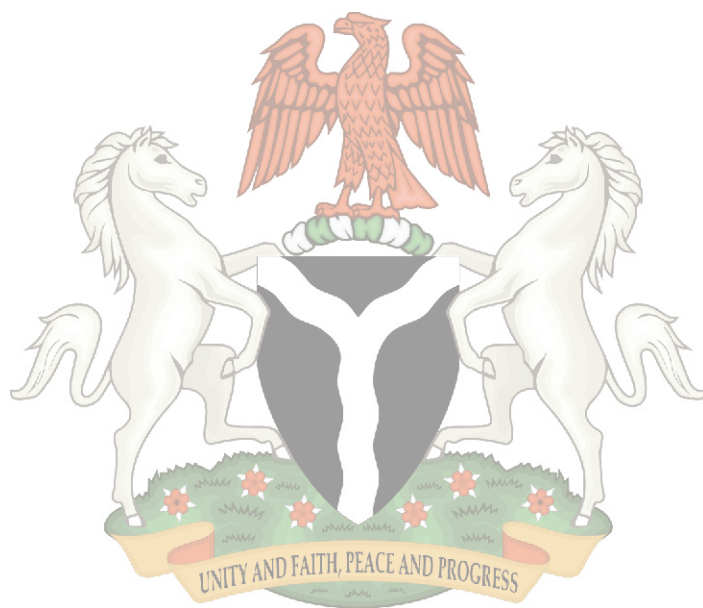
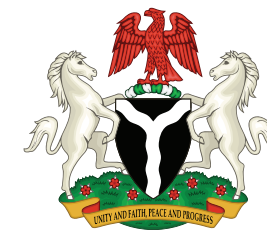




STRATEGIC PLAN 2023 - 2027



FEDERAL GOVERNMENT OF NIGERIA

Federal Ministry of
Finance, Budget and
National Planning

(Budget and National
Planning Arm)

Strategic Plan

2023 - 2027

...Driving Transformation through Planning



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BUDGET AND NATIONAL PLANNING**



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Table of Contents

Foreword.....	vi
Statement by the Permanent Secretary	vii
List of Acronyms.....	viii
1. Introduction.....	1
1.1 Background.....	1
1.2 FMFBNP (BNP Arm) Mandate and Structure.....	1
1.3 Strategic Planning Approach.....	4
2. Situational Analysis.....	5
2.1 SWOT Analysis	6
2.2 Stakeholder Analysis	6
3. New Strategic Direction.....	30
3.0. Strategic Plan.....	31
3.1 The MBNP's Vision, Mission and Core Values.....	31
3.2 Strategic Goals and Objectives	31
3.3 Descriptions of the Strategic Goals and Objectives.....	35
3.3.1 Goal 1: Facilitate Efficient and Effective Planning Coordination	35
3.3.2 Goal 2: Strengthen Research and Project Management	36
3.3.3 Goal 3: Strengthen Institutional Capacity.....	36
3.3.4 Goal 4: Promote Strategic Partnerships for Sustained Socio-Economic Development.....	38
4. Implementation Plan	39

Tables

Table 1: Stakeholder Analysis	7
Table 2: Harmonised SWOT Analysis.....	16
Table 3: SWOT Analysis (Department & Agencies).....	17
Table 4: Goals, Objectives, Outcomes, Means of Verification and Performance Measures.....	33
Table 5: Implementation Plan for the Operationalisation of FMBNP (Budget and National Planning Strategic Plan.....	40

Figures

Figure 1: Organisational Structure of the FMBNP (Budget and National Planning Arm).....	3
Figure 2: MBNP Strategic Plan House.....	32

Forward

The Strategy Plan has been developed to reposition the Ministry of Finance, Budget and National Planning (Budget and National Planning Arm) in defining the parameters of national development plan. The persisting global downturn in the last few years has continued to pose enormous challenges for economies around the world. For progress to occur, nations and non-state institutions must adopt a more rigorous, scientific, and evidence-based approach, deploying measurable indicators to achieve the desired outcomes and ensure effective service delivery.

It is in this light that the Federal Ministry of Finance, Budget and National Planning (Budget and National Planning Arm), as the coordinating arm and critical Ministry for the government's economic and development planning focus, has been evolving creative ways of delivering on its mandate. The Budget and National Planning Arm (Ministry) is spearheading Nigeria's return to national strategic development planning, to align the nation's development experience with that of some emerging economies that have attained reasonable growth by remaining on the path of a sustained strategic development agenda for decades.

The Strategic Plan is a result of several review and validation meetings held by the Steering and Technical Working Committees, reflecting on the Ministry and its parastatals—their work and organizational effectiveness. The Committees and other selected staff of the Ministry directly or indirectly contributed immensely to this review, reflection, and learning. A wide range of reports and

documents were also integrated into this strategy document.

The Ministry's Strategic Plan for 2023 -2027, sets out the broad basis of the Budget and National Planning Arm's work in the next five years, and how the Ministry will be organized to deliver its goals and objectives. It also defines the Ministry's distinctive work in policy advice, planning, budgeting as well as monitoring and evaluation for Nigeria and sets out the framework for increasing impact.

The Strategic Plan also sets out the pacesetting values and approaches that underpin all that the Ministry will be doing. These values and approaches will be central to the way the Ministry works. The detailed and costed implementation plans of the strategic document will help the Ministry to achieve its vision for 2027. I hope this document will be a useful tool for all stakeholders, MDAs, donors, and development partners to understand more about the way we work and what we hope to achieve as an organization from 2023 - 2027.

Prince Clem Ikanade Agba
Honourable Minister of State
Budget and National Planning

May 2023

Statement by the Permanent Secretary

The Ministry of Finance, Budget and National Planning (Budget and National Planning Arm) formerly National Planning Commission (NPC) was, established by Act No. 12 of 1992, later amended by Act 71 of 1993, has undergone tremendous transformation in recent years. This transformation enabled the organization to reposition itself with the knowledge, capacity, and ability to provide evidence-based policy advice and coordination for Nigeria's national development. BNP serves as a platform for planning, budgeting, and implementing the government's programs and policies, for achieving sustainable economic growth and development.

With the understanding that plans are required to guide the process of pursuing the mandate of the Ministry, complemented by the various departmental functions, the Strategic Plan x-rays the individual departments to determine their strength and weaknesses and developed effective strategies to mitigate the weaknesses and leverage the strength for efficient and effective service delivery by the Ministry. It aims to position the Ministry amongst leading National think tank organisations globally. The plan will also be instrumental to the Ministry's implementation of the recently introduced Performance Management System by the Head of Civil Service of the Federation.

A core focus of the Ministry and the parastatals under its purview; the Budget Office of the Federation (BoF), National Bureau of Statistics (NBS), Centre for Management Development (CMD), and Nigerian Institute for Social and Economic

Research (NISER) will be to enhance the capacity of its staff to deliver on its mandate. To this end, the Ministry and its parastatals are strategically collaborating, sharing information, and working together to achieve and fulfill the aspirations of the Ministry that possess the proper knowledge, expertise, experience, and structure appropriate to the needs of organisation.

These collaborations and activities have increased and enhanced the capacity of the Ministry, as well as providing a platform for improved effective and efficient service delivery and performance, in line with global best practice. This document provides an insight to the strength and ability of the Ministry's wider organizational portfolio, as well as our capacity and commitment to deliver on our strategic objectives outlined in this plan.

Nebeolisa Anako
Permanent Secretary
Budget and National Planning

May 2023

List of Acronyms

BNP	Budget and National Planning
BOF	Budget Office of the Federation
CMD	Centre for Management Development
CSOs	Civil Society Organisations
DP	Development Partners
DPRS	Department of Planning, Research and Statistics
ECOWAS	Economic Community of West African States
FGN	Federal Government of Nigeria
FMFBNP	Federal Ministry of Finance, Budget and National Planning
FOLA	Freedom of Information Act
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
SDGs	Sustainable Development Goals
NBS	National Bureau of Statistics
NGOs	Non-Governmental Organisations
NIIMP	National Integrated Infrastructure Master Plan
NIP	National Implementation Plan
NISER	Nigerian Institute for Social and Economic Research
NDP	National Development Plan
ODA	Official Development Assistance
TOR	Terms of Reference
TWG	Technical Working Group

1. Introduction

1. Introduction

This Strategic Plan, which is a 5-year plan, outlines the aspirations and the strategic objectives the Federal Ministry of Finance, Budget and National Planning (Budget and National Planning Arm) has committed to achieve in the period 2023-2027. The document represents the result of a comprehensive and collaborative project that integrates the intellectual contributions and input, support, and experiences of implementing stakeholders from sectors within and outside of the Planning Arm of the Ministry. BNP's approach builds on the experience of countries and institutions that have successfully developed and implemented a Strategic Plan. The lessons and experiences from international best practices, building on their own unique knowledge and solutions were adapted to fit our approach in identifying challenges and developing the key strategies.

This plan presents a transformational overview of BNP, indicating its strategies and approach to delivering its mandate. The Plan clearly highlights strategic goals and objectives, which relate to key focus areas that BNP plans to implement for the 2023-2027 period. The document provides a situational analysis of BNP, examining and critically analyzing stakeholder assessment, institutional capacity, and performance environment.

1.1 Background

Coordination of development planning requires that the FMFBNP (BNP Arm) be a world-class public service institution that facilitates the effectiveness of Federal Ministries, Departments and Agencies (MDAs) and Sub-National governments by driving planning for sustainable growth and economic development. The strategic goals and objectives are derived from the critical issues identified in the changing environment, expectations of the critical stakeholders and the statutory mandate setting up the explicit functions of the

Ministry. The goals apply to every part of the Ministry and define what major strategic thrusts BNP will pursue to achieve its vision, mission, and mandate. The strategic objectives address strategic issues emanating from internal and external analysis and give focus to the coordination of diverse efforts and actions.

Retrospectively, this plan reinvigorates BNP's resolve to reform its organization and strengthen its workforce to deliver on its key strategic outputs.

1.2 FMFBNP (BNP Arm) Mandate and Structure

The Budget and National Planning Arm was originally established as National Planning Commission by Decree No 12 Of 1992 and later amended by Act 71 Of 1993 (National Planning Commission Act, CAP N66, LFN2004). The Ministry is mandated to determine and advise the Government of the Federation on matters relating to National Development and overall management of the national economy. The detailed objectives, functions, powers, and structure of the Commission are outlined under sections 2, 3 and 5 of the Establishment Act.

The Act, particularly in Section 4 (a-k), provided the Commission with the following functions:

- To provide policy advice to the President and Nigeria on all spheres of national life.
- To set national priorities and goals and engender consensus among Government Agencies, as may be contained in guidelines issued by the Commission from time to time.
- To undertake periodic review and appraisal of the capabilities of the human and material resource of Nigeria with a view to advancing their development, efficiency, and effective utilization.

- To formulate and prepare long-term, medium-term, and short-term national development plans and to co-ordinate such plans at the Federal, State, and Local Government Levels.
- To monitor projects and progress relating to Plan Implementation.
- To advise on changes and adjustments in Institutions and Management Techniques as well as attitudes necessary for the alignment of actions with plan targets and goals.
- To conduct research into various aspects of national interest and public policy and ensure that the implications and results of the findings in such research are geared towards the enhancement of national, economic, social, technological defense and security capabilities and management.
- To mobilize popular group and Institutional consensus in support of Government Policies and Programmes.
- To manage multilateral and bilateral economic co-operation, including development aid and technical assistance.
- To deal with matters relating to regional economic co-operation, including the Economic Community of West

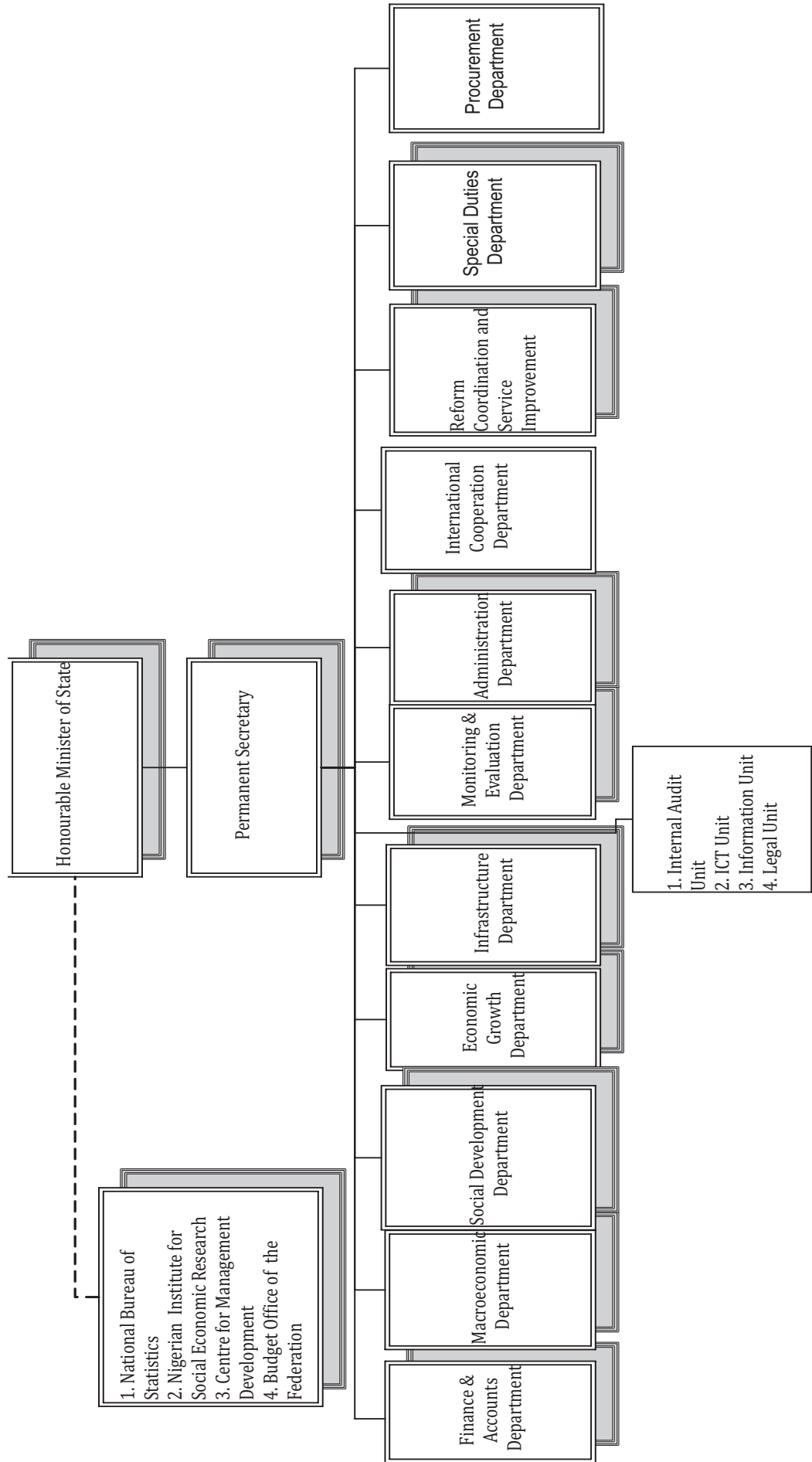
African States (ECOWAS) the African Common Market (ACM), the United Nations Economic Commission for Africa (UNECA) and the South-South Co-operation.

- To carry out such other duties as are necessary or expedient for the full discharge of all or any of the functions conferred on the Commission under the Act.

However, the Commission's structure was not implemented as planned. Following the pronouncement of the Buhari Administration in 2015, the organization metamorphosed to the then Ministry of Budget and National Planning, which was later integrated into the current Federal Ministry of Finance, Budget and National Planning (FMFBNP) in 2019 by the same Administration at the onset of its Second (2nd) tenure. The BNP Arm of the Ministry has four parastatals under its purview, namely:

- Centre for Management Development [CMD]
- National Bureau of Statistics [NBS]
- The Nigerian Institute of Social and Economic Research [NISER]
- Budget Office of the Federation

Figure 1: Organization Structure of the FMBNP (Budget and National Planning Arm)



1.3 Strategic Planning Approach

There are diverse definitions, terms, and approaches to strategic planning. The failure of having a universal agreed description, presents both a challenge and an opportunity in developing this strategic plan. The Ministry has adopted an approach that meets international best practices. The strategic plan described here is essentially the future course of strategies and action outlined by the Ministry to move it from its current position to where it desires to be in the future.

The selection of strategic goals and objectives emerged from an analysis of the internal assessment of the Ministry's current position as well as an assessment of environment in which the Ministry operates. These analyses led to identification of several priority or key focus areas which the Ministry seeks to address to adequately deliver against its purpose. The development of the ensuing strategies reflected the focus of the National Development Plan 2021-2025 and agreed ministerial deliverables.

1.4 Methodology

Methodology adopted in the development of the strategic plan consisted the following:

- i. Constitution and Inauguration of Steering Committee (SC) comprising the Honorable Minister of State, and the Chief Executive Officers of the Ministry's agencies namely, NBS, CMD, NISER and BoF as well as directors to provide managerial direction for the Strategic Plan.
- ii. Constitution and Inauguration of Technical Working Committee (TWC) to brainstorm, articulate and present a practicable Strategic Plan for the Ministry; and
- iii. Engagement of a consultant to review and submit of inception Report of the implementation of the previous strategic plan with a view to determining the success, challenges and weaknesses to provide a guide for the development of the Strategic Plan.
- iv. Review and validation meetings with Departments and Parastatals to harvest input and ratify the draft Strategic Plan.
- v. Senior Management Retreat conducted to review and acquaint the Management of the Ministry with the draft Strategic Plan 2023 – 2027 document as well as foster collective vision and ownership.

2. Situational Analysis

2. Situational Analysis

Several exercises were undertaken to establish and analyze key factors that needed to be considered in the development of FMFBNP's strategic objectives and plans. These are summarized below.

2.1 SWOT Analysis

An assessment of the Ministry's departments' strengths, weaknesses, opportunities, and threats (SWOT) was conducted. The SWOT analysis supported the refocusing of strategic direction for a more productive organization. It examined the areas that the organization needs to reinforce strength, address weaknesses and mitigate threats by assessing its internal and external environments. The SWOT analysis was informed the strategy formulation and selection of the goals and objectives.

The analysis reveals an organization that has leadership support, vibrant workforce with growing and evolving potential and capacity to further develop as well as transform to a modern development planning think-tank organization. Likewise, FMFBNP (BNP Arm) has opportunities to access donor funds and collaborate on research.

2.2 Stakeholder Analysis

A Stakeholders' Analysis of the organization was also reviewed as, its effective management is critical to achieving the Ministry's goals. Stakeholders in this instance are the people or organizations who may positively or negatively impact the BNP, operation or vice versa. The analysis identified the key

stakeholders relevant to the formulation and implementation of BNP Strategic Plan. The stakeholders provide feedback into plans formulation and review. The major stakeholders are MDAs, National Assembly and Civil Society Organisations (CSO). The MDAs play a key role in Ministerial collaboration of delivering planned projects and programmes that support national vision and aspiration. The National Assembly enacts laws that underpin the implementation of critical projects and programs of the National Development Plan. The Civil Society Organization (CSO) act as watchdog in project monitoring and implementation.

Table 1: Stakeholder Analysis

Name of the Department	Department/Agency's History	Stakeholders
Reform Coordination and Service Improvement Department (RCSID)	The Reform Coordination and Service Improvement (RCSI) Department was upgraded to a full Department from being a ministerial SERVICOM unit in August 2014. This was because of the Circular from OHCSF creating and re-aligning certain Departments in Ministries, Department and Agencies (MDAs).	i. National Bureau of Statistics (NBS) ii. Center For Management Development (CMD) iii. Nigerian Institute of Social and Economic Research (NISER) iv. Office Of the Head of the Civil Service of the Federation (OHCSF) v. Bureau of Public Service Reforms (BPSR) vi. Service Compact with all Nigerians (SERVICOM) vii. Independent Corrupt Practices and other Related Offences Commission (ICPC) viii. Economic Financial Crimes Commission (EFCC) ix. Federal Ministry of Justice (FMJ)
Special Duties Department	The Special Duties Department started off as Commission Secretariat Unit in the Policy Coordination Department and subsequently under the Office of the Secretary to the Commission of the defunct National Planning Commission. The Unit was created out of the dire need to effectively handle the enormous secretarial tasks and responsibilities of the Commission in particular, and its oversight functions associated with other planning bodies such as the Joint Planning Board (JPB); National Council on Development Planning (NCDP); National Economic Advisory Committee (NEAC); National Economic Council (NEC); to mention but a few. Following the directive of the Office of the Head of the Civil Service of the Federation for the creation of Special Duties Department in all Ministries, the Department was created with the following key responsibilities: Provision of Secretariat to the National Economic Council (NEC) and its ad- hoc Committees	i. State Governors of the Federation ii. Honourable Commissioner of Budget and Economic Planning iii. MDAs iv. Development Partners

Name of the Department	Department/Agency's History	Stakeholders
	Provision of secretarial services to the Joint Planning Board (JPB) and National Council on Development Planning (NCDP) meetings Tracking the implementation of resolutions reached at NEC, JPB and NCDP meetings Serve as the Secretariat to the Steering Committee of NSIP Dissemination of information on activities of NEC, JPB/NCDP to States and Federal Ministries, Departments and Agencies (MDAs) and other institutions Liaison with other Departments/Units in the Ministry for the purpose of promoting the formulation of plans, projects, and programmes of the Government; and Perform any other function(s) as may from time to time be assigned to the Department by the Permanent Secretary.	
Infrastructure Department	Infrastructure Department was created with the responsibility to: i. Coordinate Infrastructure Ministries, Departments and Agencies (MDAs) in the Development of policies, programmes and projects; ii. Advise the Government on Infrastructure Development in Nigeria; iii. Advise the Government on Security issues and good Governance; and iv. Coordinate Plans, programmes, and policies of the security sector. 2 The Infrastructure Department is comprised of two (2) Divisions, namely: i. Core Infrastructure; ii. Security & Governance Divisions; and iii. The Infrastructure Delivery Coordinating Unit (IDCU).	Ministry of Works and Housing; Ministry of Transportation; Ministry of Aviation Federal Ministry of Education Federal Ministry of Health States Ministry of Finance, Budget and Economic Planning Infrastructure Bank of Nigeria Infrastructure Concession Regulatory Commission (ICRC); Bureau of Enterprise (BPE); Office of the National Security Adviser Ministry of Defence Ministry of Police Affairs Ministry of Interior

Name of the Department	Department/Agency's History	Stakeholders
International Cooperation Department	3. The Department is headed by a Director, assisted by two (2) Deputy Directors and other support staff. International Cooperation Department is responsible for managing multilateral and bilateral economic cooperation, including development aid and technical assistance programmes. The department is divided into Bilateral Economic Cooperation Division and Multilateral Division. (i) Bilateral Economic Cooperation Division is sub-divided into the following units; Asia and Pacific Unit, Europe and America/INGO and NGO Unit; Joint and Bilateral Commission Unit; (ii) Multilateral Division consists of two Units; European Union Unit and United Nations Development System (UNDS) Unit.	NGOs, INGOs, Civil Society Organization, Development Partners, UN Agencies, EU and relevant MDAs.
Macroeconomic Analysis Department (Macroeconomic Policy Analysis and National Plans Division)	The Macroeconomic Analysis is headed by a Director, supported by two Deputy Directors, an Assistant Director, two Chief Planning officers and other senior officers.	The dept. serves a wide range of clients/stakeholders in the execution of her mandates. The stakeholders are: ✓ Civil society organizations and Faith based institutions ✓ Non-Governmental Organizations, and Regional and International Finance and Economic bodies like the World Bank, International Monetary Fund, ECOWAS etc. ✓ DPRS in Federal MDAs and Subnational governments ✓ National Bureau of Statistics (NBS) ✓ Nigeria Institute of Social and Economic Research (NISER) ✓ Central Bank of Nigeria ✓ Debt Management Office (DMO) ✓ Federal Inland Revenue Service (FIRS) ✓ Nigerian National Petroleum Company Limited (NNPCL)

Name of the Department	Department/Agency's History	Stakeholders
Administration of the National Planning arm of the Federal Ministry of Finance, Budget and National Planning	The Administration Department is one of the pioneer Departments of the Ministry right from National Planning Commission that was established by the 1992 Act to 1993 Decree up to its present nomenclature. The Department currently has three (3) Divisions namely: - Appointment, Promotion and Discipline (APD) - Staff Welfare & Training; and - General Services/Store Management	- Staff of the Ministry; - Departments/Units of the Ministry; - All Agencies of the Ministry (NBS, CMD, NISER and Budget Office of the Federation); - Contractors; - Agencies such as Civil Defence, AEDC, Fire Service, NYSC, IT etc; - OHCSE, FCSC, OSGF, FME, and other relevant MDAs; - Academicians/Scholars
Economic Growth	The Economic Growth Department is responsible for promoting the country's economic growth. It carries out activities that enhance growth and development of the Nigerian economy in collaboration with relevant Ministries, Department and Agencies (MDAs). The Department is presently structured into four divisions namely: - Agriculture and Water Resources. - Natural Resources and Steel Development. - Industry, Trade, and Investment, and - Services, Research and Development.	- Federal Ministry of Agriculture and Rural Development (FMARD). - Federal Ministry of Water Resources (FMWR). - Federal Ministry of Industry, Trade, and Investment (FMITI). - Federal Ministry of Science, Technology, and Innovation (FMSTI). - Federal Ministry of Information and Culture (FMIC). - Federal Ministry of Mines and Steel Development (FMM&SD). - Federal Ministry of Petroleum Resources (FMPR). - Private Sectors, - Civil Society Organizations (CSOs) - Development Partners.

