Roll out the targeted skills-to-job N-Power Build Programme to build a competent workforce of technicians and artisans Develop a national manpower policy to match job skill requirements and education programmes Develop local empowerment centres to disseminate and provide business support to entrepreneurs through apprenticeship and mentorship. To guarantee sustainability, provide incentives to participating employers, recognize participants and offer tax rebates Establish skills acquisition centres in all 36 States and the FCT Provide incentives to corporate bodies and parastatals to expand opportunities for internships, traineeships for young new entrants into the labour market 	<p>President</p> <p>Ministry of Labour and Employment</p> <p>Ministry of Youth and Sports</p>

Programme – Population growth management

No.	Strategy	Key activities	Lead
46	Review Population Policy	<ul style="list-style-type: none"> Review current status of Population Policy Benchmark initiatives undertaken by other countries with high levels of population growth Develop and implement the revised Population Policy 	<p>Ministry of Health</p> <p>Ministry of Budget and National Planning</p> <p>National Population Commission</p>

Programme – Environmental protection

No.	Strategy	Key activities	Lead
47	Take targeted action to address environmental priorities	<ul style="list-style-type: none"> Implement projects under the Great Green Wall initiative to address land degradation and desertification, and support communities adapting to climate change (e.g. plant trees) Implement environmental initiatives in the Niger Delta region (e.g. continue the Ogoni Land clean-up and reduce gas flaring) Raise a Green Bond to finance environmental projects Establish one forest plantation in each state Rehabilitate all forest reserves and national parks to enhance eco-tourism Establish a functional database on drought and desertification Encourage and promote the development of green growth initiatives 	<p>Ministry of Environment</p> <p>Ministry of Niger Delta</p> <p>Ministry of Water Resources</p>

Programme – Anti-corruption and transparency

No.	Strategy	Key activities	Lead
48	Enhance anti-corruption efforts	<ul style="list-style-type: none"> Continue the anti-corruption campaign incorporating structured programmes to encourage the use of hotlines, report incentives and offer whistle-blower protection Prosecute corruption and other crimes more effectively Strengthen the capacity of anti-corruption agencies Enact the Special Crimes Act, as envisioned by the Presidential Advisory Committee Against Corruption, to deal with, e.g. financial crimes, kidnapping, cyber-crimes and drugs 	Ministry of Justice Economic and Financial Crimes Commission Independent Corrupt Practices Commission Ministry of Interior
49	Improve transparency in the management of public resources	<ul style="list-style-type: none"> Fulfil commitments to improve transparency under the Open Government Initiative Continue to publish allocations to Federal, State and Local Governments after each FAAC meeting on websites and encourage all States to publish monthly state and local government receipts on State websites Encourage CBN to verify accuracy and authenticity of forex sales to end-users by all DMBs and make these available to Customs and FIRS for use in tracking imports, import duty payments as well as CIT and VAT payments at requisite intervals 	Ministry of Justice Ministry of Finance Central Bank of Nigeria Ministry of Budget and National Planning Ministry of Information and Culture

Programme – Public safety and security

No.	Strategy	Key activities	Lead
50	Fulfil the mandate of the Presidential Committee on the North East Initiative	<ul style="list-style-type: none"> Develop and implement a comprehensive action plan for the North East, including emergency humanitarian assistance, relocation, rehabilitation, and resettlement, and building peace, security, infrastructure, agriculture, health, education, and governance Introduce sporting activities to engage youth in restive areas and channel their energies into productive endeavours 	Presidential Committee on the North East Initiative Ministry of Defence Ministry of Foreign Affairs Ministry of Youth and Sports Ministry of Women Affairs