Name of the Department	Department/Agency's History	Stakeholders
The Social Development Department of the National Planning arm of the Federal Ministry of Finance, Budget and National Planning has three Divisions: i) Human Capital; ii) Food & Nutrition; iii) Environment & Regional Development.	The Social Department was created in 2011 with the merging of the four erstwhile Departments namely Social Services, Infrastructure, Regional Development, and part of Energy Department. This created the Human Capital and Environment & Regional Development Divisions. In 2019, the Food and Nutrition Division was moved to Social Development Department from Economic Growth Department because of its relevance to the Social Sector.	The critical Stakeholders includes: i) Ministries of Education; Health; Labour & Employment; Youth & Sports Development; Humanitarian Affairs, Disaster Management & Social Development; Women Affairs; Agriculture & Rural Development; Information; Niger Delta Affairs; Environment; Water Resources; Science & Technology; Works & Housing; Trade & Investments; Transport; and FCT; ii) Agencies such as National Population Commission; National Commission with People with Disability; National Senior Citizens Centre, National Health Insurance Authority, NSITF, OSSAP-SDGs, OVP-SIP, National Social Safety-Net Coordinating Office, National Council for Refugees & Migrants, NAPTIP, NHRC, National Primary Health Care Development Agency(NPHCDA), Legal AID, National Women Development Council, NBS, , Energy Commission of Nigeria, NEMA, NESERA, National Bio-Safety Management Agency, National Agency for the Great Green Wall, FCDA, NAFDAC, North East Development Commission, NDDC, Standard Organisation of Nigeria, Development Agenda for Western Nigeria(DAWN), National Park, National Oil Spill Detection and Response Agency(NOSDRA), Border Communities Development Agency, Hydroelectric Power Producing Areas Development Commission (HYPADEC), Nigeria Sao Tome, Principe Joint Development Commission(JDC), Nigeria-Niger Joint Commission(NNJC) iii) The Academia such as NISER; Federal Universities; iv) CSOs: Albino Foundation iv) INTERNATIONAL AGENCIES: UNICEF, ILO, UNDP, WFP, UNFPA, World Bank, Bill & Melinda Gate, Save the Children Int'l, Action Against Hunger, ECOWAS, Lake Chad Basin Commission (LCBC),

Name of the Department	Department/ Agency's History	Stakeholders
Monitoring and Evaluation Department	The National Monitoring and Evaluation department was established in 2010. The purpose of this department is to improve the availability, quality, and dissemination of government performance information for accountability and policy improvement purposes. The Departmental Structure consists of Institutional / Sector Monitoring and Evaluation Division and the Management Information System / Geo-Spatial Information System Division	i. Federal MDAs ii. State MDAs iii. Executive iv. Legislature v. Development Partners vi. Civil Society Organisations (CSOs) vii. Tertiary Institutions viii. Public
Finance and Accounts Department	The Finance and Account Department is one of the Pioneer Departments of the Ministry right from National Planning Commission that was established by 1992 Act to 1993 Decree the Department has two Division; - Account Budget	i. Staff of the Ministry ii. Departments/Units of the Ministry iii. All Agencies of the ministry (NBS, CMD, NISER and BOF) iv. Contractors v. Office of Accountant General of Federation vi. Office of Auditor General of Federation vii. National Assembly.
National Bureau of Statistics	The National Bureau of Statistics started in 1928 as a statistical unit in the Office of the Colonial Secretary in the Cabinet Secretariat of the British Colonial Administration. In 1947, a reorganisation necessitated the establishment of Statistical Sections in the Department of Customs and Excise, which later evolved into a full-fledged Department of Statistics. In 1949, the Department's responsibilities were expanded to form the nucleus of a centralized National Statistical Office of Nigeria. A legal framework for statistics operations in Nigeria was created with the Statistical Act of 1957. With the adoption of the federal system of government in 1958, the central and the three regions of government had their statistics establishments incorporated into decentralised National Statistical System (NSS). Further reorganisation of the National Statistical System in the 1970s and 1980s, led to the Central Bank of Nigeria taking on collection	The Presidency, Ministers, Permanent Secretaries of Ministries, Governors Forum, Commissioners, Chairmen of LGAs and State Statisticians-General. National and Sub-National MDAs, Private Sector, International Development Partners, Non-Governmental Organisations, Civil Society Organisations, Households

Name of the Department	Department/Agency's History	Stakeholders
	of financial statistics and the National Population Commission tasked with population statistics, as well as the conduct of demographic and health surveys. In 2004, the current National Bureau of Statistics (NBS) was established with a national outlook as the apex statistical agency for all the three tiers of Government. The Mandate of National Bureau of Statistics (NBS) as stipulated in the “Act 2007” The Bureau is the apex National agency responsible for the development and management of official statistics. It is the authoritative source and custodian of official statistics in the country. Specifically, the Bureau is responsible for: I. coordination of the National Statistics System II. advising the Federal, State and Local Government on all matters related to statistical development. III. developing and promoting use of statistical standards and appropriate methodology in the National Statistical System. IV. collecting, compiling, analysing, interpreting, publishing and disseminating statistical information alone or in collaboration with other agencies, both governmental and non-governmental agencies. V. developing and maintaining a comprehensive socio-economic database. VI. providing a focal point of contact with international agencies on statistical matters, and VII. fulfilling all other functions relating to statistics which the federal government may entrust to it.	

Name of the Department	Department/Agency's History	Stakeholders
Nigerian Institute of Social and Economic Research (NISER)	The Nigerian Institute of Social and Economic Research (NISER) is a national policy research institution in the field of social and economic development. The Federal Government established the Institute in 1960 following the dissolution of the West African Institute of Social and Economic Research (WAISER), which the then colonial government established in 1950 to serve as a Think Tank on socio-economic issues for the then British West Africa territory. NISER has remained a Federal Government parastatal since 1960. Placed under the National Planning Commission since 2006, it is now embodied in the Ministry of Finance, Budget and National Planning. The Institute's work includes research, policy analysis and crafting of policy prescriptions that will promote social and economic development in the country.	NISER's activities, outputs and outcomes serve the needs of the following stakeholders: the Federal Government, including Ministries, Departments and Agencies (MDAs); State Governments, including their MDAs, Local Governments; the private sector and development partners.
Centre for Management Development	The Centre for Management Development (CMD) is a resource institution established in 1973 by the Federal Government of Nigeria as the operational arm of the Nigerian Council for Management Development (NCMD), which has over-all responsibility for the stimulation, promotion and coordination of management education, training and development in Nigeria. The Centre for Management Development's Mandates are targeted towards "Promoting Management Excellence" Policy Making, Promotion and Coordination of Managerial Manpower Development; • Accreditation and Registration of Management Trainers and Training Institutions; • Management Advisory and Consultancy Services; • Reference Library for Management Development; • Executive Postgraduate programme;	CMD's activities serves a range of stakeholders, including Federal and States MDAs, Management Trainers, Management Institutions, National Assembly, States House of Assemblies, and others

Name of the Department	Department/Agency's History	Stakeholders
	• Publishing Journals, Research Papers and Books on Modern Management; • Quality Assurance and Benchmarking of Best Practice in Manpower Development; • Conducting promotion examinations for the Public Service; and • Training of NYSC members in camps	
Budget Office of the Federation	The Budget Office of the Federation (BOF) in the Ministry of Finance, Budget and National Planning was established to provide budget function such as preparation of Executive budget, oversee budget implementation, and budget monitoring. Other functions include the implementation of fiscal policies of the Federal Government of Nigeria to maintain aggregate fiscal discipline, allocate resources in accordance with government priorities, and promote the efficient delivery of services. BOF is also charged with the responsibility of coordinating the preparation of Medium Term Sector Strategy (MTSS) across the Federal Sector MDAs and ensure that the MTSS significantly drives annual budget estimates with the issuance of Budget Call Circulars (BCC) that clearly links MTEF, MTSS and the annual budget. The Budget Office has four operational and two service departments. Each of the department, as listed below, is subdivided into two divisions for functional purposes. - Revenue and Fiscal Policy; - Expenditure (Social); - Expenditure (Economic); - Budget Monitoring and Evaluation; - Human Resources Department; and - Finance and Accounts.	National Assembly Federal MDAs

Table 2: Harmonised SWOT Analysis

Set out in the table below is BNP's harmonised strengths and weaknesses, its opportunities and what might be threatening the well-being of the Ministry for effective operation and performance

Internal	External
Strengths ▪ It has a strong Political and Government support ▪ Effective synergy between MBNP and its parastatals ▪ Proactive leadership ▪ Critical mass of skilled personnel ▪ Good relationship with development and technical partners	Opportunities ▪ Access to donor support and commitment of donor agencies to sustain capacity building ▪ Freedom of Information Act would create demand for data and information gathering from federal and sub national governments ▪ Institutions for research and man-power training ▪ Increased awareness of citizens tax regimes would increase government revenue
Weaknesses ▪ Poor visibility of MBNP in the public eye ▪ Lack of Plan Analysts ▪ "Identity crisis" in terms of the modus operandi ▪ Inadequate competence in planning and policy development ▪ Inadequate funding ▪ Absence of Human Resource policy ▪ Duplication of functions ▪ Lack of implementation of function ▪ Inadequate working tools ▪ Ineffective sanctions and rewards measure ▪ Poor ICT usage culture ▪ Poor recourse to statistics in policy deliberations ▪ Delay in response to policy challenges ▪ Poor statistics culture ▪ Inward looking at the expense of strategic positioning ▪ Low level of human capacity building ▪ Low level of response to policy challenges ▪ Weak institutional collaboration with other MDA's ▪ Lack of adherence to financial regulations ▪ Prevalence of high level of unproductive activities ▪ Poor definition of goals and targets ▪ Weak organisational structure ▪ Hierarchical culture rather than collegial ▪ No comprehensive conditions of service ▪ Poor Policy Implementation and continuity ▪ Inadequate mentoring and coaching	Threats ▪ Lack of adequate skills analysis, ▪ Insecurity of lives and property ▪ Constant changes in plan and implementation ▪ Inadequate data, including coordination for planning ▪ Duplication of roles of MDAs ▪ Lack of collaboration amongst relevant stakeholders ▪ Inadequate financing of policy framework ▪ Lack of dynamic public services rules ▪ Frequent changes of technocrats in government ▪ Poor selection/placement of personnel ▪ Lack of alignment of plan with budget

Table 3: SWOT Analysis (Department & Agencies)

Departments			
	MACRO DEPARTMENT		
	Internal		
Mandate	Strength	Weakness	Strategies
Policy Research and advise on topical socio-economic issues, economic analysis, modelling and forecasting of macroeconomic aggregates	i. Demonstrable ability to effectively analyze economic and social policies for informed decision making. ii. Availability of macroeconomic modelling lab/economic Intelligence Desk for the forecasting of macroeconomic aggregate and preparation of macroeconomic framework for national Plan.		i. Collaborate with both federal and state governments to conduct policy research. ii. Facilitates production of sectoral strategic plans through provision of macroeconomic framework. iii. Provision of reliable data and forecasts.
Coordinate the preparation and review of National Development Plans (medium and long -term plans)	i. Powerful authorities (national coordination and convener). ii. Quality of dedicated staff with a wide variety of skills. iii. Restore public confidence in government and planning for development		i. Improve planning system at both federal and states levels through capacity development and technical assistance ii. Consistence interface with data generating agencies for enhanced delivery of evidence-based policy formulation ii. Periodic review of medium and long - term plans implementation
Economic surveillance and production of Half-year and Annual Economic performance Reports	i. Assess the performance of the economy for the period under review ii. Supports policy review and informed decision-making		
Policy Research and advise on topical socio-economic issues, economic analysis, modelling and forecasting of macroeconomic aggregates		i. Weak synergy with federal and sub-national governments ii.Limited and inadequate data; iii.Resources limitation iv.Talent management constraints	i. Need to improve synergy with states and ensuring institutionalized feedback mechanism. ii. Explore additional funding sources Strengthen workforce capacity
Coordinate the preparation and review of National Development Plans (medium and long -term plans)			
Economic surveillance and production of Half-year and Annual Economic performance Reports		a. Inadequate resources for effective coverage of surveillance in all economic levels b. No modern economic surveillance tools. c. Inadequate capacity d. Inadequate budget alignment with national Plans.	i. Improve resource availability and allocation ii. Provision and training on the use of modern tools for economic surveillance
	External		Strategies
	Opportunities	Threat	
	Play critical role in implementing national plans and priorities.		Ensure compliance to national strategy and its implementation
	Enable more interagency and public-private collaboration		strengthen interagency collaboration and private-public collaboration
	New and emerging technologies		Adopt new technologies in service delivery
	Embrace effective workplace trends		
	Restore public confidence in government		Create necessary awareness about government activities to improve citizens confidence
		Growing social and economic inequalities	Address social and economic inequalities through special interventions
		Growing national security threats	strengthen the nation security architecture
		Rapidly changing operating environment and threat landscape	Adapting to operating environment
		Financial uncertainty	

INFRASTRUCTURE DEPARTMENT			
Internal			
Mandate	Strength	Weakness	Strategies
1) Coordination of Infrastructure Sector, Ministries, Departments and Agencies (MDAs) in the Development of policies and plans	1. Strong Political will		Continuous advocacy on NIIMP with political leaders;
	2. Government approved infrastructure policy framework (NIIMP);		
		Limited awareness of citizens on NIIMP;	Conduct sensitization programme to increase awareness of citizens, institutions, CSOs and Development Partners on NIIMP strategy document;
		Implementation challenges in MDAs	Establishment of Infrastructure Delivery Unit in all MDAs (IDCU) at federal and state to review challenges and accelerate implementation of National Infrastructure agenda
		Non mainstreaming of NIIMP strategic projects into state strategic plan	Advocate for mainstreaming of the NIIMP into States sectoral plans
		Non mainstreaming of NIIMP strategic projects into annual budget;	Advocate for NIIMP-compliant budgeting by Federal and State MDAs
		Lack of incentives for compliance of Federal MDAs and States on the implementation of NIIMP;	Develop an effective incentives and reward system for mainstreaming by the Federal MDAs and sub nationals;
		Nonexistence of legal framework to sustain NIIMP implementation by subsequent administration	Develop legal framework for NIIMP
		Weak capacity of IDCU staff in modern infrastructure plan coordination, working tools and coordinating vehicles	Strengthening the capacity of the Infrastructure Delivery Coordinating Unit (IDCU) to ensure the operationalization of NIIMP;
		Lack of comprehensive NIIMP-compliant database	Expand the existing NIIMP database
External		Strategies	
Opportunities		Threat	Strategies
	Private sector interest in NIIMP		Promote PPP initiatives on infrastructure development
		Institutional rivalry and disharmony amongst infrastructure MDAs	Create Platform to discuss and address mandate overlap and other bottle necks within the sector MDAs
SOCIAL DEVELOPMENT DEPARTMENT			
Internal		Strategies	
Mandate	Strength	Weakness	Strategies
To coordinate the social sector and provide policy advice to the Government on matters relating to the sector.	Existence of administrative approved policy frameworks to support the coordination of the social sector (National Social Protection and Food & Nutrition Policies)		
	2a) Access to accurate and timely data to support policy advise		Develop a data collection agenda on social sector tropical issues and conduct in-depth review and analyses to support policy advise
		1a) Absence of legal Framework for the sectoral policies to ensure sustainability	1a) Secure NASS approval for the Policies
		1b) Skills gap among the staff of the Department to perform their coordinating role in the social sector	1b) Conduct capacity building for the Staff of the Department to enhance their coordination ability
		1c) Inadequate working materials/equipment for effective performance	1c) Procurement of working materials/equipments to enable the staff to carry out coordination roles effectively
		1d) Inadequate tracking of sectoral project implementation	1d) Conduct social sector performance tracking and produce sectoral report
		1e) Inadequate synergy among the social sector key institutions to address bottle necks in projects implementation	1e) Conduct periodic stakeholder meetings to: * formulate policies, programs, projects and targets for the *address identified project implementation challenges Sector)
External		Strategies	
Opportunities		Threat	Strategies
	1) Willingness of International Partners/Donors to collaborate with the Department in providing resources in coordinating	Non alignment of Donor support with National Development priorities.	1a) Conduct periodic meetings with Donors and development partners to sensitize them on Government priorities in the social sector

		Donor direct liaison with sector MDAs without cognizance to the Department	Conduct Stakeholder meeting
		2)MDAs and other critical Stakeholders in the Social Sector are working in silos thereby constraining the coordinating role of the Department	coordination meetings among MDAs and other critical stakeholders in the social sector should be encouraged; An effective communication platform should be established to foster synergy among MDAs and other critical Stakeholders in the Social Sector
ADMINISTRATION DEPARTMENT			
Mandate	Internal		Strategies
	Strength	Weakness	Strategies
1)Appointment, Promotion and Discipline (APD) ai) Coordination of relevant Staff Committees aii) Serves as Secretariat to both Top Management and Management Meetings aiii) Management of IPPIS HR Module aiv) Manages and supervises the Ministry's Library av) Oversight function of the Ministry's Parastatals (NBS, CMD, NISER)	i. Hardworking/ committed Staff and leaders ii. Efficient management of IPPIS HR Module iii. Effective oversight function on the Ministry's Parastatals iv. Ensuring that relevant Staff Committees meet on regular basis		i. Strengthen collaboration with OHCSF ii. Synergize with the Ministry's Parastatals to ensure cordial relationship iii. Ensure timely work-plan towards the meetings
a. Training Matters bi) Conduct of Capacity Building for Staff of the Ministry bii) Facilitate Study Leave Requests	a) Knowledgeable/proactive Staff and leaders b) Training and re-training of Staff c) Availability of Study leave to enable staff add value to their work d) Monetization of welfare packages during festivities		a) Ensure timely work-plan and pre-training of the Unit staff to ensure maximum delivery b) Encourage general Staff sensitization at the end of study leave c) Adopt other staff motivation avenues
3) Staff Welfare Matters ci) Provide general staff welfare including NHIS, Pension, Union Activities, Sports, Clinic, Canteen, cooperative etc. cii) Facilitate reward system in the Ministry	- Proficiency among the leaders and Staff of the Unit - Existence of functional Clinic and canteen services - Existence of a functional Cooperative Society in the Ministry - Ministerial awards in place		- Ensure cordial relationship between the operators of both Canteen and Clinic with the Ministry interface - Form a strong collaboration with the executives - Domesticate Staff award across Departments and Units of the Ministry
4) Store Management of the Ministry di) Ensure distribution of procured work tools and stationery (if in stock) to the relevant Stakeholders on request	iv. Prompt response to other departments administrative concerns/enquiries		
5)Provision of Administrative General Services ei) Maintenance of Facilities and Equipment eii) Supervision of Environmental Services and Facilities Management eiii) Coordination of Security Services and other related issues eiv) Coordination of transportation and motor-vehicles ev) Ensuring safe adequate water supply evi) Processing utility bills (Water, Electricity and Solid Waste) evii) Coordinates the maintenance and fueling of operational vehicles.		Not all Staff are able to access the IPPIS platform	Create more administrative privileges for some relevant Staff
1) Appointment, Promotion and Discipline (APD) ai) Coordination of relevant Staff Committees aii) Serves as Secretariat to both Top Management and Management Meetings aiii) Management of IPPIS HR Module aiv) Manages and supervises the Ministry's Library av) Oversight function of the Ministry's Parastatals (NBS, CMD, NISER)		- Inability to have all Staff on the platform - E-library yet to be fully implemented	- Creation of more administrative privileges for some relevant Staff - Engagement of e-library expert to liaise with the relevant staff for feasibility study of the existing library and the way forward
b. Training Matters bi) Conduct of Capacity Building for Staff of the Ministry bii) Facilitate Study Leave Requests		- Lack of technical know-how among Staff - Lack of requisite work tools among Staff	- Conduct Staff specific training needs - Procure the right work tools to enable staff deliver optimally
3) Staff Welfare Matters		Poor welfare packages	Conduct upward review of Welfare packages

ci) Provide general staff welfare including NHIS, Pension, Union Activities, Sports, Clinic, Canteen, cooperative etc. cii) Facilitate reward system in the Ministry			
4) Store Management of the Ministry di) Ensure distribution of procured work tools and stationery (if in stock) to the relevant Stakeholders on request		Most necessary work items out of stock	Ensure constant availability of necessary work items especially stationery in the Store
5) Provision of Administrative General Services ei) Maintenance of Facilities and Equipment cii) Supervision of Environmental Services and Facilities Management ciij) Coordination of Security Services and other related issues eiv) Coordination of transportation and motor-vehicles ev) Ensuring safe adequate water supply evi) Processing utility bills (Water, Electricity and Solid Waste) evii) Coordinates the maintenance and fueling of operational vehicles.		➤ Not all Offices in the Ministry are connected to the Solar sockets ➤ Constant electric Power outage ➤ Non-functionality of general Staff Lifts	➤ Ensure installation of Solar sockets in all Offices ➤ Strengthen collaboration with AEDC to ensure steady power supply as well as timely payment of utility bill ➤ Put all Lifts in order and ensure periodic maintenance
	External		Strategies
	Opportunities	Threat	
1	❖ Coordination of Top Management Meetings involving Director-Generals of the Ministry's Parastatals ❖ Effective coordination of Study Leave for Staff ❖ Oversight function of the Ministry's Parastatals ❖ Established relationships with the OHCSF, FCSC, FME, and other critical Stakeholders		❖ Ensure maintenance of cordial relationship between the Ministry and its Parastatals ❖ Ensure that all necessary Circulars from OHCSF on Study Leave are strictly adhered to ❖ Provide necessary support to the administrative activities and programmes of the Parastatals.
		➤ Delay by the Federal Ministry of Education (FME) in responding to the letters of status of institutions which offered the admission as well as the authenticity of the Courses applied for by the potential Students ➤ Constant Power Outage ➤ Lack of Pool Vehicle for Staff use	➤ Strengthen collaboration between the Ministry and the Federal Ministry of Education to ensure speedy/timely response to all the request of certification of the status of the Institutions that gave the admission ➤ Synergize with AEDC to ensure steady Power Supply ➤ Come up with proposal for procuring Pool vehicle for consideration of the Ministerial Tender Board
	Economic Growth Department		
A	Internal		
Mandate	Strength	Weakness	Strategies
1. Formulate policies, programmes and projects and develop Key Performance Indicators (KPIs) to track implementation to ensure growth of the Nigerian economy.	i. Committed staff and leadership to drive the mandate		i. Leverage committed leadership and staff to advocate for policies, programmes and projects formulation and fast-track implementation ii. Initiate performance management system to strengthen staff performance.
2. Undertake periodic review and appraisal of policies, programmes and projects in the productive sectors of the economy			i. Undertake periodic review of policies, programmes and projects in the productive sectors of the economy.
3. Support alignment of real sector MDAs policies, programmes and projects with the National goals and priorities.	Political will		i. Leverage committed leadership to relate periodically with relevant stakeholders to align policies, programmes and projects to the national goals and priorities
4. Research on topical issues within the purview of the productive sectors of the economy.	i. Demonstrable ability to effectively partner and collaborates ii. Strong in management and operational process		i. Collaborate with relevant MDAs to conduct research on topical issues. ii. Facilitates production of productive sectors strategic plans through iii. Provision of reliable data and forecasts.

1. Formulate policies, programmes and projects and develop Key Performance Indicators (KPIs) to track implementation to ensure growth of the Nigerian economy.		i. Capacity gap in terms of skill and tools to deliver. ii. Lack of staff motivation iii. Inadequate funding. iv. Weak collaboration with relevant stakeholders	i. Strengthen capacity through skill enhancement and tools procurement. ii. Initiate welfare programmes to incentivize high performing staff. iii. Identify alternative source of resources aside from government budget allocation iv. Strengthen collaboration through regular meetings and dialogue with stakeholders on related issues.
2. Undertake periodic review and appraisal of policies, programmes and projects in the productive sectors of the economy		i. Inadequate conduct of productive sector implementation performance	i. Conduct periodic review of productive sector performance
3. Support alignment of real sector MDAs policies, programmes and projects with the National goals and priorities.		i. Non-availability of database of the real sector policies, programmes and projects. ii. Weak collaboration with relevant stakeholders	i. Collaboration with relevant stakeholders to harvest existing policies, programmes to create a database ii. Strengthen collaboration through regular meetings and dialogue with stakeholders on related issues
4. Research on topical issues within the purview of the productive sectors of the economy. .		i. Weak collaboration with Stakeholders. ii. Limited and inconsistent data, particularly with respect to data governance and availability iii. Ressources limitation iv. Talent management constraints.	i. Need to improve coordination and communication, including stable feedback loops. ii. Explore additional funding sources iii. Strengthen workforce capacity
	External		Strategies
	Opportunity	Threat	Strategy
1. Formulate policies, programmes and projects and develop Key Performance Indicators (KPIs) to track implementation to ensure growth of the Nigerian Economy.	i. Opportunity for capacity building to improve and position staff to become specialists and attract working tools through Development Partners intervention ii. Opportunity to improve the visibility of the Department. iii. Opportunity to attract more Funding.		i. Develop quarterly capacity building plan for the staff. ii. Publishing the achievements of the mandates iii. Constant interface with Development Partners for resource mobilization
2. Undertake periodic review and appraisal of policies programmes and projects in the productive sectors of the economy	New and emerging technologies		Adopt new technologies in service delivery
3. Support alignment of real sector policies, programmes and projects with the National priorities and goals	i. Embrace effective workplace trends ii. New and emerging technologies		i. Strengthen interagency collaboration and private-public collaboration. ii. Adopt new technologies in service delivery
4. Research on topical issues within the purview of the productive sectors of the economy.	i. Opportunity for capacity building to improve and position staff to become specialists and attract working tools through Development Partners intervention ii. Opportunity to improve the visibility of the Department. iii. Opportunity to attract more Funding.		i. Develop quarterly capacity building plan for the staff. ii. Publishing the achievements of the mandates iii. Constant interface with Development Partners for resource mobilization
1. Formulate policies, programmes and projects and develop Key Performance Indicators (KPIs) to track implementation to ensure growth of the Nigerian Economy.		Policy summersault	Periodic assessment to FEC on policy summersault consequences.
2. Undertake periodic review and appraisal of policies programmes and projects in the productive sectors of the economy		Insecurity at all level eroding periodic field review.	Strengthen security architecture in the country
3. Support alignment of real sector policies, programmes and projects with the National priorities and goals		Insecurity at all level eroding periodic field review	i. Strengthen security architecture in the country ii. Develop data collection tools useable outside physical interaction
Special Duties Department			
	Internal		
Mandate	Strength	Weakness	Strategies
1) Secretariat to the National Economic Council and its Ad-Hoc Committees.	Proactive Leadership Critical and skilled personnel.		Sustainability of Capacity Building for personnel.

2) Secretariat to the Joint Planning Board/National Council on Development Planning.			Creating more conducive environment.
3) Secretariat to the Community of Practice meetings of 36 Honourable Commissioners of Budget and Planning Nationwide	Proactive leadership and skilled personnel		Effective liaison with the Sub-National, NGF and other critical stakeholders
4) Any other General Duties as may be assigned to the department from time to time by the Permanent Secretary, Hon. Minister(s); etc.	Robust relationship with the State House, the Nigeria Governors' Forum and Development Partners.		Effective liaison with State House, NGF and other critical Stakeholders.
1) Secretariat to the National Economic Council and its Ad-Hoc Committees.		Inadequate working tool.	Acquisition of modern working tools.
2) Secretariat to the Joint Planning Board/National Council on Development Planning.		Inadequate funding for Department to function optimally.	Leveraging on Government and other funding options.
3) Secretariat to the Community of Practice meetings of 36 Honourable Commissioners of Budget and Planning Nationwide		Lack of access to adequate data on the level of implementation of resolutions reached by the Council.	More collaboration with State Ministries of Budget and Economic Planning.
4) Any other General Duties as may be assigned to the department from time to time by the Permanent Secretary, Hon. Minister(s); etc.		Lack of political will at the States level	Advocacy on the imperative of political at the highest level.
	External		Strategies
	Opportunity	Threat	Strategy
1) Secretariat to the National Economic Council and its Ad-Hoc Committees.	Existing working relationship with the State House, NGF and State Officials.		Sustainability of working relationship with relevant/critical stakeholders.
2) Secretariat to the Joint Planning Board/National Council on Development Planning.	Leveraging existing CoP for cascading government policies and programmes.		Regular CoP meeting with Honourable Commissioners of Economic Planning.
3) Secretariat to the Community of Practice meetings of 36 Honourable Commissioners of Budget and Planning Nationwide		Deployment of key personnel of the Department without notice.	Ensuring that key personnel stay for reasonable number of times in each Dept (minimum of 4 years).
4) Any other General Duties as may be assigned to the department from time to time by the Permanent Secretary, Hon. Minister(s); etc.		The consequence of periodical change in government slows down the activities to governance.	Civil Servants should be actively involved in government activities to ensure institutional memory.
Reform Coordination Department			
	Internal		
Mandate	Strength	Weakness	Strategies
1. Serve as the focal point for driving all changes, reforms, innovations and improvement efforts of the government within the Ministry, in line with the overall framework set by the Bureau for Public Service Reforms (BPSR), OHCSF and other Agencies of Government	Synergy among the relevant Stakeholders.		Institutionalisation of policies and programmes developed by Office of the Head of Civil Service of Federation (OHCSF) Bureau for Public Service Reforms (BPSR) and another relevant offices.
Coordinate, drive, monitor and report on the Reform Agenda of the Ministry	Strong collaboration with the various Department within the Ministry		
Coordinate and manage the Ministry's National Planning SERVICOM Committee (MSC)	Constituted Ministerial SERVICOM Committee (MSC) to drive reform initiatives within the Ministry		
Manage, Drive and coordinate SERVICOM aims and initiatives in the Ministry.	Submission of Quarterly Report on Service Delivery to SERVICOM head office.		Regular submission of Quarterly Report on Service Delivery to SERVICOM office
	Provision & installation of Manual directional signages in the Ministry and its environs.		Advancement from Manual to Digital.
1. Serve as the focal point for driving all changes, reforms, innovations and improvement efforts of the government within the Ministry, in line with the overall framework set by the Bureau for Public Service Reforms (BPSR), OHCSF and other Agencies of Government		Inadequate support from relevant stakeholders.	Regular consultation with stakeholders both internally and externally to mitigate gaps

Coordinate, drive, monitor and report on the Reform Agenda of the Ministry		Inadequate cooperation from Departments and Units within the Ministry.	Creation of awareness on the attitudinal changes of staff within the Ministry
Coordinate and manage the Ministry's National Planning SERVICOM Committee (MSC)		Inadequate collaboration from various Departments and Units.	Strengthening collaboration among Departments and Units
Manage, Drive and coordinate SERVICOM aims and initiatives in the Ministry.		Delay protocol processes in carrying out activities.	Simply protocol processes in carrying out activities.
	External		Strategies
	Opportunity	Threat	Strategy
	Giving good image to the Ministry.		Driving SERVICOM initiatives optimally to enhance more effective service delivery.
	Easy access to the various offices in the Ministry.		Digitisation of directional signages.
		Impede effective service delivery	Regular submission of Quarterly Report on Service Delivery to SERVICOM office
		Ineffective access to the Ministry and its offices.	Accelerating the process of Digitisation.
National Monitoring & Evaluation Department			
Mandate	Internal		Strategies
	Strength	Weakness	
i. Institutionalization of the M&E system at the National Level and sub-National Levels, including quarterly physical Monitoring	Availability of an Approved National Monitoring and Evaluation Policy		Continuous Promotion of the NM&E Policy MDAs and other stakeholders to engender understanding of its content and provisions
	Strong Monitoring and Evaluation expertise amongst leadership of the department		Continuous facilitation of in-house M&E training amongst staff of the department
ii. Strengthening of M&E system at National and Sub-National levels	MDAs Scorecards as a tool to track and measure performance.		
	Data management system for the National M&E system, including data collection tools, identification of data sources, frequency of data collection and data transmission plan		Improve innovation & technology in data management
			Enhance Data & Management Information System (MIS)
		Insufficient work tools	Provision of necessary work tools for officers
		Staff attrition and periodic transfer of trained staff on M&E leading to capacity gap	Professionalization of M & E.
		Weak data and information management system	Strengthen Statistical Capacity of Government Institutions to Produce Timely and Credible Data For RBM
		Weak inter-operability/comparability of indicators	Operational Plan-level indicators as required, to better reflect NM&ESP objectives and priorities
	External		Strategies
	Opportunity	Threat	Strategy
	Political and Administrative will for performance measurement		Prompt submission and escalation of M&E reports for the information and actions of the executives
		Staff attrition and periodic transfer of trained staff on M&E	Professionalization of M & E
International Cooperation Department			
Mandate	Internal		Strategies
	Strength	Weakness	
Manage Multilateral and Bilateral economic cooperation programmes as well as deal with matters relating to the regional economic cooperation, including ECOWAS, African Common Market, the United Nations Economic Commission for Africa, Africa Union and South-South Cooperation;	(Ai) Enabling laws (NPC's Act) enables the department to coordinate both multilateral and bilateral cooperation		(Ai) INGOs and development partners are effectively registered and are monitored and evaluated to ensure that their intervention activities are in line with the government development priorities
	(Aii) Proactive leadership		(Aii) Strengthen collaboration between the Ministry and relevant stakeholders through advocacy and regular meetings (Aii) Positive decision making

		(Bi) Lack of synergy between MBNP departments	(Bi) Strengthen inter-departmental collaboration through inter-departmental meetings
		(Bii) Inadequate planning skills and policy development	(Bii) Build capacities of staff in critical areas
		(Biii) Inadequate funding to monitor and evaluate the activities of NGOs, INGOs and Development Partners operating in the country	(Biii) Increase budgetary allocation to the department to monitor and evaluate the NGOs and, INGOs and development partners operating in the country
		(Biv) Poor ICT skill and usage culture	(Biv) Build capacity of personnel in ICT and introduce online movement of files
		(Bv) Weak collaboration between the Ministry and relevant stakeholders	(Bv) Strengthen collaboration between the Ministry and relevant stakeholders through advocacy and regular meetings
		(Bvi) Non-availability of ODA policy to guide donor activities	(Bvi) Finalization of ODA Policy and National Operational Guidelines for the Management of Official Development Assistance (ODA).
		(Bvii) Inadequate working tools	(Bvii) Provision of working tools for effective and efficient service delivery
		(Bviii) Poor motivation system	(Bviii) Reward system to encourage hard work.
	External		Strategies
	Opportunity	Threat	Strategy
	(Ai) Coordinate donor technical assistance programmes to build capacity of personnel of relevant MDAs		(Ai) Well trained personnel of relevant MDAs for enhancement of skills for productivity
	(A2i) Access to donor support fund to organize meetings, workshops, conferences and seminars		(A2i) Build capacity of personnel through workshops, conferences and seminars for effective coordination role.
		(Ai) lack of synergy among the relevant MDAs	(Ai) Coordination meetings should be organized to build synergy among MDAs
		(B2i) Inability of MDAs to release timely and accurate data for effective planning	(B2i) Build capacity of relevant MDAs on data collection and analysis through workshops and advocacy.
Agencies of FMFBNP (National Planning Arm)			
SWOT			
Centre for Management Development (CMD)			
	Internal		
Mandate	Strength	Weakness	Strategies
1)Policy making on management education co-ordination and promotion of managerial manpower Development in all sectors of the Nigerian Economy	Centre for Management Development (CMD) has training facilities and faculties in six geo-political zones including Abuja and Lagos		Use the Federal Ministry of Finance, Budget and National Planning vantage position to actualize our mandate
		Use of training fees to finance managerial manpower development particularly state level and Small Medium Enterprises	Seeking international donor support for managerial capacity development at state level and small medium enterprises
			Secure annual budgetary allocations to finance managerial capacity building of prioritised sectors of the Nigerian economy .
	External		
	Opportunity	Threat	Strategy
	Being an agency under the Federal Ministry of Finance, Budget and Planning.		To work with the Federal Ministry of Finance, Budget and Planning particularly the international cooperation department
		Using the internal generated source as fund for managerial capacity for	To obtain annual budgetary allocations of Federal Government to fund the capacity building prioritized sectors

		all the sectors in the Nigerian economy	
			Working with the following institutions Central Bank (Development Finance Department), Development Bank of Nigeria (DBN) Bank of Industry to build managerial capacity of Small Medium enterprises.
NISER			
A	Internal		
Mandate	Strength	Weakness	Strategies
1). Conduct research into the economic and social problems of the country with a view to the application of the results thereof;	The multi-disciplinary expertise of research staff		Given the multi-disciplinary expertise of research staff, the institute has over the years embarked on multi-disciplinary research projects. The benefit of this is that it provides different approaches and perspectives on problems as well as cross-fertilization and triangulation of evidence from various experts in the project team.
	Physical spread provided zonal and liaison offices		leverage on the Physical spread provided zonal and liaison offices in supporting data collection in their respective zones.
	Location in a serene environment conducive to research		Take advantage of its proximity to high-ranking academic institutions by engaging in collaborative studies and academic exchanges
2) Provide consultancy services to Federal and State Governments, their agencies, and other organizations, in the field of economic and social development.	A pool of researchers (over 50) with varied disciplinary backgrounds. Several with PhDs and public policy analysis experience needed to provide sound consultancy services		
3) Organize seminars and conferences on issues of economic and social development in the country, whether on its accounts or on behalf of the governments of Nigeria or their agencies;	A pool of researchers (over 50) with varied disciplinary backgrounds. Several with PhD and MSc degrees, trained to provide capability building in a range of areas related to socio-economic development.		
4) Cooperate with Nigerian universities, research institutes, and other institutions in the mobilization of the country's research potential for the task of national development and dissemination of research findings for the use of policymakers at all levels.	A pool of researchers (over 50) with varied disciplinary backgrounds, with training in research and academia. Several with PhD and MSc degrees, trained to provide capability building in a range of areas related to socio-economic development.		

	External		Strategies
	Opportunity	Threat	Strategy
1)	A wide array of stakeholders		The institute is taking advantage of its wide array of stakeholders in the dissemination of its research findings and policy memos through its NISER Research Seminar Series (NRSS), policy engagement and roundtables
2)	Democracy offers to increase access to consultancy opportunities		The institute has also leverage on its capacity for engaging in consultancy services, especially with INGOs, foundations and foreign universities, these include MacArthur Foundation, International Labour Organization (ILO) and ActionAid.
3)	Global developmental challenges provide increased opportunities for collaborative research.		Global developmental challenges have provided increased opportunities for collaborative research especially issues relating to climate change, COVID 19 etc.
4)	The NISER mandate provides for collaboration with other research institutes and universities across the globe		The NISER mandate provides for collaboration with other research institutes and universities across the globe. The institute has taken advantage of this opportunity by collaborating with research institutes and universities both within and outside the country
		Existence of organizations with competing mandates.	Part of the strategies of the institute in mitigating this threat is by working with the wide array of stakeholders available to the institute. This has helped the institute in identifying opportunities for consultancies and collaborations which the institute has leveraged.
			The institute has also adopted a more participatory approach in the design and execution of its research projects which has increased the institute's visibility and uptake of its research findings by policymakers.
		Funding. Late and non-release of subventions	The institute has adopted the strategy of developing yearly research proposals early enough waiting for the funding to be release. This approach ensures that funds are disbursed for research activities immediately they are released by government.
National Bureau of Statistics (NBS)			
	Internal		
Mandate	Strength	Weakness	Strategy
The Mandate of National Bureau of Statistics (NBS) as stipulated in the "Act 2007"	- Ensuring effective discipline - Support for Labour and Industrial Union - Organisation of Training and Capacity building		A1) Enactment of Statistics Edict by States yet to do so to provide for establishment of

The Bureau is the apex National agency responsible for the development and management of official statistics. It is the authoritative source and custodian of official statistics in the country. Specifically, the Bureau is responsible for: - i.coordination of the National Statistics System - ii.advising the Federal, State and Local Government on all matters related to statistical development. - iii.developing and promoting use of statistical standards and appropriate methodology in the National Statistical System. - iv.collecting, compiling, analysing, interpreting, publishing and disseminating statistical information alone or in collaboration with other agencies, both governmental and non-governmental agencies. - v.developing and maintaining a comprehensive socio-economic database. - vi.providing a focal point of contact with international agencies on statistical matters, and - vii.fulfilling all other functions relating to statistics which the federal government may entrust to it.	▪ Prompt response to staff welfare issue ▪ Contribution to vibrant national public workforce ▪ Interagency collaboration ▪ Strengthening external relationships with MDAs through coordination of statistical activities. ▪ Efficiency in compiling and computing data ▪ Timeliness in release of calendared data and reports ▪ Methodological practice ▪ Ensuring due diligence in discharge of Bureau's Functions. ▪ Ensuring proper implementation of Board and Committees' resolutions. ▪ Ensuring strict compliance with all provisions of the Statistics Act. ▪ Effective Political and Government support via the leadership of FMFBNP ▪ Effective synergy between the Bureau and MBNP ▪ Proactive and compassionate leadership ▪ Critical mass of skilled personnel ▪ Good relationship with development and technical partners		State Bureau of Statistics, ensuring professional independence in statistical production and appointment of staff. A2) Capacity building programme for personnel of Planning Research and Statistics Departments of MDAs at all levels of government. A3) The design of a 4-year Strategy, a deliberate road map put in place for improved delivery of statistics to rhyme with the National Development Plan (2021 – 2025). A4) Creation of a Statistical Trust Fund (STF) A5) Integration of more MDAs into the stakeholders
		▪ Lack of effective electronic methods of general record-keeping ▪ Inadequate capacity of staff to meet with the dynamics of the profession ▪ Personnel deficit in the department ▪ Inadequate staff welfare ▪ Prices - Obsolete CPI Base Year period ▪ Obsolete and extinct retail price outlets ▪ Inadequate funding ▪ Inadequate knowledge of recent policies, application of software etc. ▪ Inadequate human capacity development (but improving). ▪ Inadequate work tools and resources.	