Programme		Public safety and security	
No.	Strategy	Key activities	Lead
51	Implement targeted initiatives to stabilise and sustainably develop the Niger Delta	<ul style="list-style-type: none"> Develop and implement a sustainable action plan to stabilise and develop the Niger Delta Sustain and re-invigorate the Amnesty Plan Ensure environmental sustainability within the Niger Delta Region Introduce sporting activities to engage youth in restive areas and channel their energies into productive endeavours 	<p>Ministry of Niger Delta Affairs</p> <p>Office of the Special Adviser, Niger Delta</p> <p>Ministry of Environment</p> <p>Ministry of Youth and Sports</p>
52	Enhance centralized identity management (e.g. for people, cars, houses)	<ul style="list-style-type: none"> Strengthen agency capacity for data-sharing and management, registration, and card issuance to enhance national security and cohesion 	<p>Office of the Secretary to the Government of the Federation</p> <p>Ministry of Budget and National Planning</p> <p>Ministry of Interior</p>
53	Strengthen security at national and sub-national levels	<ul style="list-style-type: none"> Strengthen the capacity of the Nigeria Police Force, the Nigeria Security and Civil Defence Corps, Nigeria Prisons Service, Federal Fire Service and the Nigeria Immigration Service e.g. by establishing a national criminal records registry Develop and strengthen the capacity of the Armed Forces of Nigeria and the Military Industrial Complex to ensure strategic deterrence and defence, exercise forward presence in vital areas, responding effectively to crisis and retaining the national capacity to reconstitute forces Establish at least one Brigade in every State capital in Nigeria to fulfil the fundamental demands of the National Security Strategy. Promote the adoption of community policing strategies Equip and provide the manpower required for military and paramilitary services Establish enduring partnerships with security agencies in allied countries to build local capacity and curb cross border crimes such as terrorism, cyber-crimes, etc. 	<p>Ministry of Interior</p> <p>Ministry of Defence</p>

Programme – Public service reform

No.	Strategy	Key activities	Lead
54	Reduce the cost of governance	<ul style="list-style-type: none"> Continue to streamline the number of MDAs to eliminate overlapping mandates and reduce public expenditures Complete a functional review of all MDAs to link Government priorities, Ministerial mandates, and individual job descriptions and performance targets Reduce personnel costs and optimise overheads as outlined under initiatives to improve fiscal stability 	<p>Office of the Head of the Civil Service of the Federation</p> <p>Ministry of Finance</p> <p>Ministry of Budget and National Planning</p>

Programme		Public service reform	
No.	Strategy	Key activities	Lead
55	Leverage technology to improve public service productivity	<ul style="list-style-type: none"> Implement e-government across all Government bodies, starting with a pilot scheme in selected MDAs 	<p>Office of the Head of the Civil Service of the Federation</p> <p>Ministry of Communication Technology</p> <p>Ministry of Science and Technology</p>
56	Develop the skills of public servants	<ul style="list-style-type: none"> Develop institutional capacity in budgeting, planning, policy analysis, financial management, procurement, human resources management and leadership 	<p>Office of the Head of the Civil Service of the Federation</p> <p>Ministry of Budget and National Planning</p>
57	Institutionalize performance management practices	<ul style="list-style-type: none"> Establish clear processes and procedures for performance management at individual and MDA levels Provide incentives to promote results-based management in public service 	<p>Office of the Head of the Civil Service of the Federation</p> <p>Ministry of Budget and National Planning</p>

Programme – Sub-national coordination

No.	Strategy	Key activities	Lead
58	Encourage States to produce recovery and growth plans aligned with the ERGP	<ul style="list-style-type: none"> Encourage States to develop economic recovery and growth plans that outline the costed initiatives they intend to undertake in line with the thematic areas policy objectives laid out in the ERGP 	<p>Ministry of Budget and National Planning</p> <p>State Governments</p>
59	Monitor delivery of the Fiscal Sustainability Plan	<ul style="list-style-type: none"> Closely monitor progress of States' implementation of the 22-point Fiscal Sustainability Plan Use progress against the Fiscal Sustainability Plan as a condition for future financial relief Improve the system of counterpart funding 	<p>State Governments</p> <p>Ministry of Finance</p>

Programme – Delivery

No.	Strategy	Key activities	Lead
60	Strengthen the Delivery Unit to drive priority ERGP strategies	<ul style="list-style-type: none"> Develop detailed implementation plans and dashboards to track impact Rigorously track and monitor strategy progress and report to the President Problem-solve obstacles with MDAs and develop solutions to overcome them Creation of conducive working environment and incentives for results based output in the public service 	<p>Presidency</p> <p>Ministry of Budget and National Planning</p> <p>Office of the Head of the Civil Service of the Federation</p>

A PRESIDENTIAL PROMISE

“I assure you again that the current pains are temporary and will ease when the economic seeds in gestation begin to bloom to fruition.”

President Muhammadu Buhari, New Year Day, 1 January, 2017