		▪ Limited office Equipment / Furniture (but improving). ▪ Insufficient Funding to conduct annual surveys	
	External		
	Opportunity	Threat	Strategy
	▪ Contribution to vibrant national public workforce ▪ Play critical role in policy- and decision-making process ▪ Interagency and public-private collaboration ▪ Maintain public confidence in government ▪ Legal - Capacity building through relevant staff training. ▪ Building evidence-based analogy through research and consultation ▪ Peer review with other agencies with similar mandate ▪ Listening, collaborating and influencing ▪ Improved citizens' awareness to data through the Bureau's dissemination processes. ▪ Keeping abreast with changes in ordinances/regulations ▪ Creating and sustaining a productive working relationship with other departments within the Bureau ▪ Responding swiftly and flexibly to emerging issues ▪ Continuous access to donor support and commitment of donor agencies to sustain capacity building and development ▪ Public confidence in the output of the Bureau		
		▪ Growing economic pressure ▪ Issues of national insecurity ▪ Fictitious prices input from traders ▪ Weak collaboration amongst agencies and slow pace of statistical development at the sub-national level of Government	

		▪ Inadequate Equipment ▪ Bureaucracy ▪ Inadequate clarity of statistical functions in line ministries	
Budget Office of the Federation (BoF)			
	Internal		
Mandate	Strength	Weakness	Strategy
The Budget Office of the Federation (BOF) in the Ministry of Finance, Budget and National Planning was established to provide budget function such as preparation of Executive budget, oversee budget implementation, and budget monitoring. Other functions include the implementation of fiscal policies of the Federal Government of Nigeria to maintain aggregate fiscal discipline, allocate resources in accordance with government priorities, and promote the efficient delivery of services. BOF is also charged with the responsibility of coordinating the preparation of Medium Term Sector Strategy (MTSS) across the Federal Sector MDAs and ensure that the MTSS significantly drives annual budget estimates with the issuance of Budget Call Circulars (BCC) that clearly links MTEF, MTSS and the annual budget.	i. Leadership Institutional knowledge and technical knowhow ii. Organic Budget law. iii. Leveraging on technology and automation of the Budget process (Using of Gifmis and Bimms). iv. Improved Focasting. v. Improved revenue collection. vi. Reconciliation of Oil & Non-Oil Revenue Receipts. vii. Improved collaboration with stakeholders such as NASS, MDAs and GOEs. viii. Inclusion of GOEs Budget in the National Budget.		i. Training and Capacity Building ii. Budget preparation Sub-system BPS iii. Providing technical supports to MDAs and GOEs. iv. Bilateral budget discussions. v. Budget transparency and Accountability
		i. Manpower. ii. Funding. iii. Inadequate working tools	i. Training and capacity building ii. Improved welfare of officers
	External		
	Opportunity	Threat	Strategy
	i. Budget Office Autonomy. ii. Regular independent monitoring and reporting of revenue and expenditure performance of MDAs and GOEs iii. Integration of State Budget with National Budget iv. Achieving government's budget objectives. Better collaboration with stakeholders. v. Enhanced performance management framework vi. Technical Supports		i. Policy formulation. ii. Training of Officers. iii. Improved collaboration with NASS and other stakeholders
		i. Incessant posting of officers.	i. Capacity Building. ii. Deployment of Technology.
		i. Distortion of FGN Budget by NASS. ii. Constrained Executive and Legislative relationship/synergy. iii. Data Validity. iv. Noncompliance from stakeholders	iii. Set out standards and ensure full compliance with FGN circulars and guidelines in the implementation of the Budget iv. Collaborating and engagement with stakeholders

3. New Strategic Direction

3. Strategic Plan

3.1 The MBNP's Vision Mission and Core Values

Following extensive consultations and appraisal of the situational analysis and a review of global best practices and standard template of strategic plan documents, the vision, mission and core values of BNP were reviewed and the following agreed:

MBNP Vision Statement...

Vision Statement

A professional, proactive, smart, and team-oriented budget and planning institution

MBNP Mission Statement...

Mission Statement

To promote sustainable development through effective coordination of the preparation of plans and budgets, leveraging on a professional workforce, leading-edge technology, enhanced engagement of ecosystem stakeholders, and institutionalized monitoring and evaluation systems.

MBNP Core Values...

Cure Values

- **Professionalism** – Applying our knowledge expertise by conducting ourselves responsibly and with a high moral character
- **Partnership and Collaboration** – Adopting a participatory approach internally and in engaging with stakeholders, in ensuring their contributions complement our mandates
- **Accountability** – Institutionalizing cost-effective ways of working that ensure proper regard to financial, fiduciary and legal standards
- **Commitment to Learning** – Embracing a knowledge management culture
- **Human Development**– Capacity building and motivation to achieve high productivity and realization of our objectives
- **Innovation** – Using creative ideas and approaches to address development challenges
- **Excellence:** passion to set the highest standards for quality and take steps to achieve them.

While implementing this strategic plan, a revised list of the behavioral traits will be developed for each core value. The list will provide a useful mechanism for monitoring and evaluating the extent to which the Ministry is living its core values.

3.2 Strategic Goals and Objectives

The BNP has developed four (4) strategic goals with eight (8) objectives to be pursued over the plan period of 2023-2027. The goals are set out below, including their respective objectives.

Goal 1: Facilitate Efficient and Effective Planning Coordination

- Objective 1.1: Improve Plan Development
- Objective 1.2: Improve National Plans Coordination

Goal 2: Maintain a predictable Budget Cycle of January to December

- Objective 2.1: Improve Monitoring and Evaluation Systems
- Objective 2.2: Improve Research Development

Goal 3: Ensure effective Production, Coordination and Dissemination of Research Outcomes ty

- Objective 3.1: Optimize Staff Performance
- Objective 3.2: Improve Infrastructure and Operations Framework

Goal 4: Ensure effective Institutionalization and Coordination of Monitoring and Evaluation Systems

- Objective 4.1: Enhance International Cooperation and Investments
- Objective 4.2: Promote Good Governance and Accountability

Management believes that the achievement of these goals and objectives will facilitate the realization of the Ministry's mission and vision in line with major objectives of the **National Development Plan 2021-2025**, namely job creation, ease of access to finance for entrepreneurs especially MSME and promotion of youths and females' inclusion in job creation and diversification. See Figure 2 below.

Figure 2

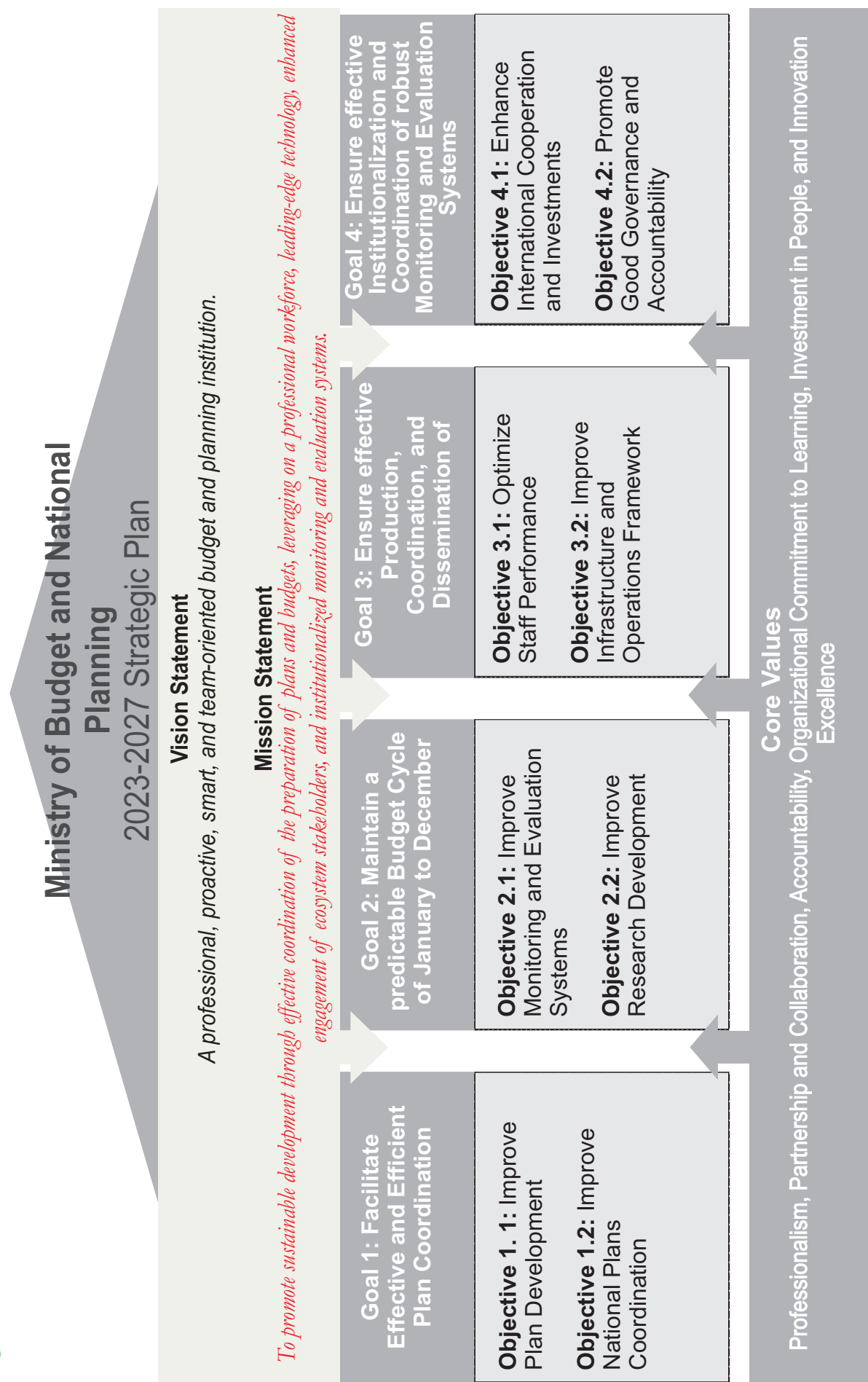


Table 4: Goals, Objectives and Means of Verification and Performance Measures

Vision	“A professional, proactive, smart and team-oriented budget and planning institution.”	
Mission	“To promote sustainable development through effective coordination of plans and budgets, leveraging on a professional workforce, leading-edge technology, and enhanced engagement of ecosystem stakeholders”	

S/N	Goals	Objectives	Outcomes	Means of Verification	Performance Measures
1	Facilitate Efficient and Effective Planning Coordination	Improve Plan Development at National and Sub-National Levels	- Efficient planning cycle management process - Effective planning cycle development and implementation	- Availability and achievement of the country strategy (NDP 2021-2025 and Nigeria Agenda 2050) - Alignment of States Development Plans to National Plan - Institutionalization of plan development and implementation unit - Availability of Federal MDA sector, strategic plans	% increase in the # of plans developed - Documentation levels - Time taken to develop MDA plans - Process turnaround time
		Improve National Plans Coordination and align sub-National Plans to the National Development Plan	- Improved planning cycle coordination and communication - Improved synergy and collaboration with Federal MDAs and Sub-National levels	- Compliance report on planning process and KPIs - Availability of MDA planning communication and implementation frameworks	- Stakeholder awareness level # of stakeholder forums held - Level of compliance and cooperation - Ratio of positive to negative feedback
2	Strengthen M&E Systems	Institutionalise and strengthen Monitoring and Evaluation Systems at national and sub-National levels	Improved result-based measurement, monitoring, evaluations and impact assessment mechanism	- Availability of a national M&E Policy Framework - Monitoring and Evaluation (M&E) reports of the respective MDAs - Annual M&E Reports	% reduction in time to output - Process turnaround time - Result achievement levels

3	Strengthen Research and Development as well as Statistics Management	Improve Research and Development as well as Production and Management of Statistics	- Improved statistics for informed decision making - Improve level of cooperation among the statistical agencies across the country	- Availability of integrated knowledge management system (Management Information System) - Reports of baseline studies and surveys - Availability of Reliable statistics, data and information for planning	# of Baseline Surveys conducted - Data utilization rate - User satisfaction index % change in usage of data/statistics # of research grants awarded # of innovations funded - Number of publications
4	Strengthen Institutional Capacity	Optimize Staff Performance	- Increased competencies, efficiency and productivity - Improved staff morale	- Staff appraisal reports - Staff opinion survey reports - Availability of training and development plans	% change in average appraisal result per annum - Level of achievement of agreed individual targets - Level of compliance to training plan - Staff Rate of Compliance with HR policies
5	Promote Strategic Partnerships for Sustained Socio-Economic Development	Enhance International Cooperation Promote Good Governance and Accountability	- Better coordination of activities and improved performance across the MDAs - Improved operation processes and deliverables - Increased international and development partnerships - Improve alignment of donor support to National Plan - Improved collaboration and investments - Improved transparency and accountability - Increased investor confidence and trust	- Organization Performance reports - Stakeholders feedback reports - Institutional audit / review reports - Signed international and development partnership agreements - Trends of local and foreign direct investments - Availability of a corporate governance, legal and financial frameworks - Available finance and risk management policies	- Stakeholder satisfaction index % change in time taken to complete tasks - Process turnaround time % change in partnerships - Level of cooperation/involvement % reduction in risk breaches - Compliance rate - Default rate # of litigations % change in Local and foreign direct investment

3.3 Description of the Strategic Goals and Objectives

This section presents brief descriptions of the respective strategic goals and objectives. The aim of the section is to make the strategic goals and objectives as comprehensible as possible to external and independent readers. To achieve this, the section explains the rationale behind the choice of the respective goals and objectives by discussing the following:

- the purpose of or motivation for each strategic goal/objective, including the problem(s) which the goal/objective addresses;
- benefits to be derived from the achievement of the strategic goal/objective;
- strategic initiatives that need to be taken in order to achieve the strategic goal/objective; and
- any other issues that will make the strategic goal/objective self-explanatory to external or independent readers.

3.3.1 Goal 1: Facilitate Efficient and Effective Planning Coordination

Goal 1: Facilitate Efficient and Effective Planning Coordination

- **Objective 1. 1: Improve Plan Development at National and Sub-National Levels**
- **Objective 1.2: Improve National Plans Coordination and align sub-National Plans to the NDP**

Nigeria's target for achieving its vision is based on collaborative effort of the different arms of Government. Paramount to the achievement of fostering economic development is the ability of government to consistently translate strategic intent into action and results. The Federal Ministry of Finance, Budget and National Planning (Budget and National Planning Arm)'s core mandate is to articulate a strategic vision and plan for national socio-economic development as well as strengthen inter-governmental coordination in Nigeria. Fundamental to the achievement of the vision

are two broad objectives, Improving Plan Development at National and Sub-National Levels and improving National Plans Coordination and alignment of Sub-National Plans to the National Development Plan.

As part of its mandate, BNP facilitates effective management of the planning cycle process in Government. The core of this strategic goal will be in committing to provide evidence based and results-oriented planning development and advice to the Federal Government to support the attainment of the objectives and goals of the National Development Plan and Agenda 2050. This strategic objective will seek to achieve a system that builds and thrives on evidence-based decision making. Decisions on national plans initiatives should be predicated on sound research and backed by credible data.

Achievement of this strategic objective is expected to impact positively and influence national socio-economic development, effective implementation of national plans, capacity building and strengthening of institutions in the planning process. It will also enhance stakeholder participation, especially in areas relevant to international cooperation and investments in Nigeria. For the period covered in this Strategic Plan, BNP will focus on producing and influencing the development of:

- Socio-Economic plans, briefs and reports
- MDA and Sectoral Reports
- Country Strategy Papers

Priority in achieving this strategic objective will be to influence and achieve the NDP (2021-2025) and Nigeria Agenda 2050. This is expected to drive socio-economic growth and rapid development of Nigeria.

The strategic goal also addresses ensuring adequate coordination of national plans for the Government of Nigeria at national and sub-national levels. In achievement of strategic objective, BNP will commit to providing guidance and structure to ensure effective national plans coordination to meet the goals and objectives of the NDP (2021-2025) and

Nigeria Agenda 2050. The programs and activities relating to the coordination of national plans will contribute to producing an expected strategic outcome of sustainable national socio-economic growth and development. It is expected that as a result, focused national plans will be aligned with the NDP (2021-2025) and Nigeria Agenda 2050. Sub-regional integration will be enhanced, inter-ministerial engagement with development partners and relevant stakeholders will be achieved while the process for producing and managing key performance indicators will improve. At the sub-national level, states' and local government's capacity to contribute to and achieve national plans will be enhanced. The indicators for this period to ensure the successful implementation of this strategic objective will include:

- National (NDP 2021-2025) Implementation Plan
- Sectoral Performance Reports
- Priority national projects adapted
- States and MDA Reports

3.3.2 Goal 2: Maintain a predictable Budget Cycle of January to December

Goal 2: Maintain a predictable Budget Cycle of January to December

- **Objective 2.1: Collaborate with the MOF, BOF, OAGF, and other MDAs to ensure timely preparation and processing of the budget for approval**
- **Objective 2.2: Ensure effective implementation of the approved budget by MDAs**

This goal seeks to institutionalize and sustain a predictable annual budget cycle of January to December. This would facilitate effective planning at MDAs and national levels, and promote a culture of relative certainty in the timeline of budgetary preparation and legislative approval. It would also facilitate overall national economic policy planning and coordination mechanism.

3.3.3 Goal 3: Ensure effective Production, Coordination, and Dissemination of Research Outcomes

Goal 3: Ensure effective Production, Coordination, and Dissemination of Research Outcomes

- **Objective 3.1: Collaborate with NISER and NBS, and other MDAs to produce relevant, timely, and adequate statistics and information needed to conduct research**
- **Objective 3.2: Collaborate with NISER, NBS, and other MDAs to conduct and make available relevant research and studies to facilitate evidence-driven policymaking.**

As one of its key strategic objectives, BNP will commit to providing relevant, credible, and verifiable statistics. The production of national statistics for the Federal Government is a key output of the National Bureau of Statistics (NBS) and as such can, and will lead to the strategic outcome of quality statistics for sustainable planning. The expected impact will ensure that statistics influence and inform decisions and actions in national planning. The indicators that will guide and influence the implementation of this strategic objective include the production of:

- Monthly Plan Implementation (MPI) reports
- Socio-economic Reports
- Survey reports on Infrastructure, Agriculture, etc.
- National and State GDP reports
- Baseline Study reports on National issues
- MDA Compliance reports on KPIs (scorecards)

Key areas of priority focus in achieving this strategic objective will include providing statistical support and statistical coordination for Federal MDAs and State Statistics Agencies (SSAs), the production of MPI and Quarterly GDP Reports, and upgrade of the National Data Centre.

BNP plans to deepen its collaboration with the Nigerian Institute for Social and Economic Research (NISER) in promoting research and learning that will contribute to a strategic outcome of world-class, global best practice standards in research and learning. This will increase adaptation, utilization, and practice of research in national planning. Improved knowledge of best practices and their implementation will be enhanced as partnerships with development partners is strengthened. As priorities in achieving this strategic objective, Budget and National Planning will commit to linking research to policy and plans and producing demand-driven policy research reports especially on migration, remittances, non-oil revenue, the informal sector, and credit to the private sector, among others.

Monitoring and Evaluation is the second critical lever in implementing the vision and a vital component of the activities of the Ministry. BNP will commit to providing a strong and effective monitoring and evaluation culture that translates to achieving a strategic outcome of improved planned and citizen-centered programme implementation. This development will impact and lead to enhanced monitoring and evaluation of programmes, projects, and plans, building the capacity of MDAs and states in adapting and implementing the National Monitoring & Evaluation (M&E) framework. Increased advocacy and sensitization of government programmes, projects, and plans will be promoted. BNP will commit to producing MDA sectoral plans review reports, plan evaluation reports, improving key performance indicators (KPIs) development and assessment reports and the monitoring of international agreements, all of which will serve as indicators of successful implementation of this strategic objective.

BNP recognizes that achievement of its mandates to a large extent depend on its workforce. In this context, the need to foster and strengthen institutional capacity is

imperative to the ministry. The ministry will adopt specific strategies to optimize staff performance by ensuring that properly documented processes and workflows are put in place to enhance productivity and efficiency; capacity needs will be identified, and an implementation plan developed with allocation of resources for its execution.

MBNP will work with the Centre for Management Development (CMD) and related agencies in building capacity of its workforce. This is expected to produce a strategic outcome of improved and increased human and intellectual capacity to manage and coordinate the planning process. This will enhance capacity of staff in the use of resource toolkits and applications that contribute to drive national plans development.

A set of output indicators will be developed from related themes to serve as the criteria to assess the successful implementation of this strategic objective.

They include, amongst others:

- Specialized and customized training implemented
- Review of administrative processes and procedures
- Certifications in the use of resource toolkits and applications
- Number of programmed delivery and implementation systems and structures instituted
- Professional performance assessment and service delivery evaluations
- Improvement on the IT infrastructure
- Quality assurance certifications

As key priorities in achieving this strategic objective, BNP will focus on the highest standard in quality assurance, service delivery, and performance management. In addition, BNP working in partnership with experts will provide and develop its operational capacity and ICT knowledge and utilization.

3.3.4 Goal 4: Ensure effective Institutionalization and Coordination of robust Monitoring and Evaluation Systems

- **Goal 4: Ensure effective Institutionalization and Coordination of robust Monitoring and Evaluation Systems**

Objective 4.1: Enhance International Cooperation

Objective 4.2: Promote Good Governance and Accountability

A robust M&E framework is critical for an evidence-based assessment of the Strategic Plan's performance and to ensure that its goals are achieved. Within the context of the National Monitoring and Evaluation (M&E) framework, priority will be accorded tracking of Plan implementation and effectiveness, and identification of bottlenecks for early resolution. The focus of the M&E plan is to institutionalize a culture of Results-Based Planning & Performance Monitoring, Reporting & use of evidence for responsive decision-making in the MBNP, MDAs, and Sub-national levels of government.

Fostering effective collaboration and partnerships are essential to the Ministry to ensure sustainable socio-economic development. The purpose under this goal is to strengthen partnerships with international and national organizations through promotion of good governance to increase investment in resources and capacity development.

BNP will promote external cooperation management that will lead to a strategic outcome of establishment of key partnerships that stimulate national development. The expected outcome will include enhanced project coordination, increased and improved collaboration with international development

partners, and effective management of Official Development Assistance (ODA).

Output indicators that will ensure focus on successful implementation of this strategic objective include:

- Signed International Agreements
- Projects initiated and implemented
- Production of reports on impact analysis of grants and bilateral agreements

The major flaws in reforms and programmes, developed over the years, include corruption, lack of continuity in plan implementation, amongst others. Accordingly public sector governance should be seen to put the interests of its citizens first. In order to solicit assistance from international organizations to invest in capacity building and organizational development initiative, the Ministry should seek to develop good corporate governance structures, transparency and accountability in its transactions and administration. The BNP should develop strategies to promote good corporate governance structures such as;

- Establishment of sound financial management systems
- Foster good code of ethics and practices
- Establishment of risk management policies and frameworks

4. Implementation Plan

Table 5

IMPLEMENTATION PLAN FOR 2023 -2027 MBNP STRATEGIC PLAN					
STRATEGY	KPIS TO MEASURE OUTCOMES	ACTIVITIES	ACTIVITY LEVEL KPIS	PROPOSED TMELINES	LEAD IMPLEMENTER
MONITORING AND EVALUATION DEPARTMENT					
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination					
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved performance and Evaluation reporting by MDAs	Conducting of Mid Term Evaluation of the NDP	Number of Mid Term Evaluation on NDP conducted	3 Months	DD,NM&E
		Conducting of M&E Stakeholders Engagement on NDP	Number of M&E Stakeholders engagement on NDP conducted	2 Months	DD,NM&E
		Conducting of Joint monitoring exercise with MDAs on NDP	Number of joint monitoring exercise on NDP conducted	2 Months	DD,NM&E
		Conducting joint Evaluation exercise with MDAs on NDP	Number of joint evaluation exercise on NDP conducted	4 Months	DD,NM&E
		Commissioning of Independent Evaluations on NDP	Number of Independent Evaluations on NDP Conducted	8 Months	DD,NM&E
GOAL 2: Maintain a Predictable Budget Cycle of January to December					
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved Production, Submission and monitoring of reports on Budget performance by MDAs	Conducting M&E specialised trainings on Budget Performance	Number of M&E specialised trainings conducted on Budget performance	2 Months	DD, NM&E
		Conducting M&E stakeholders' engagements on Budget Performance	Number of M&E stakeholders' engagements on Budget Performance	2 Months	DD, NM&E
		Conducting of Joint monitoring exercise with MDAs on Budget Performance	Number of Joint monitoring exercise with MDAs on Budget Performance conducted	3 Months	DD, NM&E
		Conducting mentoring and supervision visits to MDAs on Budget Performance	Number of M&E mentoring and supervision visits to MDAs on Budget Performance	2 Months	DD, NM&E

GOAL 4: Ensure Effective Institutionalization and Coordination of Monitoring and Evaluation System					
Enhance Capacity Development in collaboration with CMD and others	Improved productivity level of M&E staff	Conducting of M&E gaps assessment	Numbers of M&E gaps assessment report produced	January - March (Each Year)	Head Evaluation Unit
			Number of M&E needs assessment report produced	January – March (Each Year)	Head Evaluation Unit
			Number of engagement held with CMD and others	February - April (Each Year)	Head Evaluation Unit
			Number of NM&E staff trained	May 2023 - August 2023	Head Evaluation Unit
			Number of MDAs producing M&E performance report	September - November (Each Year)	Head of Monitoring Unit
			Number of MDAs trained on M&E module	May - August (Each Year)	Head of Monitoring Unit
			Number of staff trained on M&E modules		Head of Monitoring Unit
			Number of M&E training workshops conducted		Head of Monitoring Unit
			Numbers of Evaluation carried out disaggregated by sectors in the NDP	Mar – September (Each Year)	Head of Monitoring Unit
			Numbers of M&E stakeholders identified	February (Each Year)	Head of Monitoring Unit
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Enhanced proficiency in delivery of M&E in MDAs and States	Conduct M&E stakeholders mapping	i. Number of stakeholders engagement meetings conducted ii. Number of MDAs with functional M&E unit/ Department iii Number of States	March - April (Each Year)	Head of Monitoring Unit
		Conduct M&E stakeholders engagement/meetings Stakeholders of States			

Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Enhanced Evidence Based planning and reporting.	Establishment and Operationalisation of the National M&E Data Management Framework	that have domesticated the National M&E policy		
			iv. Number of MDAs with functional MIS/GIS system	March - April	Head of MIS/GIS unit
			i. Number of MDAs with validated administrative data		
		Establishment of a data and research findings repository Field Gathering	ii. Number of administrative data validated	April - May	Head of MIS/GIS unit
			iii. Status of Compendium of Administrative Data	March - August	Head of MIS/GIS unit
			i. Number of MDAs accessing the data repository	January - December (Each Year)	Head Evaluation Unit
			ii. Number of MDAs accessing the research findings	January - December (Each Year)	Head Evaluation Unit
			iii. Number of research findings in the repository	January - December (Each Year)	Head Evaluation Unit
			iv. Number of empirical researches carried out in collaboration with NISER	January - December (Each Year)	Head Evaluation Unit
			Number of evidence-based policies developed	February - April (Each Year)	Head Evaluation Unit
		i. Conducting of engagement meetings on research findings with NBS and NISER	i. Number of engagement meetings carried out with NISER and NBS	January to March (Each Year)	Head Evaluation Unit
		ii. Dissemination of research findings	ii. Number of research findings disseminated	January - December (Each Year)	Head Evaluation Unit

		iii. Conducting of collaborative engagements with MDAs on research findings	iii. Number of collaborative engagements carried out with MDAs on research findings	January - December (Each Year)	Head Evaluation Unit
		iv. Conduct training workshop for MDAs on policy development	iv. Number of trainings carried out on policy development	January - June (Each Year)	Head Evaluation Unit
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved compliance of MDAs to M&E systems	Conducting M&E specialised trainings	Number of M&E specialised training conducted	March - April (Each Year)	Head of Evaluation Unit
		Conducting M&E stakeholders engagements	Number of M&E stakeholder engagement conducted	January - February (Each Year)	Head of Evaluation Unit
		Conducting of Joint monitoring exercise with MDAs	Number of Joint monitoring exercise conducted with MDAs	March - May (Each Year)	Head of Monitoring Unit
		Conducting joint Evaluation exercise with MDAs	Number of joint evaluation visit conducted with MDAs	June - December (Each Year)	Head of Evaluation Unit
		Conducting of M&E Organizational Assessment on MDAs	Number of MDAs assessed	January - April (Each Year)	Head of Evaluation Unit
		Conducting mentoring and supervision visits to MDAs	Number of M&E mentoring/supervision visits to MDAs	January - April (Each Year)	Head of Monitoring Unit

		Conducting of M&E Advocacy visit on National M&E policy	Number of M&E advocacy visits conducted measured by the following: i. MDAs submitting Annual Score card ii. MDAs producing Annual Performance Report iii. MDAs carrying out sector/policy/programme Evaluations annually. iv. MDAs with functional M&E Departments/units. v. MDAs operationalising National M&E policy	February - March (Each Year)	Head of Evaluation Unit
		Monitoring of proposed Action Plan by the various departments and Agencies of the Ministry of Budget and National Planning	Number of departments and agencies implementing the agreed Action Plans	Annually	Head of Monitoring Unit
Leverage the use of Technology	Increased operationalisation of NM&E MIS/GIS Applications	Establishment and Operationalisation of the National M&E Data Management Framework Strengthening of M&E Management Information /Geospatial Information Systems at National Including operationalisation at Federal MDAs, Support to States, Procurement of M&E Equipment to support the NM&E Department	i. Number of MDAs that are fully reporting Administration data i. Number of MDAs fully linked to the Information System ii. Number of MDAs with active operational Project Grievance Redress Mechanism on EYEMARK	July 2023- January 2025 August 2023 - October 2027	Head of MIS/GIS Head of MIS/GIS Head of MIS/GIS
		Implementation of the NM&E Geospatial Strategy and the GRID3 Nigeria Project	i. Number of MDAs utilising the Grid 3 Geospatial sets ii Status of the GRID 3 Portal	August 2023 - December 2027	Head of MIS/GIS
Effective Communication	Increased awareness of	Conducting of media parleys on M&E report with journalists and media houses	Number of Media Parleys conducted	June - July (Each Year)	Head of Evaluation Unit

Method to Improve Visibility of the Ministry	MDAs/Public on the National M&E Report	Conducting of sensitization/awareness campaigns to stakeholders (National Assembly, MDAs, Private Sector and Citizens)	Dissemination of M&E reports to stakeholders	Number of sensitization/awareness campaigns conducted to stakeholders i. Number of M&E reports disseminated ii. Number of downloads of the reports from the ministry's website	January - February (Each Year)	Head of Evaluation Unit
MACRO ECONOMIC ANALYSIS DEPT						
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination						
Enhance Capacity Development in collaboration with CMD and others	i. Availability of quality and relevant Macroeconomic Models and Analytical tools for policy formulation Enhanced/Updated macroeconomic models and Analytical tools for policy formulation.	Plan for collaborative training on Macroeconomic Modelling		Number of Officers trained on Macroeconomic Models	Annually	AD, Macro Dept
		Plan for collaborative training on Analytic Techniques		Number of staff trained on Analytical Techniques	Annually	AD, Macro Dept
		Plan for collaborative training on Strategic Plan Dev.		Number of MDAs trained on Strategic Plan Development	Annually	AD, Macro Dept
		Plan for collaborative training on Plan Implementation		Number of Staff trained on Plan Implementation	Annually	AD, Macro Dept
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	i. Increased states domestication of the National Development Plan and other Policies. ii. Improved synergy and collaboration	Preparation for hosting Nigeria Economic Summit		Number of Meetings held	Annually	AD, Macro Dept
		Hosting of Nigeria Economic Summit Meeting		Number of reports Produced	Annually	AD, Macro Dept
		Committee meetings on Climate Economic Modelling		Number of Meetings held	Annually	AD, Macro Dept
		Bilateral Meetings with MDAs & Sub-nationals		Number of Meetings held	Quarterly	AD, Macro Dept
		Annual meetings of Nigeria Economic Society		Number of reports Produced	Annually	AD, Macro Dept

	with relevant stakeholders to harness input for economic development iii. Strengthen the relationship and collaboration with sub-nationals and relevant agencies on data sharing.	Bi-annual World Bank and IMF meeting	Number of reports Produced	Bi-annually	AD,Macro Dept
		Annual UNGA meeting	Number of reports Produced	Annually	AD,Macro Dept
		WAMI, WAMA, ECOWAS Surveillance meeting	Number of reports Produced	Annually	AD,Macro Dept
		ECOWAS Convergence Criteria meeting	Number of reports Produced	Annually	AD,Macro Dept
		Annual Article IV meeting	Number of reports Produced	Annually	AD,Macro Dept
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Availability of data, forecasts and improved Policy Research to aid in Economic analysis and development.	Surveillance of the Nigerian Economy	Number of States surveyed	Quarterly	AD,Macro Dept
		Update socioeconomic time series database	Number of socioeconomic database updated	Quarterly	AD,Macro Dept
		Produce monthly update & statistics on Nigeria Economy	Number of Statistical updates produced	Monthly	AD,Macro Dept
		Conduct policy research on contemporary economic issues	Number of Economic research conducted	Annually	Macro Dept
		MDAs Bilateral conference on Plan Implementation	Number of Plan Implementation Conferences Held	Quarterly	AD,Macro Dept
		Development of economic performance report	Number of Economic performance report produced	Quarterly	AD,Macro Dept
		National Steering committee meetings on development Plan Implementation	Number of steering committee meetings held	Quarterly	AD,Macro Dept
		Enactment of Plan Continuity Bill	No of meetings held on Plan Continuity Bill	Annually	AD,Macro Dept
Effective Legislative and Executive Collaboration on Plans and Budget	Timely policy approvals to aid prompt review, amendment and enactment of Executive Bills and strengthen collaborations				

Timely review, Production and Alignment of Budget with National Development Plans	i. Improved Coordination, preparation and review of the strategic planning process and the development of medium and long -term plans for Economic Development. ii. Improved compliance to national strategy and its implementation	Mid-term Review of the NDP 2021-2025	Number of review meeting held	Quarterly	AD,Macro Dept
Timely Development and Implementation of Procurement. Plans, and Payments	i. Availability of implementation workplan	Production of Budget Projections	Number of meetings held on budget review and revenue projection	Annually	AD,Macro Dept
		Track Plan Implementation vis -a-viz the Budget	Number of Plan objectives aligned with the budget	Annually	AD,Macro Dept
		Development of Macro Department Procurement Plan	Report of Macro Dept Procurement plan	Annually	AD,Macro Dept
		Development of Macro Department Annual Workplan	Report of Macro Dept Workplan	Annually	AD,Macro Dept
		Development of the NPRGS Workplan	Report of the NPRGS Workplan	Annually	AD,Macro Dept
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved MDAs Annual Performance Report on NDP.	Conducting of Mid Term Evaluation of the NDP	Number of Mid Term Evaluation on NDP conducted	3 Months	AD,Macro Dept
		Conducting of Joint monitoring exercise with MDAs on NDP	Number of joint monitoring exercise on NDP conducted	2 Months	AD,Macro Dept
Leverage the use of Technology	i. Availability of quality and updated Macroeconomic Models	Updating Eviews, GAMS, STATA Software licenses	Number of Macroeconomic Software licences Updated and modeled	Annually	AD,Macro Dept
		Updating the Macroeconomic Models	Number of Macroeconomic Model Updated	Annually	AD,Macro Dept

Effective Communication Method to Improve Visibility of the Ministry	i. Improved coordination and communication, including stable feedback loops. ii. Improved awareness. Improved coordination, communication and awareness, and stable feedback loops.	Development of Information, Education & Communication materials on the NDP Roadshow on the NDP & Nigeria Agenda 2050 Development of Information, Education & Communication materials on Nigeria Agenda 2050	Number of IEC materials on the NDP produced Number of States covered Number of IEC materials on the Nigeria Agenda 2050 produced	quarterly Annually Quarterly	AD, Macro Dept AD, Macro Dept AD, Macro Dept
ICT DEPARTMENT					
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination					
Enhance Capacity Development in collaboration with CMD and others	Improved efficiency and effectiveness of the system in service delivery.	Assessment on the need of training	a. Nos of Gap Assessments conducted b. No of staff trained on IoT c. % of ICT Staff trained on application of cloud computing, Network Security and ITIL certification.	October, 2027	CITO (ICT)
		Identification of courses for training			
		Training of staff and Production of Report			
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Generalized, one-stop Application for NGO Registration and activities	Development of One Stop Shop Application	a. No. of Sensitization conducted b. No of trainings conducted on the use of the One Stop Shop Apps c. Nos of staff trained on the use of One Stop Shop Apps d. Nos of acquired for the deployment of the application	June, 2024	CITO (ICT) SSA(ICT)/International Cooperation
		Deployment of one stop shop application			
		Training of the Ministry's staff on the use of the one stop shop application Sensitization of NGOs on the One Stop Shop Application			

			e. Nos of software procured for deployment of the application		
Timely Development and Implementation of Procurement Plans, and Payments	Fully automated and improved system that reduce cost and wastages in procurement processes.	1. Gap assessment and selection on the procurement application	a. No. of Gap Assessment conducted b. No of trainings conducted on the use of Procurement apps c. Nos of staff trained on the use of Procurement apps d. Nos of hardware equipment acquired e. Nos hardware installed f. Nos of hardware configured g. Nos of software procured	June 202 to May 2027	Procurement & CITO (ICT)
		2. Deployment of procurement application			
		3. Renewal and maintenance of procurement application license			
Strengthening the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved M&E system that is result-based	1. Gap assessment and selection on the application Artificial Intelligence (AI) in real time Monitoring	a. % of Staff with basic knowledge of Artificial Intelligence (AI) in real time Monitoring b. No of Trainings Conducted c. Nos of hardware acquired d. Nos of software procured	October, 2025	M&E, CITO (ICT)
		2. Deployment of Artificial Intelligence (AI) in real time Monitoring			
		3. Renewal and maintenance of AI licenses			
Leverage the use of Technology	Improved service delivery and efficiency of the system and minimize cost and wastage of resources	1. Gap assessment on the application of Internet of Things (IoT)	a. % of Staff with basic knowledge of the Internet of Things (IoT) b. No of Trainings Conducted c. Nos of hardware acquired d. Nos of software procured	June 2023 to May 2027	ICT
		2. Deployment of Internet of Things (IoT)			
		3. Renewal and maintenance of Technology license			

Effective Communication Method to Improve Visibility of the Ministry	To promote Information dissemination and instant availability of information resources of the Ministry to the whole world.	1. Timely update of News and policy decisions to the website 2. Renewal of software licenses 3. Update and Upgrade of Existing Technology 4. Capacity Building of ICT Staff on Web Content Management	a. Nos of timely updates carried out b. Nos of licenses renewed c. Nos of staff Trained on Content Management software	Annually	CITO
SPECIAL DUTIES					
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination					
Enhance Capacity Development in collaboration with CMD and others	Improved synergy in National Economic Council on policy formulation by stakeholders	(i) Training to enhance staff analytical skills. (ii) modern techniques in report writing. (iii) Advanced Info-graphics Training. (iv) Communication Skills workshop on Fiscal Transparency and accountability for State Commissioners of Finance, Budget and Economic Planning	20 courses for 22 staff for the next 5 years (i) 11 staff to be trained (ii) 11 staff to be trained (iii) 22 staff to be trained 22 staff will be attending the Workshop (i) 10 Staff will be attending leadership training	(i) Analytical skills – 2weeks (ii) Modern techniques – 2weeks (iii) Advance infographics - 3 weeks (iv) Communication on skills – 2weeks Annually Bi-annually	(AD NEC and others)
		(i) Leadership to build capacity of the Secretariat (ii) International Study tours to promote Peer Learning	(ii) 5 staff to attend		AD NEC
Effective Engagement of all Stakeholders (MDAs, Sub-	Improved synergy towards a national		Acquisition of International best practice in Cabinet Secretariats once in 2 years	Bi-annually	AD NEC

Nationals, Donors/ Development	Economic Policy Planning and Coordination (ii) Effective Collaboration for the buy- in of stakeholders								
		Community of Practice (CoP) meetings	Number of CoP Meetings held	Bi-monthly	AD NEC				
		Joint Planning Board/National Council on Development	Number of JPB/NCDP meetings held	Annually	AD NEC				
		Plan (JPB/NCDP) meetings							
		National Economic Council (NEC) Meeting	Number of NEC Meetings held	Monthly	AD NEC				
		Stakeholder and Town Hall meetings	1 Stakeholder and townhall meeting to hold	Annually	AD				
		collaborations with NGF and Collaborations with relevant International Partners		Quarterly	AD				
	Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Study Tours of Honourable Commissioners of Budget and Economic Planning	Gather information/ Data after bench marching Nigeria with County visited	Once in 2 years	Special Duties (AD Planning and others)				
		Organize collaboration/synergy meetings with the sub- nationals	Timely circulation of the draft plans to council	Periodically					
	Improved/ robust collaboration between the National and Sub- nationals								

Timely review, Production and Alignment of Budget with National Development Plans	Improved collaboration with the sub-nationals.	Organize JPB/NCDP meetings	Report of JPB/NCDP produced and circulate. (ii) post – JPB follow-up	Annually	
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs		To effectively Track Implementation of NEC Resolutions at the Sub- national and MDAs by Implementation Monitoring Committee (IMC)	Timely presentation of NEC IMC Report	Bi-annually	Special Duties/FG N (AD NEC and others
Leverage the use of Technology		Dashboard Infographic	Periodically update dashboard	Periodically	Special Duties/FG N (AD NEC and others
		Google Document Photography	Efficient use by staff	Periodically	
		Data Collection	At every stakeholder Engagement and Tracking of Implementation of Resolutions	Bi-annually	AD
INFORMATION DEPARTMENT					
Enhanced Capacity Development Collaboration with CMD and Others	Improved Capacity of information Officers on Strategic communication /corporate social media creation/ management and handling of high-tech multimedia equipment,	(1) Plan Capacity building for information Officers on Strategic communication /corporate social media creation and management. 2. Plan Training on efficient handling of high- tech multimedia equipment.	1. 10 Information Officers to be trained on new trend in Information management (Two weeks course) 2. 10 Information Officers trained on the use of High-Tech Multimedia equipment (One week course).	March, annually October annually.	AD (Information) AD (Information)

Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Enhanced stakeholders awareness of the Ministry's programmes /Projects.	Plan Media Parley and Press Conferences with stakeholders and the media	Two Media Parleys and Press Conferences organised bi-annually	March and December Annually.	AD (Information)
Effective Communication Method to Improve Visibility of the Ministry	Enhanced awareness of the ministry.	Plan for Coverage of events and issue press releases Plan Press briefing on the Activities/programmes of the Ministry Production of Information materials e.g. Newsletters, leaflet, brochures etc. Daily update on social media handles e.g. facebook, Twitter Plan Producing Documentary on Ministry programmes e.g JPB, NDP	4 Press Releases weekly. (16 Monthly) 2 Media Parley bi-annually 200 copies of IEC Materials each produced bi-annually 20 Social Media Publicity Monthly 2 Documentaries bi-annually	Annually Annually Annually Annually Annually	AD (Information)
Leverage the use of technology	Strengthened decision making on the Economic situation to the Minister and permanent Secretary. Improved efficient and effectiveness of the Ministry.	- Plan Airing of produced documentary on three TV Stations - Plan Production of Photo books and Videos. - Plan Production of feature articles for detailed information on the Ministry programmes - Plan to Review National Dailies Plan training on AI development (artificial intelligence) to transform information officer's life and reshape the way they work.	Airing of Documentary produced. 4 Photo books and Videos for archive produced Quarterly 4 Feature articles monthly Daily Newspaper Review (Monthly) 10 Officers to be trained on digital content and the use of AI to generate automated news coverage	Annually Annually Annually Annually	AD (Information)

			(Annually)		
INTERNATIONAL COOPERATION DEPARTMENT					
Goal 1: Facilitate Effective & Efficient Development & Coordination					
Enhance Capacity Development in Collaboration with CMD and others	Efficient service delivery	(i) Conduct training for International Cooperation Department staff in diplomacy and international relations (International Relation) (ii) Conduct training on development of Concept Note/Proposals for development partners for grants and technical assistance (iii) Training on policy formulation and development (iv) Training on ICT skills (v) Consultative meetings with CMD & Development Partners on training models for staff	(i) Number of trainings programmes conducted (ii) Number of IC staff trained (iii) Number of consultative meetings conducted	Quarterly	Head BEC
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/Development Partners, Private Sector)	Alignment with National Development Plan Improved implementation and	(i) Registration/Documentation of NGOs (ii) Registration/ Documentation of INGOs (iii) Processing of STR VISA & CERPAC Cards of expatriate for INGOs & Development Partners (iv) Coordination of Technical Assistance Programmes for MDAs (b) (i) Monitoring/ assessment visit of INGOs /Development Partners intervention activities in their intervention states (ii) signing of MoUs/Cooperation Agreement (c) Sensitization meetings and workshops with relevant MDAs and Development Partners (d) Organizing of INGO Forum.	(i) Number of NGOs registered/documentated (ii) Number of INGOs registered/documentated - Number of Memorandum of Understandings (MoUs)/Cooperation Agreements signed with INGOs, donors/development partners (iii) Number of STR VISA & CERPAC Cards of INGOs & Development Partners processed for renewal and terminated (iv) Number of MDAs staff	- Quarterly - Quarterly - Monthly - Monthly - Monthly	- BEC Head - BEC Head - BEC Head - BEC Head - BEC Head

	coordination of development partners' programmes	(e) Building capacities of MDAs focal officers for effective delivery (f) Production of Development Cooperation Report (DCR): (i) Collection of data from Donors through DAD & International Aid Transparency Initiative (IATI) and analysed (ii) Share data with the Donors and IATI secretariat for input and harmonization (iii) Organize validation workshop with Donors (iv) monitor/track progress in the implementation of development partners' programmes (g) Finalization of ODA Policy and National Operational Guidelines for the Management of Official Development Assistance (ODA). (i) Forward draft ODA Policy to NEC for approval (ii) Forward approved policy by NEC to FEC for approval (iii) Print approved ODA policy (iv) Launch of finalized ODA policy approved by NEC & FEC (v) Carry out sensitization on the ODA policy at National & Sub- National level with: (a) Federal & State MDAs (b) Development Partners (c) NGOs/INGOs (d) Non-State actors engaged on the policy (h) Joint Commission: (i) Stakeholders' engagement in aligning Joint Commission Memorandum of Understandings with the National	participated in the Technical Assistance Programme (b) (i) Number of Field Visits to INGOs/ development Partners (ii) Number of MoU/Cooperation Agreements signed (c) Number of Sensitization meetings and workshops held with stakeholders (d) Number INGOs forums organized (e) Number of workshops, conferences and seminars conducted -Number of staff trained (f) (i) Number of Donors reporting to DAD & IATI (ii) Number of donors sharing data from the DAD platform (iii) Number of workshops organized (iv) Report of donor's intervention activities (g) (i) Draft policy produced (ii) Approved ODA policy by NEC (iii) Approved ODA policy by FEC (iv) Report of the launch	Quarterly Annually Quarterly Quarterly Annually	UNDS Head/DAD Manager UNDS Head/DAD Manager UNDS Head/DAD Manager UNDS Head/DAD Manager
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Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Improved data quality for informed decision making	(a) Stakeholders engagement meetings on policy formulation and development (b)) Organize validation workshop with Donors and relevant stakeholders on policy development (c) Carry out survey in collaboration with NBS and other relevant stakeholders in the field (d) Generation of data from the DAD on development partners' intervention activities for policy formulation	(a) Number of stakeholders engagement meetings held (b) Number of workshop conducted (c) Number of surveys carried out in collaboration with relevant stakeholders (d) Number of donor partners reporting through the DAD for policy formulation	Monthly Monthly Monthly Monthly	Head, BEC Head, BEC
Effective Legislative and Executive Collaboration on Plans and Budget	Alignment of Development Partners' intervention activities with national priority	(a) Mapping Development Partners' Country Strategy Framework into National Development Plan (NDP: 2021 – 2025) (b) Joint monitoring of donor interventions with development partners (c) Draft Policy Document for NEC & FEC approval	(a) Number of Development Partners' Country Strategy Framework validated (b) Number of monitoring exercise carried out (c) Number of policies approved by NEC & FEC	Quarterly Quarterly	UNDS Head/DAD Manager UNDS Head/DAD Manager
Leverage the use of Technology	Efficient and effective service delivery	(a) Building capacity of MDAs staff on the use of DAD platform for reporting (b) Building capacity of Development Partners on DAD reporting template (c) Building capacity of INGOs on DAD reporting templates (d) Building capacity of International Cooperation staff on the use of DAD (e) Tracking users on DAD (f) Upgrade of DAD	(a) Number of MDAs staff using DAD (b) Number of Development Partners staff trained on DAD (c) Number of INGO staff trained on DAD (d) Number International Cooperation staff trained on DAD platform (e) Number of citizens using the DAD	Quarterly Quarterly Quarterly	UNDS Head/DAD Manager

LEGAL UNIT					
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector and Contractors)	Aligned stakeholder activities with Agreement Provisions	Draft /prepare all legal documents, Contracts and Cooperation Agreements with stakeholders	Average processing time on generating Contract agreement (Cycle Time)	Weekly	Legal Adviser
			Average time spent on Contract agreement signing procedure (per hour)	One day	Legal Adviser
			Average processing time on generating Cooperation Agreement (Cycle Time)	Monthly	Legal Adviser
			Number of Contract Agreements signed	Bi-annually	Legal Adviser
	Host the signing of all legal documents, Contracts and Cooperation Agreements of stakeholders	Number of Bilateral Agreement signed disaggregated by new and renewal per annum	Quarterly	Legal Adviser	
		Number of Multilateral Agreement signed disaggregated by new and renewal per annum	Quarterly	Legal Adviser	
		Number of Law Books procured	Quarterly	D(Legal)	
Effective Legislative and Executive Collaboration on Plans and Budget	Efficient correction of Major legal matters	Offer legal advice / opinions	Number of departments receiving formal legal advocacy services from the legal dept.	Bi-annually	Legal Officer
			% change in the Consistency of legal Advice service obtained as operational assistance at the concerned technical departments' level	Annually	Legal Adviser All Staff

Improved Legal services productivity	Represent the Ministry and its Parastatals in court on all legal matters and Arbitration	Number of complaints filed per time disaggregated by the Ministry and its Agencies	Annually	Legal Adviser All Staff
		Number of cases solved/resolved successfully	Quarterly	Legal officer
		Number of the Ministry's cases defended in court by the Solicitor (Case Volume)	Quarterly	Legal officer All Staff
		Number of its Parastatals cases defended in court by the Solicitor (Case Volume)	Quarterly	Legal Adviser
		Average Ministry's case resolution time (i.e Average response time)	Quarterly	Legal Adviser
		Average time for the resolution of its Parastatal's case (i.e Average response time)	Annually	Legal Adviser
		Average time per legal dispute disaggregated by i) Trial; and ii) Non-Trial Matters	Bi-annually	Legal Adviser
		Number of active litigation matters	Quarterly	Legal Adviser
		Number of closed litigation matters	Quarterly	Legal Adviser
		% Change in the level of the Ministry's risk mitigation	Bi-annually	Legal Adviser
		The Ministry Level of satisfaction on Legal Service	Annually	Legal Adviser
		Track Active litigation matters		
		Closed/concluded litigation matters		

			(On a scale of 1 to 5)		
			The Ministry's Parastatals' Level of satisfaction on Legal Service (On a scale of 1 to 5)	Annually	Legal Adviser
Leverage the use of Technology	Full adoption of Technological Solutions to enhance the regulatory framework and increase transparency	use of appropriate technology to proffer appropriate legal opinion and Interpretation/ explanations on specific provision of the law from time to time	Nos. of Contracts agreements automatedly processed	Annually	Legal Adviser
			Nos. of Contracts agreements automatedly managed	Annually	Legal Adviser
			% Change in Real-time information sharing activities amongst staff of the legal Department	Annually	Legal Adviser
			% Change in Integration of email with documents' software	Annually	Legal Adviser
			Number of Secured online signatures	Annually	Legal Adviser
			Number of recurring tasks automated (such as: generating standard contracts format and responding to Frequently Asked Questions - FAQs).	Annually	Legal Adviser
			Number of time E-Library is access	Annually	Legal Adviser
FINANCE AND ACCOUNTS DEPARTMENT					
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination					
Enhance Capacity Development in collaboration with CMD and others	Improved services on payment	1. Plan for training on bottom-up cash plan	45 staff Trained in two batches (1st Batch of 20 in September and 2nd Batch of 25 in October)	Annually	AD Capital Accounts

		2. Plan for training on Understanding financial disclosures on sustainability 3. Plan for training on how to answer Audit Queries and Public Account Technology Innovations/ MIDAs Compliance Initiative	45 staff to be trained 45 staff to be trained	Annually Annually	DD Accounts AD Capital Accounts
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)		In-house training for ministry staff on financial regulations on (UN-RETIRED ADVANCES) Collaborate with CMD and other Parastatals to organize a training on Taxation Policy (FIRS)		Annually Annually	Head, Accounts Head, Accounts
PROCUREMENT					
GOAL 4: Ensure Effective Institutionalization and Coordination of Monitoring and Evaluation System					
Enhance Capacity Development in collaboration with CMD and others	Increased output of Procurement Officers	Capacity building of Procurement officers in Procurement Management In-house Stepdown Training of trained officer	Number of Officers Trained	Annually	CPO Procurement Department
			Number of trainings conducted	Annually	CPO Procurement Department
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Improved timely submissions by User Departments	Inauguration of Procurement Planning Committee Members	Number of Stepdown Training conducted	Annually	CPO Procurement Department
			Number of Needs Assessment submitted by User Departments in the Ministry	January-February Annually	CPO Procurement Department
Timely Development and Implementation of Procurement Plans, and Payments	Improved project Implementation	Prepare Procurement Plan	Number of Approved Projects in the Procurement Plan Produced	One Month (1st January - 31st January)	CPO Procurement Department

	Solicit for Tenders	Number of Tenders received	Six weeks (February - March)	CPO Procurement Department
	Prepare Evaluation Report	Number of Tenders evaluated	One Month (March - April)	CPO Procurement Department
	Award of contracts	Number of contracts awarded		CPO Procurement Department
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	To ensure timely Project Implementation within the Ministry Timely Project Implementation within the Ministry	Monitoring of awarded Project implementation in collaboration with the User Department and other Technical Departments		DD, Monitoring and Evaluation
Leverage the use of Technology	Enhanced accountability and transparency	Number of Projects uploaded on NOCOPO	One Month	CPO Procurement Department
		Number of Projects uploaded on NOCOPO	One Month	CPO Procurement Department
SOCIAL DEVELOPMENT DEPARTMENT				
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination				
Enhance Capacity Development in collaboration with CMD and others	Improved Coordination of the Social Sector MDAs	Number of consultative meetings held	Quarterly	DD(E&RD)
	Prepare trainings for the Staff of Social Development Department on coordination of the Social, Food and Nutrition, Environment and Regional Development Sectors	Number of trainings conducted for the Staff Social Development Department on coordination	Quarterly	DD(F&N)

Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Improved synergy among relevant stakeholders	Conduct Coordination engagements for Implementation of National Social Protection Policy to Accelerate the achievement of SDGs.	Number of Coordination engagements held on the coordination of Social Protection Implementation.	Quarterly	AD (HC)
		Conduct Coordination engagements on youth employment and skills development programme to accelerate job creation in Nigeria	Number of Coordination engagements held on youth employment and skills development programme to accelerate job creation in Nigeria	Quarterly	AD (HC)
		Conduct Coordination engagements of Multi-Sectoral Stakeholders for the Acceleration of the realization of Demographic Dividend in Nigeria.	Number Coordination engagements of multi-Sectoral Stakeholders held	Quarterly	AD (HC)
		Coordination engagements of National/States/LGAs Committee on Food and Nutrition	Number of Coordination engagements held on food and Nutrition implementation at Federal, States and Local Governments	Quarterly	DD(F&N)
		Coordination of engagements on the mainstreaming of Natural Capital Accounting into National and Sub-National Policies and Plans	Number of coordination engagements made on the mainstreaming of Natural Capital Accounting into National and Sub-National Policies and Plans	Quarterly	DD(E&RD)
		Coordination of engagements on mainstreaming of Environmental Concerns and Sustainable Development Goals (SDGs) into National and Sub-National Policies and Plans	Number of coordination engagements made on the mainstreaming of Environmental Concerns and Sustainable Development Goals (SDGs) into National and Sub-National Policies and Plans	Quarterly	DD(E&RD)
		Conduct TWG meetings on the coordination UN Food System	Number of quarterly meetings held on the	Quarterly	AD (HC)

Transformation pathways		coordination UN Food System		
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Develop an internal Mechanism for approval of activities for the Department	Number of internal Mechanism for approvals developed	Annually	DD(E&RD), DD(F&N), AD(HC)
	Mapping of Social Protection Intervention Programmes across the States of the Federation	Number of States that domesticate the implementation Social Protection Policy	Annually	AD (HC)
	Develop templates for the collection of administrative data in collaboration with NISER and NBS	Number of templates developed for the collection of administrative data	Annually	AD (HC)
	Conduct an assessment of social sector intervention in collaboration with NISER and NBS	Number of assessments of Social sector interventions conducted in collaboration with NISER and NBS	Annually	DD(E&RD)
	Development of mechanisms to initiate evidence-based policies in collaboration with NISER and NBS	Number of concept notes developed for the initiation social sector programmes	Annually	DD(F&N)
Effective Legislative and Executive Collaboration on Plans and Budget	Development of harmonization bill for Social Protection Implementation.	Number of fragmented Social Protection bills harmonized for implementation	Annually	AD (HC)
	Advocacy for legislation to prolong maternity leave from 3 months to 6 months and enactment of 2 weeks paternity leave	Number of advocacy made on legislation to prolong maternity leave from 3 months to 6 months and enactment of 2 weeks paternity leave	Annually	DD(F&N)
	Prepare contract agreements with consultants and other MDAs in Collaboration with Legal Department and Ministry of Justice	Number of Contract agreements signed with consultants/other MDAs	Annually	AD (HC)

Timely review, Production and Alignment of Budget with National Development Plans	Enhanced effective and efficient Budget implementation	Conduct bilateral meetings on budget preparations and alignment to NDP with MDAs in the Social, Food and Nutrition, Environment and Regional Development Sectors Conduct bilateral meetings on the review of budget performance with MDAs in the social sector	Number of bilateral meetings on budget preparation to align with NDPs held	Annually	DD(E&RD)
Timely Development and Implementation of Procurement Plans, and Payments			Number of bilateral meetings held to review budget performance of MDAs	Annually	DD(F&N)
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved Coordination and Implementation of Programmes and Projects in MDAs	Monitoring of social protection programme implementation across the States Monitoring of the implementation of State policy on food and Nutrition and its implementation plan Monitoring of Global Environment Facility (GEF) projects in collaboration with the Federal Ministry of Environment	Number of States that domesticate the implementation Social Protection Policy Number of States that Implement Food and Nutrition Policy Number of GEF projects monitored	Annually Annually Annually	AD (HC) DD(F&N) DD(E&RD)
Leverage the use of Technology	Enhanced effective and efficient coordination of Plans and Projects	Provide smart (ICT) mechanism for coordinating MDAs in the social sector Provide social development integrated dashboard for the coordination of the social sector MDAs Development of National Digital Economic Atlas (NDEA) for Nigeria	Number of smart (ICT) mechanisms provided Percentage of information shared through the dashboard Number of States captured in Atlas	Annually 3rd QUARTER 2024 Annually	D(SD), DD(F&N), DD(E&RD), AD(HC), AD(E&RD) D(SD), DD(F&N), DD(E&RD), AD(HC), AD(E&RD) DD(E&RD)

		Conduct virtual meetings and reporting for effective coordination of the Social, Food and Nutrition, Environment and Regional Development Sectors	Number of virtual meetings and reporting conducted	Quarterly	DD(F&N), DD(E&RD), AD(HC),
GOAL 2: Maintain a Predictable Budget Cycle of January to December					
Enhance Capacity Development in collaboration with CMD and others	Appropriate Budget Cycle maintained	Conduct consultative meetings with CMD and others for trainings on Budget Cycle for Social, Food and Nutrition, Environment and Regional Development Sectors	Number of consultative meetings held	Quarterly	DD(E&RD), DD(F&N), AD(HC)
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	MDAs sensitised on the Budget Cycle	Prepare trainings on Budget cycle for the Staff of Social Development Department	Number of trainings on Budget cycle conducted	Quarterly	DD(E&RD), DD(F&N), AD(HC)
Leverage the use of Technology	Enhanced awareness on Budget Cycle	Conduct Multi-Sectoral Sensitization Meetings on budget cycle	Number of Multi-Sectoral Sensitization Meetings on budget cycle held	Annually	DD(E&RD), DD(F&N), AD(HC)
		Conduct bilateral meetings with sector MDAs on the budget cycle	Number of bilateral meetings held with sector MDAs	Annually	DD(E&RD), DD(F&N), AD(HC)
		Use virtual meetings and communication platforms for awareness creation on Budget Cycle	Number of virtual meetings and communication platforms used	Quarterly	DD(E&RD), DD(F&N), AD(HC)
GOAL 3: Ensure Effective Production, Coordination and Dissemination of Research Outcomes and Data					
Enhance Capacity Development in collaboration with CMD and others	Research outcomes and data disseminated Improved dissemination of research outcomes and data	Conduct consultative meetings with CMD and others for trainings on coordination and Dissemination of Research Outcomes and Data	Number of consultative meetings held	Annually	DD(E&RD), DD(F&N), AD(HC)
		Prepare trainings on coordination and Dissemination of Research Outcomes and Data	Number of trainings on Budget cycle conducted	Annually	DD(E&RD), DD(F&N), AD(HC)

Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Improved synergy among relevant stakeholders	Conduct Coordination engagements for the production and dissemination of research outcomes and data on the implementation of the National Social Protection Policy to Accelerate the achievement of SDGs among relevant Stakeholders.	Number of research outcomes and data disseminated on the implementation of the National Social Protection Policy to Accelerate the achievement of SDGs	Quarterly	AD (HC)
		Conduct Coordination engagements for the production and dissemination of research outcomes and data on the Acceleration of the realization of Demographic Dividend in Nigeria among relevant Stakeholders	Number of research outcomes and data produced and disseminated on the Acceleration of the realization of Demographic Dividend in Nigeria	Quarterly	AD (HC)
		Coordination engagements for the production and dissemination of research outcomes and data of National/States/LGAs Committee on Food and Nutrition among relevant Stakeholders	Number of research outcomes and data produced and disseminated on food and Nutrition	Quarterly	DD(F&N)
		Coordination of engagements for the production and dissemination of research outcomes and data on the mainstreaming of Natural Capital Accounting into National and Sub-National Policies and Plans among relevant Stakeholders	Number of coordination engagements made on the mainstreaming of Natural Capital Accounting into National and Sub-National Policies and Plans	Quarterly	DD(E&RD)
		Coordination of engagements for the production and dissemination of research outcomes and data on mainstreaming of Environmental Concerns and Sustainable Development Goals (SDGs) into National and Sub-National Policies and Plans among relevant Stakeholders	Number of research outcomes and data produced and disseminated on Environmental Concerns and Sustainable Development Goals (SDGs)	Quarterly	DD(E&RD)

		Coordination of engagements for the production and dissemination of research outcomes and data on the UN Food System Transformation pathways among relevant Stakeholders	Number of research outcomes and data produced and disseminated on UN Food System	Quarterly	AD (HC)
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Quality research outcomes and data produced and disseminated	Production and dissemination of research outcomes and data on the National Social Protection Policy in collaboration with NISER and NBS	Number of research outcomes and data produced and disseminated on the National Social Protection Policy in collaboration with NISER and NBS	Annually	AD (HC)
		Production of National Action Plan for the mainstreaming of Nigeria's Nationally Determined Contributions (NDC) under the Paris Agreements into Plans and Budget	The Percentage of Nationally Determined Contributions (NDC) under the Paris Agreements mainstreamed into Plans and Budget	Annually	DD(E&RD)
		Production and dissemination of research outcomes and data on the mainstreaming of Natural Capital Accounting into National and Sub-National Policies and Plans in collaboration with NBS	Number of research outcomes and data produced and disseminated on the mainstreaming of Natural Capital Accounting into National and Sub-National Policies and Plans in collaboration with NBS	Annually	DD(E&RD)
Effective Legislative and Executive Collaboration on Plans and Budget	Improved synergy between Legislature and Executive	Development of harmonization bill for Social Protection Implementation.	Number of fragmented Social Protection bills harmonized for implementation	Annually	AD (HC)
Timely review, Production and Alignment of Budget	Number of research outcomes and	Initiate bilateral meetings with MDAs in the sectors	Number of bilateral meetings held with sector MDAs conducted		

with National Development Plans	data on budget produced and disseminated to align with the National Development plan	Production of research outcomes and data	Number of research outcomes produced		
Leverage the use of Technology	Enhanced effective and efficient coordination of Plans and Projects	Dissemination of the reports of the research outcomes and data produced	Percentage of the research outcome disseminated		
		Use smart (ICT) mechanism for production, coordination and dissemination of research outcomes and data.	Number of smart (ICT) mechanisms used for production, coordination and dissemination of research outcomes and data.	Annually	D(SD), DD(F&N), DD(E&RD), AD(HC), AD(E&RD)
		Provide social development integrated dashboard for the coordination and dissemination of research outcomes and data.	Percentage of information shared through the dashboard	3rd Qt 2024	D(SD), DD(F&N), DD(E&RD), AD(HC), AD(E&RD)
GOAL 4: Ensure Effective Institutionalization and Coordination of Monitoring and Evaluation System					
Enhance Capacity Development in collaboration with CMD and others	Improved Coordination of the Social Sector MDAs on M&E Systems	Conduct consultative meetings with CMD and others on effective institutionalization and coordination of M&E system in the Social, Food and Nutrition, Environment and Regional Development Sectors	Number of consultative meetings held	Quarterly	DD(E&RD)
		Prepare trainings for the Staff of Social Development Department on effective institutionalization and coordination of M&E system in the Social, Food and Nutrition, Environment and Regional Development Sectors	Number of trainings conducted for the Staff of Social Development Department on effective institutionalization and coordination of M&E system	Quarterly	DD(F&N)
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development	Relevant Stakeholders sensitised on the M&E system	Conduct Multi-Sectoral Sensitization Meetings on effective institutionalization and coordination of M&E system in Social Sector MDAs	Number of Multi-Sectoral Sensitization Meetings on budget cycle held	Annually	DD(E&RD), DD(F&N), AD(HC)

Partners, Private Sector)	Conduct bilateral meetings with sector MDAs on effective institutionalization and coordination of M&E system in Social Sector MDAs	Number of bilateral meetings held with sector MDAs	Annually	DD(E&RD), DD(F&N), AD(HC)
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Improved Coordination and Implementation of Programmes and Projects	Number of Monitoring and evaluation conducted on Social Protection implementation in collaboration with Social Development Department	Annually	AD (HC)
	National monitoring of the implementation of food and Nutrition policy at National and Sub-Nationals by M&E Department in collaboration with Social Development Department	Number of Monitoring and evaluation conducted on food and Nutrition and its implementation in collaboration with Social Development Department	Annually	DD(F&N)
	National monitoring of Global Environment Facility (GEF) projects in collaboration with Environment by the M&E Department in collaboration with Social Development Department	Number of GEF projects monitored in collaboration with Social Development Department	Annually	DD(E&RD)
INTERNAL AUDIT				
GOAL 2: Maintain a Predictable Budget Cycle of January to December				
Enhance Capacity Development in collaboration with CMD and others	Improved utilization of government resources for planning and budgeting.	Numbers of trainings organised on IDEA	Annually	Head Audit
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Improved budgetary performance	Training of Internal Audit staff on the use of IDEA Software		
	Training the ministry staff on the importance of prompt retirement of personal advances			
	Collaboration with the OAGF and OAUFG on better ways of implementing budget	Numbers of meetings attended with the OAGF and AOUGF	Bi-monthly	Head Audit

Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Improved Synergy between the ministry and its parastatals	Fiduciary Missions to Parastatals under the Ministry	Pre-Mission training to build the capacity of relevant staff for the programme	Bi-Annually	Head Audit
Effective Legislative and Executive Collaboration on Plans and Budget	Reduced the ministry's appearance in the PAC(Public Account Committees) of the National Assembly	Special and periodic Audit Reports	Post-Mission assessment, compilation, production and submission of reports		
		Audit Observations and Queries raised	Special report writing, Memos and Circulars issued		
			Numbers of Observations and Query forms issued	Annually	Head Audit
			Enlightenment of the ministry's staff on the need for compliance with financial regulation and the extant laws	Daily	Head Audit
Timely Development and Implementation of Procurement. Plans, and Payments	Elimination of delay in the processing of payment vouchers	Plan to ensure prompt processing of all approved payment request.	Numbers of payment vouchers passed for payment	Daily	Head Audit
Leverage the use of Technology	Full digitization of the Internal Audit Operation	Purchase of IDEA software for Internal Auditors			Head Audit
		Deployment of IDEA software for internal operations			
		Training of Internal Audit staff on the use of IDEA Software			
Effective Communication Method to Improve Visibility of the Ministry			Monthly reporting of the activities of the ministry to the office of the Accountant General and the Auditor General of the Federation.		Head Audit

Enhance Capacity Development in collaboration with CMD and others	Improved staff budget preparation skill	Sending staff for customized training.	Numbers of staff trained	Quarterly	Head Audit
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Better collaboration between the office and its stakeholders	Timely submission of reports to the office of the Accountant and the Auditor General of the Federation		18 Reports annually	Head Audit
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Upgrade/exposure to Generalized Audit Software (GAS)	Training on Risk based on auditing and Computer assisted audit techniques (CAAT)		Annually	Head Audit
Effective Legislative and Executive Collaboration on Plans and Budget	Reduction in the misapplication of fund	Ensuring that funds are spent as appropriated		Daily	Head Audit
Timely Development and Implementation of Procurement Plans, and Payments		Prompt payment of vouchers			
Leverage the use of Technology		Prompt response to all audit queries			
Effective Communication Method to Improve Visibility of the Ministry	Numbers of reports written	Modernization of Internal Audit Development audit Softwares			
		Prompt rendition of reports to the stakeholders		Monthly	Head Audit

INFRASTRUCTURE DEPARTMENT				
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination				
Enhance Capacity Development in collaboration with CMD and others	Improved officers' professionalization.	Capacity building on NIIMP implementation i. Preliminary meeting with CMD to identify Staff's training needs; ii. Conduct capacity gap assessment; iii. Selection of training topics/modules; iv. Training of infrastructure staff on Project Management; v. Training of infrastructure MDAs on NIIMP Implementation; vi. Training of States infrastructure MDAs.	2 numbers of meetings held 1 no of meetings 1 topic selected with 5 modules 28 infrastructure dept staff trained; 40 officers of key infrastructure MDAs trained; 5 States trained on SIIMP processes	Annually DD(IDC)
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Development Partners, CSOs and Private Sector)	Improved synergy among infrastructure stakeholders on NIIMP implementation framework	2. Preparatory Meeting with CMD i. Coordination of the National Council on Infrastructure (NCI); ii. NCI Technical Working Group Meeting (TWG); iii. Conduct sensitization programme to increase awareness on NIIMP; iv. Establishment of infrastructure Delivery Unit (IDU) in Federal/State MDAs; v. Infrastructure implementation forum;	2 numbers of meetings; 4 number of meetings 4 number of jingles in electronic media; 6 number of roadshows (Geopolitical zones); Press conference; 4 number of meeting 4 Forum meetings	Bi-Annually Quarterly Quarterly Annually Quarterly AD (Core)
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Enhanced investment decision on infrastructure development.	Data gathering, collations and analysis from Federal/States MDAs	Number of Visit to Federal/States Infrastructure MDAs for data collection; No of states	Annually (2023-2027) DD(IDC)
		Sectorial analysis		Annually (2023-2027) DD(IDC)
		Literature review and validation; Production of National Infrastructure Report (NIR)	2 days validations each for Federal MDAs and States	Annually (2023-2027) DD(IDC)

Effective Legislative and Executive Collaboration on Plans and Budget	i. Increased Political buy-in on NIIMP implementation;	Planned Roundtable meeting with relevant legal MDAs to identify the clogs that interferes with accelerated infrastructure development	2 number of meetings	2023-2027	DD(IDC)
		Planned Retreat with National Assembly Infrastructure Committee members	1 week	2023-2027	AD (Core)
		Planned Breakfast meeting with key Ministers of Infrastructure MDAs; Planned Development of NIIMP Legal Framework	2 number meetings	2024	AD (Core)
Timely review, Production and Alignment of Budget with National Development Plans	Enhanced Source of Funding for infrastructure development	Identify and selection of priority projects with Infrastructure MDAs	2 Number of Bilateral discussions	Quarterly (2023-2027)	AD (Core)
		Selection of bankable infrastructure projects and alignment projects with the NDP	2 No. Bilateral meetings	Annually (2023-2027)	Infrastructure Department /MDAs
		Planned visit to site for tracking of project status	2 No. Site visit	Bi-Annual Quarterly Annually	AD (Core)
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Enhanced standard and compliance in line with project specification	Planned Surveillance of infrastructure projects at national and subnational	Percentage level of implementation of NIIMP	Annually (2023-2027)	
		Upload and Operationalization of NIIMP Data Base	25 staff trained	Annually (2023-2027)	
			5 MDAs		
Leverage the use of Technology	Automated Tracking of National Infrastructure Stocks and effective maintenance of infrastructure facilities; Improved knowledge and technology capacity				
Effective Communication Method to Improve Visibility of the Ministry	Inclusive and sustainable integrated infrastructure development;	Planned Sensitisation workshop at National and subnational level for the mainstreaming of NIIMP into sectoral plans; Planned Development of State Integrated Infrastructure Master Plan (SIIMP)	7 days workshop	2024	DD(IDC)

GOAL 2: Maintain a Predictable Budget Cycle of January to December						
Enhance Capacity Development in collaboration with CMD and others	Improved skill of officers on project costing	i. Planned Training on budget processing; ii. Planned workshop on project identification and selection	5 days planned training of 28 number of infrastructure staff	Annually (4th Quarter) 2023-2027	DD (IDCU)	
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Development Partners, Private Sector and CSOs)	Improved NIIMP compliance on budget cycle by Federal and States infrastructure MDAs.	Planned Advocacy on budget compliance by Federal and States infrastructure MDAs; ii. Workshop on budget allocation to priority projects by Federal and State Infrastructure MDAs	2 number of key infrastructure inter-ministerial meetings with Federal and States stakeholders 2 number of key infrastructure stakeholders meetings	Bi-Annually (2023-2027)	DD (IDCU)	
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Eliminate budgetary bottleneck	Collaboration with infrastructure MDAs on project selection and costing.	1 week advocacy visit to Federal Infrastructure MDAs	Annually 2024-2027	AD (Core)	
Effective Legislative and Executive Collaboration on Plans and Budget	Increased and timely release of budget for infrastructure development.	Joint Roundtable meeting with National Assembly Committees on budget and infrastructure; Meetings with key infrastructure MDAs on budget alignment with NIIMP priority projects	2 No. meetings 2 No. meetings with key infrastructure MDAs	Bi-Annual (2023-2027) Bi-Annual (2023-2027)		
Timely review, Production and Alignment of Budget with National Development Plans	Enhanced knowledge based Budget and fund allocation	i. Intensive Training on budget process; ii. Capacity training on strategic and development planning	10 days training	Annually 2023-2027		
Leverage the use of Technology	Improved knowledge on modern tools	Planned Capacity building on budget planning and analysis	5 days planned training of staff	Annually 2023-2027	AD (Core)	
Effective	Enhanced	Planned engagement of relevant	6 numbers of town hall	Annually	DD (IDCU)	

Communication Method to Improve Visibility of the Ministry	inclusiveness in budget preparation	stakeholders on budget preparation	meeting; 2 numbers of bilateral meetings with infrastructure MDAs	2023-2027 Annually 2023-2027	
GOAL 3: Ensure Effective Production, Coordination and Dissemination of Research Outcomes and Data					
Enhance Capacity Development in collaboration with CMD and others	i. Improved skills on research and data analysis; ii. Enhanced capacity of staff on data dissemination.	Conduct capacity need assessment; Conduct Capacity Gap assessment; Training of officers of the department on research and data analysis	2 No. of meetings	annually 2023-2027	DD(IDC)
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	Increased capacity of stakeholders on current infrastructure research methodology	i. Planned Stakeholders workshop on research of infrastructure development (Financing, Technology, etc);	5 days training of 28 infra staff	annually 2023-2027	DD(IDC)
	Promote PPP initiative on infrastructure development	Planned International Conference on affordable infrastructure development;	i. 5 days workshop for 50 Federal MDAs staff trained; ii. 72 sub-nationals trained	i. annually ii annually	DD(IDC)
		Planned Quarterly publications of research papers on infrastructure development	1 No. of conference	annually 2023-2027	DD(IDC)
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Accurate and reliable data on current infrastructure stock	i. Planned Field visit for collection of data ii. Collation, analysis and validation of data; iii. Dissemination of Research outcome;	4 No. of publications 18 states visited ii. collation and analysis of 18 states data; iii. Dissemination of 500 hard copies of research outcome to all stakeholders	Annually 2023-2027 annually 2023-2027 annually 2023-2027	DD(IDC) AD (Core) AD (Core)
Effective Legislative and Executive	Improved synergy among	Planned meeting to discuss and address infrastructure MDAs overlaps	2 No. of meetings	Bi-annual 2023-2027	AD (Core)

Collaboration on Plans and Budget	Legislative and Executive arms of Government	Identify infrastructure bottle necks and challenges within the infrastructure sector MDAs	2 No. of meetings	Bi-annual 2023-2027	AD (Core)
Timely review, Production and Alignment of Budget with National Development Plans	Stringent budget allocation of fund	Advocacy for alignment of budget allocation to priority projects in line with development plans by infrastructure MDAs both at National and sub-nationals;	2 No. of Coordination meeting	Bi-annual 2023-2027	DD(IDCU)
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Project Compliance, cost effective and high quality infrastructure development	Planned Establishment of Infrastructure Delivery Unit across MDAs and states	Establishment of IDU in 10 MDAs	Annually 2023-2027	DD(IDCU)
		Planned Assessment of project status across the country	14 projects assessed	Annually 2023-2027	DD(IDCU)
		Planned Quarterly forum meeting with MDAs	1 meeting	Annually 2023-2027	DD(IDCU)
Leverage the use of Technology	Strengthened human capacity on ICT	Capacity training on used of ICT based research tools	1 No of training	Annually 2023-2028	AD (Core)
Effective Communication Method to Improve Visibility of the Ministry	Improved Coordination of MDAs Plans and Policy	Planned Coordination meetings with MDAs	4 No. of Meetings	Annually	DD (IDCU)
GOAL 4: Ensure Effective Institutionalization and Coordination of Monitoring and Evaluation System					
Enhance Capacity Development in collaboration with CMD and others	Enhanced value Re-orientation on NIIMP implementation	Planned Workshop on Monitoring and Evaluation on infrastructure projects;	5 days workshop of 28 Infrastructure Department staff and 60 Fed. and State Stakeholders	Annually	DD (IDCU)
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private	Improved NIIMP implementation by MDAs	Planned Incentive and reward system for mainstreaming of NIIMP by Federal and State infrastructure MDAs	Dinner and Award presentation to Federal and States infrastructure MDAs	Annually	DD (IDCU)

Sector)							
Effective Legislative and Executive Collaboration on Plans and Budget	Passage of bill on integrated infrastructure development	i. Draft of bill; ii. Presentation of draft bill to FEC; iii. Preparation of approved bill to NASS; iv. Presentation to Mr President for passage into law				DD (IDCU)	
Timely review, Production and Alignment of Budget with National Development Plans	Monitoring and Evaluation Framework on NIIMP	i. Planned Capacity building for staff on development of NIIMP M&E Framework; ii. Planned Development of NIIMP M&E Framework; Planned Stakeholders validation and approval by FEC	i. 60 officers form Infrastructure department and stakeholders from federal and state infrastructure MDAs; ii. 3 5-days stakeholders meeting; iii. 5-days stakeholders meeting;	2024		AD (Core)	
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Standardized infrastructure Development	i. Spot check of infrastructure projects across MDAs; ii. Joint Post Monitoring of completed infrastructure projects; iii. Assessment of Infrastructure projects status; iv. Joint Project evaluation with infrastructure MDAs	1 No. Visit 1 Number Post Monitoring 1 No. Project Assessment 1 No. Evaluation Exercise	Annual (2023-2027)		DD (IDCU)	
Leverage the use of Technology	Availability and Accessibility of Real Time data on infrastructure Stock	Expand existing NIIMP database; Continuous upload of new data into the DB; Deployment of ICT working tools to officers	12 number of new data entering; 12 No. of upload; 4 number of ICT training for officers	Annually (2023-2027)		AD (Core)	
Effective Communication Method to Improve Visibility of the	Availability and Accessibility of Robust M&E System	i. dialogue meeting with relevant stakeholders in infrastructure development	4 No. of Quarterly meeting	Annually 2023-2027		DD (IDCU)	

Ministry						
REFORM COORDINATION AND SERVICE IMPROVEMENT DEPARTMENT						
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination						
Enhance Capacity Development in collaboration with CMD and others	Improved Staff skills on implementing Reform Initiatives in the Ministry.	Capacity Building on Service Delivery-Service Innovation -Reforms.	15 RCSID Staff trained on service delivery and service innovation reforms.	Bi-annual	Director	
		Procurement of Laptops, Printers, Photocopiers, Modem etc.	10 Laptops, 2 printers, 1 Photocopiers and 2 Modems procured	Annual	Director	
		Bilateral meetings with relevant stakeholders.	2 bilateral meetings held.	Bi-annual	Director	
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	1. Improved synergy among the relevant stakeholders. 2. Increased level of stakeholders' compliance on service standard	Dialogue meetings with stakeholders	2 Dialogue meetings held with stakeholders	Quarterly	Director	
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Increased available information for plan development and improved service delivery in the Ministry.	Conduct SERVICOM Evaluation on Compliance of standard in all activities of the Ministry	51 Evaluation on compliance across all Departments and Units	Monthly	Deputy Director	
		Carry out Independent Survey of services provided to Clients	2 independent surveys on service providers carried out	Bi-Annually	CAO	
		Monitor and evaluate the Reform Performance level in the Ministry	4 monitoring Surveys on performance	Quarterly	ACPO	
		Carry out survey on compliance and standard	Number of survey carried out(2 times)	Bi-annual	Deputy Director	
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Enhanced measurement of organizational performance) 2. Availability of quality information for decision making.()	Develop template and issue guide lines on Effective service delivery Compliance	Number of Template issued and analysed (for the departments and units in the Ministry)	Bi-annual	Deputy Director	
		Prepare Report on the Survey and disseminate to the stakeholders.	Number of reports produced (2 reports)	Bi-annual	Deputy Director	

GOAL 4: Ensure Effective Institutionalization and Coordination of Monitoring and Evaluation System					
Strengthen the culture of Monitoring and Entrench a Culture of Evaluation in MDAs	Increased effectiveness and efficiency in Service Delivery and Standard	Quarterly SERVICOM compliance visit to the parastatals	4 SERVICOM compliance visit to the parastatals conducted	Quarterly	Director
		Produce/review Service Charter for the Ministry.	400 Copies of Charter document produced.	Annually	Director
		Collect, analyse and evaluate Data/Information for strategic decisions on Service Innovation	Carryout Data collection, analysis and evaluation (4) times	Quarterly	Director
ADMINISTRATIVE DEPARTMENT					
Enhance Capacity Development in collaboration with CMD and others	Enhanced job delivery capacity of the Ministry's Staff	Conduct Skill Gap Assessment to address Staff Training needs bi-annually	Nos. of Departments where skill gap assessment was harnessed	Bi-annually	DD APD
		Host Stakeholders meeting held with CMD and Union Executives on Training Facilitation modalities and modules	No. of Stakeholders meeting(s) held with CMD on Training Facilitation process and modules	Quarterly	DD APD
			No. of meetings held with other training Institutions/outfits	Quarterly	DD APD
		Hold management and departmental meetings to factor training process	No of meeting held at Departmental level to determine the targeted staff participating in the capacity building programme disaggregated by i) Modules; ii) Gradelevels; and iii) Gender	Monthly	DD APD
		Organize training, coaching and mentoring programme	Total Number of staff participating in capacity building programmes	Bi-annually	AD TRAINING
			Number of staff participating in coaching/mentoring	Bi-annually	AD TRAINING

	programmes			
	Number of Staff trained locally disaggregated by Gender	Quarterly	AD TRAINING	
	Number of staff trained internationally disaggregated by Gender for the promotion of a fair share of benefits for female Staff	Quarterly	AD TRAINING	
	Number of staff that had completed young leaders course	Quarterly	AD TRAINING	
	Conduct working Equipments' Needs Assessment	No. Depts that responded to working equipment needs assesment conducted	Bi-annually	DD APD
		Number of Working equipments deployed to the trained staff in the Ministry disaggregated by Type/Specifications to aid job deliveries	Bi-annually	DD APD
		Proportion of respeondents reached through survey s (Public) to determine the Ministry's Performance via other platforms	Bi-annually	AD TRAINING
	Improved performance of the Ministry that facilitates the Ministry's stability and its staff Adaptability	Conduct impact assesment of Training on Staff of the Ministry to determine the level of the: i)Ministry's performance; ii) the organization's stability; and	Proportion of staff reached through survey to determine organization's stability	AD TRAINING

Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors, Development Partners & Private Sectors)	Improved engagement with Private Sectors, Donors and Development Partners on accessing support for the welfare and motivation of Staff	iii) Staff's adaptability.	Proportion of respondents reached through survey to initiate Staff adaptability	Bi-annually	AD TRAINING
			No. of Stakeholders' meetings held with Donor Partners in collaboration with IC Department to harness the possibility of supporting the Ministry's capacity Building gaps and modalities	Bi-annually	AD TRAINING
			No of times the internal Management Meet to discuss effective operations and work process management procedures	Weekly	DD APD
			Host Stakeholders meeting with other Private Training Institutions' Executives to the possibility of facilitating the Ministry's capacity Building and modalities	Bi-annually	AD TRAINING
			Host Stakeholders meetings with Representatives of FCSC to discuss Staff Administration formalities and occasional requirements (Eg. Promotion)	Bi-annually	DD APD
			Host Stakeholders meetings with Representatives of OHCSF to discuss Staff Welfare modalities (Eg. FISH Programme) (Occasionally)	Bi-annually	DD APD
			Host Stakeholders meetings with other public and private partners/philanthropists as the subject arises	Bi-annually	DD APD

		Host Stakeholders meetings with Health Management Organization (HMO) to discuss Staff Health Management modalities (Occasionally)	No. of Stakeholders meetings held with HMOs	Quarterly	AD SW
Timely Survey, <i>Administrative Data Generation</i> , Empirical Research and Development of Policies in Collaboration with NISER, NBS	Improved Quality and verifiable Administrative Data generated	a) Documentation of the Ministry's Staff Bio-Data for alignment of competency requirements and performance management (Registry Unit)	No. of Staff Bio-Data Files generated manually	Monthly	DD APD
		b) Documentation of the ministry's activities' process Data for alignment of competency requirements and performance management (Registry Unit)	No. of Staff Bio-Data Files maintained per time	Monthly	DD APD
		Shelving/archiving of the Ministry's Data and other publications for alignment of performance processes (Library Unit)	No. of Departments' process Files updated manually	Quarterly	DD APD
			No. of Departmental process manual Files Maintained	Monthly	DD APD
			No. of Publications recorded and shelved/archived	Bi-annually	LIBRARIAN 1
			No. of Library Users tracked	Monthly	LIBRARIAN 1
		Documentation of the Ministry's Store Vouchers (Requisition and Receipts) for alignment of sufficiency requirements that aids job delivery requirements (Store Unit)	Average processing time from requisition to delivery	Daily	CSO STORES
			Satisfaction level of Store Officers' services delivery	Daily	CSO STORES
			No. of Store Staff technically trained specifically on Store Routine activities overtime	Daily	CSO STORES
			Nos. of Departments where working tools needs gap assessment was harnessed	Bi-annually	CSO STORES
Timely Development and Implementation of Procurement Plans, and Payments	Improved delivery frequency of working tools/equipment s' supply chain	Value in Naira of request presented disaggregated by Supply Chain	Quarterly	CSO STORES	
		Units of Working equipments deployed to Departments	Bi-annually	CSO STORES	
		Departments disaggregated by type/ specification			

	Deploy working tools (Stationeries) to Departments	Units of Working tools deployed to Departments disaggregated by type/specification (Eg, Stationeries, Furnitures etc....)	Bi-annually	CSO STORES
	Issuance of Store Receipt Vouchers	No. of Store Receipt Vouchers leaflets (In serial number) issued disaggregated by types of goods received Eg. Diesel in Litres; Documents in Units etc.....)	Weekly	CSO STORES
	Maintain the Ministry's Assets	Value in Naira committed to the maintenance needs of the Ministry's Assets	Quarterly	CSO STORES
Leverage the use of Technology	Improved service delivery on maintenance requirement of the procured Assets of the Ministry	Value in Naira committed on consultancy engagement for the installation of E-File Software concept		CSO STORES
		% Change in time of E-Files' processing routine	Daily	DD APD
	Adoption level on the use of Technology (Soft and Hardwares) improved	% completion level of conversion of manual Files to Electronic Data	Daily	DD APD
		% change in work performance of Registry Staff	Daily	DD APD
	Conduct regular Hands-on Training programme for Registry Staff			

		Initiate the Ministry's Library Programming Process	E-	Value in Naira committed on consultancy engagement for the installation of E-Library Software concept	Bi-annually	DD APD
				No. of the Ministry's E-Library subscribers	Weekly	DD APD
		Conduct Hands-on Training programme for Library Staff		No of Library Staff trained on the E-Library's technicality	Monthly	DD APD
				% change in job delivery efficiency of Library Staff	Daily	DD APD
ECONOMIC GROWTH DEPARTMENT						
Goal 1: Facilitate Effective and Efficient Plan Development and Coordination						
Enhance Capacity Development in collaboration with CMD and others	- Upskilled Knowledge of Officers of EGD - Improved Productivity of Officers of EGD - Enhanced Coordinating Roles of the EGD - Optimized Aid Effectiveness	- Conduct Skill/Knowledge Needs/Gaps Assessment - Conduct Gender Gaps/Needs Assessment - Engagement with CMD with on Training to be provided - Engagement with Donor Partners on Technical and Financial Assistant on building capacity and bridging of gaps - Conduct Trainings and Workshops for Officials of EGD - Collaborate with CMD, Federal Universities and other experts towards sensitizing and building the Capacity of Federal MDAs under the EGD purview	-No. of Skill/Knowledge Needs/Gaps Assessment Conducted -No. of Gender Gaps Assessment Conducted -No. of Engagement meetings with CMD. -No. of Training Conducted by CMD -No. of Donor Partners engaged with on trainings -No. of Technical and Financial Assistance secured towards training officials of EGD -No. of Training Needs Assessment conducted or received from relevant MDAs under the purview of the EGD -No. of collaborations with Federal Universities, CMD and other experts towards sensitizing and building the Capacity of Federal MDAs under the EGD purview	-Annually Annually Quarterly Quarterly Quarterly Bi-Annual	- -<	

	-Enhanced Transparency and Accountability of coordination of Programmes and Projects of MDAs	-Engagement with Civil Society Organisations (CSOs) Towards the effective delivery of MDAs Programmes, Project, Plans and Policies.	-No. of engagement meetings held with CSOs -Percentage of programmes and projects adjudged to be transparent -No. of Engagement meetings with SMEDAN, BOI, MSMEs and other stakeholders	Bi-Annual	
	-Formalized MSMEs and other Informal sectors	-Engagement with SMEDAN, BOI, and MSMEs and its Associations	-No. of MSMEs identified as informal for Formalisation	Quarterly	
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	-Informed Decision-Making -Enhanced Issues- Specifics Policies Formulation -Enhanced Evidence- Based Planning -Evidenced Based Empirical Research	-Gaps and Needs Assessment -Conduct Studies: (Real Sector) -Review and Revise Plans for MDAs of the Real Sectors -Data Tracking/Surveys	-No. of Gaps/Needs Assessment carried out -No. of Study conducted disaggregated in Real Sectors -No. of Plans reviewed, disaggregated by sectors -No. of data tracking/survey exercise embarked on	Annually BiAnnual Annual Bi-Annual	CPO(R&S) ACPO(ITI) CPO(R&S) ACPO(ITI)

	-Produced Diagnostic Studies -Results-Oriented Surveys -Aligned Sectoral Plans and Policies with the National Development Plans	-Periodic Policy Review of MDAs of the Real Sector -Data Collecting Exercises to Federal and States MDAs in the Real sector -Timely Collaborative session with the Real Sector MDAs to develop their plans and policies	-No. of policy reviewed disaggregated in Real Sectors -No. of Field visit embarked upon for data collection -Percentage of Data Collected -No of interactions and inputs into Sector Plans and Policies No. of Sectoral Policies and Plans in alignment with the National Development Plans	Annual Annual Bi-Annual	PPO(AWR) DD(AWR) ACPO(ITI)
Effective Legislative and Executive Collaboration on Plans and Budget	Increased Budgetary Allocation for Agriculture	Consultative Forum on Agriculture	-No. of Executive and Legislature that attended the forum	Annually	ACPO(AWR)
Leverage the use of Technology	-Optimized use of Digital Tools and its Application in EGD -Strengthened Data Collection, Analysis and Reporting in the Real Sector of the Economy	-Purchase of Modern Desktops, Laptops, Ipads for use by officers of EGD -Training/Capacity Building of Officers of EGD on Statistical and Econometric applications -Design and host Real Sector Dash-Board for data statistics on the RS of the Nigerian Economy -Sensitize MDAs on the importance of the Dash-Board -Training of a Desk officers on handling/maintenance -Link MDAs to the Dash-Board	-No. of Training on Statistical/Econometric application carried out No. of officers trained on the use of statistical/econometrics application -No. of sensitization carried out -No. of MDAs sensitized on the importance of the Dash- board No. of officers trained No. of MDAs linked with the Dash-board	Bi-Annual Annually Annually Bi-Annually Annually	CPO(R&S) ACPO(ITI) ACPO(ITI) SPO(NR) AD(R&S)

Goal 3: Ensure Effective Production, Coordination and Dissemination of Research Outcomes and Data					
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/Development Partners, OPS)	-Enhanced Innovative and Imaginative Research and Reporting	Sensitization of Relevant MDAs and Stakeholders on the Publication of the Economic Journal of the Ministry (Growth Drivers)	-No. of Sensitization meetings held with MDAs -No. of Fed. and Sub-National MDAs Sensitized	Annually	EGD-GD Team
	-Improved Visibility for EGD, FMFBNP	-Engagement/Interviews with Federal and Sub- National MDAs with a view of publishing it in the Journal (Growth Drivers)	-No. of MDAs engaged, disaggregated with persons interviewed per MDAs -No. of Interview published in the Journal	Quarterly	EGD-GD Team
		-Engagement with Donor/Development Partners soliciting additional funding for publishing the Journal (Growth Drivers)	-No. of Donor/Development Partners engaged Technical/Financial Assistance secured towards the publication	Annually	ACPO(ITI) EGD-GD Team
		Key Informant Interview with Captains of Industries, Associations of the OPS as it contribute to the Growth of the Economy (Column page in the journal)	-No. of interview from the OPS for the publication -	Quarterly	

Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	-Enhanced Publication and Dissemination of Research Outcomes and Data	-Join in the exercises on Data Tracking, Surveys and Research with the EGD -Organize exercises on Data Tracking, Surveys and Research in a suitable form for publication Publish organized Surveys and Research outcomes in the Journal (Growth Drivers) Liaise with the Information Unit of the Ministry to disseminate Hardcopy Journals	-No. of field exercise of surveys, data tracking joined in preparedness for publication No. of field exercise Organized for publication No. of field exercise published	Quarterly Quarterly Quarterly	EGD-GD Team EGD-GD Team EGD-GD Team
Leverage the use of Technology	Automated publications of Journal	-Purchase of Digital Cameras and Tape Recorders	No. of published hardcopy Journals disseminated Percentage of articles of the published Journals disseminated via the Real Sector Dash-Board and other SM of the Ministry	Quarterly	EGD-GD Team, Information Unit
PROTOCOL UNIT					
Enhanced capacity development in collaboration with CMD and others	Improved Efficiency and Productivity in Service Delivery	(I) Training on Diplomacy and International Relations	i. Number of Trainings Conducted	i. Bi-annually	Head, Protocol Unit
		(ii) Training on Protocol Adaptable ICT	(ii) Number of Trainings Conducted on ICT	(ii) Quarterly	Head, Protocol Unit
		(iii) Training on effective Security interphase with Protocol	(iii) Number of Trainings conducted	(iii) Annually	Head, Protocol Unit
		(iv) Training on building reliable synergy	(iv) Number of Trainings	(iv) Quarterly	Head, Protocol Unit

		with Diplomatic Missions in Nigeria	Conducted		
Effective Engagement of all Stakeholders (MDAs, Sub-Nationals, Donors/Development Partners, Private Sector)	Synergy for National Development	(i) Coordination of Official Meetings, Activities, Programmes, both at the National and Sub-National Levels (Joint Planning Board, National Council on Development Planning.	(i). Number of meetings Coordinated	(i) Bi-Annually	Head, Protocol Unit
		(ii) Coordination of High-Level Meetings with Donors/Development Partners and Private Sector.	(ii) Number of meetings Coordinated	(ii) Weekly	Head, Protocol Unit
		(iii) High-Level engagement with Civil Society Organizations	(iii) Number of meetings Coordinated	(iii) Weekly	Head, Protocol Unit
		(iv) Processing of Note-Verbale from Ministry of Foreign Affairs	(iv) Number of Notes processed	(iv) Weekly	Head, Protocol Unit
		(v) Processing of Diplomatic, Official and Standard e-Passports from Nigeria Immigration Service	(v) Number of various categories of e-Passports processed.	(v) Weekly	Head, Protocol Unit
		(vi) Visa processing across all Foreign Embassies in Nigeria	(vi) Number of Visa (s) processed and procured	(vi) 15 Working days to 3 Months	Head, Protocol Unit
		(vii) Inter-phasing with Federal Airport Authority of Nigeria (FAAN) on Departure and Arrival Passages for VVIPs and VIPs	(vii) Number of departures and arrivals passages recorded	(vii) Weekly	Head, Protocol Unit
		(viii) Processing of flights and Hotel reservations	(viii) Numbers of flights and Hotel reservation initiated	(viii) Weekly	Head, Protocol Unit
Leverage the Use of Technology	Seamless and Efficient Service Delivery	(i) Trainings on Latest Adaptable Protocol aided ICT	(i) Number of Trainings conducted	(i) Annually	Head, Protocol Unit
		(ii) Trainings on Effective Communication and Public Speaking Skills	(ii) Number of Trainings Conducted	(ii) Annually	Head, Protocol Unit
Effective Communication Method to Improve Visibility of the Ministry	Enhanced Positive Perception of the Ministry's image.	(i) Basic Etiquette and Outlook Trainings	(i) Number of Training Conducted	(i) Annually	Head, Protocol Unit
		(ii) Basic Etiquette and Outlook Trainings	(ii) Number of Training Conducted	(ii) Annually	Head, Protocol Unit

		(iii)Deployment of a sound Utility Jeep for Mobility	(iii) Number of vehicles deployed	(iii)Daily	
		Prepare Report on the Survey and disseminate to the stakeholders.	Number of reports produced (2 reports)	Bi-annual	Deputy Director
Budget and National Planning Agency					
NISER					
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination					
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Improved Evidence-based briefs and memoranda for Planning and policy Making.	1. Conduct research on socio-economic challenges in Nigeria under the themes below:			
		Agriculture and Food Security ● Agriculture Production and Value Chain Development ● Rural Development and Extension Services ● Agricultural Technology, ICT and Innovation ● Gender and youth Empowerment in Agriculture ● Agricultural Diversification, Agro-Industrial Linkage and Trade ● Climate smart agriculture ● Agricultural Finance and Agri-business	No. of research conducted on agriculture and food security.	2023-2028 annually	HEAD, Agric and Food Policy Research Department
		Economic and Business Sector ● Real Sector Development and Economic Diversification ● Unemployment, Employment and Labour Market Dynamics ● Fiscal Policy and Public Debt	No. of research conducted on economic and Business sector development.	Annually	Head, Economic and Business Policy department

			Management • Monetary Policy and Price Stability • External Trade Policies and Competitiveness • Revenue Diversification and Fiscal Responsibility • Energy Diversification and Renewable Options • Industrialization and MSME			
			• Investment and growth including FDI and Impact Investment • Trade and Regional Integration • Informal sector dynamics (including potential linkages with the formal sector)			
			Environment and Physical Infrastructure Sector • Transport development • Environment • Housing • Population studies • Climate change and Disaster risks management • Urban and rural development planning • Waste management	No. of research conducted on the environment and physical infrastructure sector.	Annually	Head, Environment and Physical Infrastructure Policy Department
			Human Capital Development • Human resource planning • Education curriculum development • Vocational and technical education • Labour market analysis (including education training and industry mismatches) • Educational access and quality	No. of research conducted on human capita development in Nigeria.	Annually	Head, Human Capita Policy Department

		Social Sector Development ● Population & Demographic Issues ● Social related Health issues ● Child & Maternal Health Issues ● Reproductive Health issues ● Gender & Development ● Human Rights Issues ● Criminology ● Poverty Reduction & Social Protection ● Culture & Tourism ● Labour & Industrial Relation.	No. of research conducted on social sector development in Nigeria.	Annually	Head, Social Policy Department
Strengthen the Culture of Monitoring and Evaluation in MDAs	Status of government policies/Program determined	Evaluation of government policies and programmes	No. of Government policies /Programs evaluated	Annually	Head, NISER (Knowledge Management Department)
Effective Communication Method to Improve Visibility of the Ministry		Organize policy dialogues with government and other stakeholders on agriculture and Food security, economic and business sector, environment and physical infrastructure sector, human capita development, and social sector development.	No. of Policy Dialogues organized on agriculture and Food security, economic and business sector, environment and physical infrastructure sector, human capita development, and social sector development for key stakeholders in Nigeria.	Annually	Head, Knowledge Management Department (KMD)

Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS		Agriculture and Food Security ● Agriculture Production and Value Chain Development ● Rural Development and Extension Services ● Agricultural Technology, ICT and Innovation ● Gender and youth Empowerment in Agriculture ● Agricultural Diversification, Agro-Industrial Linkage and Trade ● Climate smart agriculture ● Agricultural Finance and Agri-business	. No. of research conducted on agriculture and food security	Annually	Head, Agric and Food Policy Research Department
		Economic and Business Sector ● Real Sector Development and Economic Diversification ● Unemployment, Employment and Labour Market Dynamics ● Fiscal Policy and Public Debt Management ● Monetary Policy and Price Stability ● External Trade Policies and Competitiveness ● Revenue Diversification and Fiscal Responsibility ● Energy Diversification and Renewable Options ● Industrialization and MSME	No. of research conducted on economic and Business sector development.	Annually	Head, Economic and Business Policy Department

		Environment and Physical Infrastructure ● Transport development ● Environment ● Housing ● Population studies ● Climate change and Disaster risks management ● Urban and rural development planning ● Waste management	No. of research conducted on the environment and physical infrastructure sector.	2023-2027 Annually	Head, Environment and Physical Infrastructure Policy Department
		Human Capita Development ● Human resource planning ● Education curriculum	No. of research conducted on human capita development in Nigeria.	2023-2028	Head, Human Capita Policy Department
		● Vocational and technical education ● Labour market analysis (including education training and industry mismatches) ● Educational access and quality Social Sector Policy ● Issues ● Social related Health issues ● Child & Maternal Health Issues ● Reproductive Health issues ● Gender & Development ● Human Rights Issues ● Criminology ● Poverty Reduction & Social Protection ● Culture & Tourism ● Labour & Industrial Relation.	No. of research conducted on social sector development in Nigeria.	2023-2028 Annually	Head, Social Policy Department

Strengthen the Culture of Monitoring Entrench a Culture of Evaluation in MDAs.		Evaluation of government policies and programmes	No. of Government policies /Programs evaluated	2023-2028	NISER (Knowledge Management Department)
Effective Communication Method to Improve Visibility of the Ministry		Organize policy dialogues with government and other stakeholders on agriculture and Food security, economic and business sector, environment and physical infrastructure development, human capital development, and social sector development.	No. of Policy Dialogues organized on agriculture and Food security, economic and business sector, environment and physical infrastructure development, and social sector development for key stakeholders in Nigeria.	Annually	Head, Knowledge Management Department (KMD)
GOAL 2: Maintain a predictable budget cycle of January to December					
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS		1. Conduct research on socio-economic challenges in Nigeria under the themes below:			
		Agriculture and Food Security • Agriculture Production and Value Chain Development • Rural Development and Extension • Gender and youth Empowerment in Agriculture • Agricultural Diversification, Agro-Industrial Linkage and Trade • Climate smart agriculture • Agricultural Finance and Agri-business	No. of research conducted on agriculture and food security.	Annually	Head, Agric and Food Policy Department

		• Economic and Business Sector Real Sector Development and Economic Diversification • Unemployment, Employment and Labour Market Dynamics • Fiscal Policy and Public Debt Management • Monetary Policy and Price Stability • External Trade Policies and Competitiveness • Revenue Diversification and Fiscal Responsibility • Energy Diversification and Renewable Options • Industrialization and MSME		Annually	Head, Economic and Business Department
		• Environment and Physical Infrastructure Sector Transport development • Environment • Housing • Population studies • Climate change and Disaster risks management • Urban and rural development planning • Waste management		Annually	Departmental Head
NBS					
GOAL 3: Ensure Effective Production, Coordination and Dissemination of Research Outcomes and Data					
Enhance Capacity Development in collaboration with CMD and others	Enhanced productivity of personnel	Public Sector Management Course	Provision of training and retraining of all staff of NBS	Annually	Head, Human Resources Management Department, NBS
		Capacity building on computer related statistical packages such as (Microsoft-Suites, CSpPro, SAS, SPSS, Stata, ODK, SurveyCTO, etc).	Skill Development. Provision of training and retraining of all staff of NBS	Annually	Head, Human Resources Management Department, NBS
		Implementation of the proposed NSDS 2024-2028 in the area of capacity building	Skill development	Annually	Head, ISD Department, NBS
Effective Engagement of all	Improved capacity,	1. Coordination of Bi-annual meeting of the National Consultative Committee on	Improved synergy, skill capacity, and data	1. Bi-annual,	Head, CPSC Department, NBS

Stakeholders (MDAs, Sub-Nationals, Donors/ Development Partners, Private Sector)	collaboration and synergy	Statistics (NCCS) for the purpose of coordinating of statistical operations of the National Statistical System (NSS) in the production of Official Statistics in all the Federal MDAs, State Statistical Agencies (SSAs) and Local Government Councils (LGCs). 2. Coordination of the African Statistics Day (ASD) activities	production	2. Annual	
		Capacity building programme for personnel of Planning, Research and Statistics Departments of MDAs at all levels of government	Improved synergy, skill capacity, and data production	Annually	Head, CPSC Department, NBS
		Implementation of Donor Support Programmes and Projects	Phased implementation	Annually	Head, ISD Department, NBS
Timely Survey, Administrative data Generation, Empirical Research and Development of Policies in Collaboration with NISER, NBS	Quarterly production of GDP; Monthly production of Inflation Rate; Quarterly Employment Data Increased frequency of Data production	1. Production of Gross Domestic Product (GDP)	Compilation of Gross Domestic Product (GDP) by Output, Expenditure and Income	1st, 2nd, 3rd and 4th Quarters	Head, NAEES Department, NBS
		2. Production of Consumer Price Index (CPI)	1. Monthly compilation and computation of Consumer Price Index (CPI). 2. Monthly release of Retail Prices of selected items. 3. Monthly release of reports showing detailed methodologies and statistical output	Monthly	Head, NAEES Department, NBS

		3. Nigeria Labour Force Survey	Production of Labour Force Quarterly Statistic	1st, 2nd, 3rd and 4th Quarters	Head, DHSD Department, NBS
		4. Implementation of the proposed National Strategy for the Development of Statistics (NSDS) 2024 -2028	Phased implementation of strategies	Annually	Head, ISD Department, NBS
Leverage the use of Technology	Efficiency in data management	Digitalisation of survey instruments, management of databases and connectivity, real-time monitoring of data collection process	Efficient and timely production of data	Annually	Head, ICT Department, NBS
		The use of statistical software packages: Acquisition, Deployment and Maintenance	Efficient and timely production of data	Annually	Head, ICT Department, NBS
		Use of GeoSpatial and Geostatistical System, Digital Enumeration Area (EA) Maps	Accuracy in identification of location	Annually	Head, ICT Department, NBS
CMD					
GOAL 1: Facilitate Effective and Efficient Plan Development and Coordination:					
Enhance Capacity Development in collaboration with CMD and others	Improved Planning, coordination and procurement skills for Planners and Procurement Officers.	Training Needs Analysis and Design of Plan- Budget Coordination Training programme	Number of staff that attend Budget Research and Dissemination Training Programme	February to March, Annually	Training Officers, CMD
		Delivery of Plan- Budget Cordination Training programme	number of Training of MDAs planning, procurement and Budget Officers organised	April to June, Annually	Training Officers, CMD
		Evaluation of Plan-Budget Programmes	1 Annual Report of the Evaluation Plan-Budget Training	November, Annually	Training Officers, CMD

GOAL 3: Ensure Effective Production, Coordination and Dissemination of Research Outcomes and Data					
Enhance Capacity Development in collaboration with CMD and others	Improved Budgeting, Research and Dissemination skills for planners, and Research Officers in MDAs.	Training Needs Analysis and Design of Plan- Budget Research and Dissemination Training programme	Number of staff that attend Budget Research and Dissemination Training Programme	February - March, Annually	Training Officers, CMD
		Delivery of Plan- Budget Research and Dissemination of Research output Training programme	number of Training of MDAs planning, procurement and Budget Officers organised	April to June Annually	Training Officers, CMD
		Evaluation of Plan-Budget Training Programmes	Report of the Evaluation Plan-Budget Training	October, Annually	Training Officers, CMD
GOAL 4: Ensure Effective Institutionalization and Coordination of Monitoring and Evaluation System					
Enhance Capacity Development in collaboration with CMD and others	Improved Monitoring skills for planners, and monitoring officers of MDAs	Training Needs Analysis and Design of Plan- Budget Training programme	number of Training organised	February - March, Annually	Training Officers, CMD
		Delivery of Plan- Budget Monitoring and Evaluation offices Training programme	number of Training of MDAs planning, procurement and Budget Officers organised	April to June Annually	Training Officers, CMD
		Evaluation of Plan-Budget Training Programmes		October, Annually	Training Officers, CMD

Development of Federal of Finance, Budget and National Planning (National Planning Arm) Strategic Plan

Steering Committee for the Development of MBNP Strategic Plan

S/N	Name	Responsibility
1.	Prince Clem Ikanade Agba, HMS-BNP	Chair
2.	Nebeolisa Anako, PS-BNP	Member/ Chair, TWC
3.	Mr. Bitrus Chinoko, DG-CMD	Member
4.	Prof. A.T. Simbire, DG-NISER	Member
5.	Prince Adeyemi Adeniran, SG-NBS	Member
6.	Mr. Ben Akabueze, DG-BoF	Member
7.	Dr. Zakari Lawal ,mni	Secretary/ Coordinator, TWC
8.	Mr. Adeyemi Omoyato	Member
9.	Elizabeth Egharevba (Mrs.)	Member
10.	Adekanye A. O. P.hD	Member
11.	Dr. (Mrs.) Gloria Ahmed	Member
12.	Boriowo Folasade (Mrs)	Member
13.	Oluyide, A. O. (Mrs)	Member
14.	Dr, Faniran, S. O.	Member
15.	Nwozuzu, S.	Member
16.	Simon Agenyi	Member
17.	Felix Okonkwo	Member
18.	Owoeye P. O	Member
19.	Henry Noshiri	Member

Technical Working Committee for the Development of MBNP Strategic Plan

S/N	Name	Agency	Responsibility
1.	Ayinde-Yakub, Olasumbo	BNP	Member
2.	Olaifa, Alade Fatai	BNP	Member
3.	Angela Gu'ar (Mrs)	BNP	Member
4.	Dr. Emmanuel Okpanachi	BNP	Member
5.	Ladi Daniella Aku (Mrs)	BNP	Member
6.	Tosin Oshokoya	BNP	Member
7.	Kalu N. Kalu	BNP	Member
8.	Inalegwu Ogbe	BNP	Member
9.	Mariam Kayode (Mrs)	BNP	Member
10.	Tunde Oniyanda	BNP	Member
11.	Louis U. Obikaonu	BNP	Member
12.	Florence Okwudili Mrs.)	BNP	Member
13.	Bayo-Egbeolu Maureen (Mrs)	BNP	Member
14.	Kikelomo Ogunbadejo	BNP	Member
15.	Adebare Salam	BNP	Member
16.	Oladimeji Alaka	BNP	Member
17.	Olalekan Adedun	BNP	Member
18.	Fidelis Chigbu	BNP	Member
19.	Fidelis Akpagu	BNP	Member
20.	Adeyi Odey	NBS	Member
21.	Felicia Obamedo (Mrs.)	NBS	Member
22.	Aliyu Saadu Baboko	BNP	Member
23.	Olajide Omotayo	BoF	Member
24.	Louis Chete	NISER	Member
25.	Rajab Abdulrahman	BNP	Member

Secretariat

S/N	Name	Responsibility
1.	Margaret Dibigbo (Mrs.)	Head
2.	Jessica Ahgu	Member
3.	Sa'ad Taiye	Member
4.	Fatima Dauda	Member
5.	Adeola Olasoju	Member