31ST NIGERIAN ECONOMIC SUMMIT

Federal Ministry of Budget and Economic Planning

NESG

The Reform Imperative: Building a Prosperous and Inclusive Nigeria by 2030

Briefing Material

KPMG

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SUB-THEMES

01 Driving Industrialisation-led Growth

02 Unlocking Investment Amid Global Trade Shifts

03 Building Infrastructure for Competitiveness

04 Advancing Inclusion for Shared Growth

05 Strengthening Institutions for Sustainable Impact

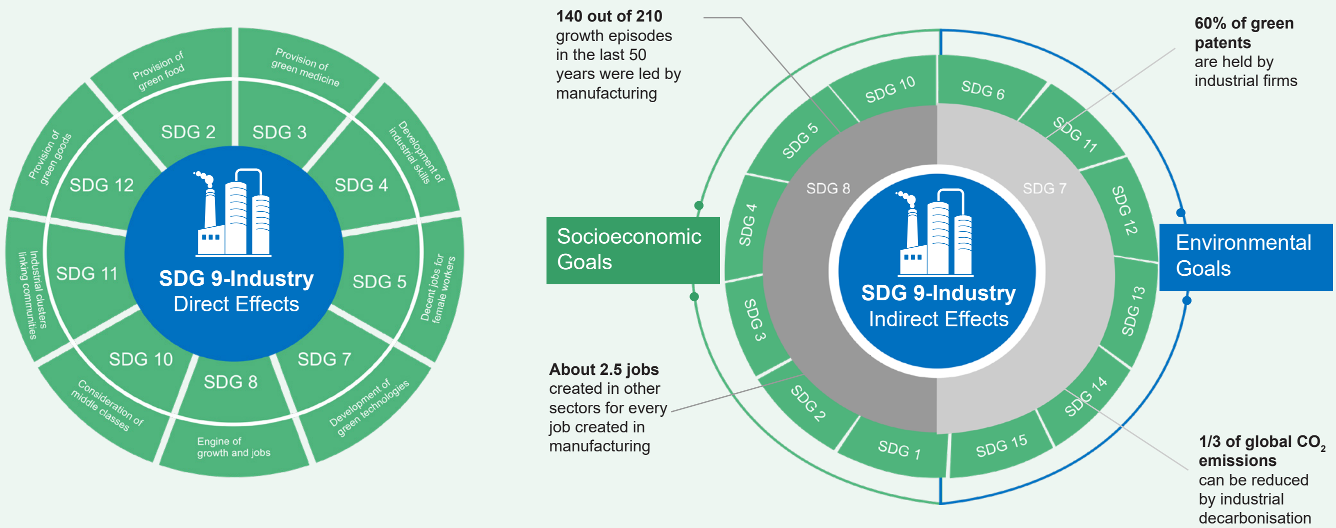
Driving Industrialisation-led Growth

Driving Industrialisation-led Growth

Industrialisation has consistently served as the cornerstone of economic transformation, marked by the rise of vibrant manufacturing sectors, fuelled by innovation and supported by enabling infrastructure. This trajectory holds true not only for early industrial pioneers but also for latecomer nations determined to leapfrog into global competitiveness and technological relevance. As the bedrock of Sustainable Development Goal 9 (SDG 9), industrialisation plays a catalytic role in accelerating economic growth, promoting technological advancement, generating employment and lifting communities out of poverty and hunger. Its ripple effects extend far beyond SDG 9, influencing progress across multiple goals, from reducing inequality and enhancing education to advancing climate resilience and sustainable cities. In essence, industrialisation is not just a sectoral priority; it is a strategic imperative for inclusive and sustainable development.

Industry Can Become a Major Engine to Rescue the SDGs

Industry is key to accelerating growth, innovation, creating jobs, reducing poverty and hunger, making more equal societies and fighting climate change.



Source: United Nations Industrial Development Organisation (UNIDO)

A glance at history unequivocally confirms this truth. The United Kingdom, for example, pioneered the First Industrial Revolution, fundamentally transforming its agrarian society into a global economic superpower powered by textile mills, ironworks and steam engines. This shift laid the groundwork for modern prosperity. More recently, countries like South Korea and China have demonstrated the accelerated power of this model. South Korea, in a matter of decades, leveraged strategic, export-oriented industrialisation to transition from a war-torn, impoverished nation into a global leader in electronics and automotive manufacturing. Similarly, China's massive investment in its manufacturing base has lifted hundreds of millions out of poverty, creating an economic powerhouse that now dominates global trade.

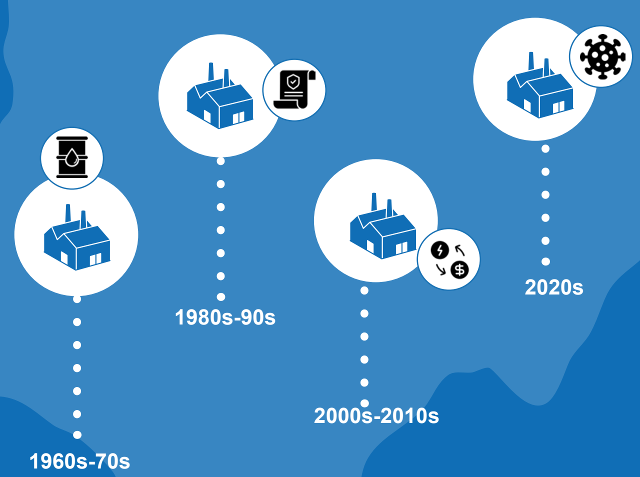
These nations did not develop by chance; they strategically built their physical and digital backbones to support a manufacturing boom. In every case, industrialisation has proven to be a reliable and direct pathway to structural economic transformation, creating a multiplier effect that drives sustained growth, generates productive employment and ultimately secures a nation's place in the modern global economy.

The Nigerian Parallel

Nigeria's industrial journey is a narrative of ambition repeatedly undermined. Early import substitution efforts in the 1960s-70s were derailed by the 1970s oil boom, fostering import dependency. The economic shocks of the 1980s-90s and rapid liberalisation under SAP decimated local industries, leading to widespread factory closures and job losses.

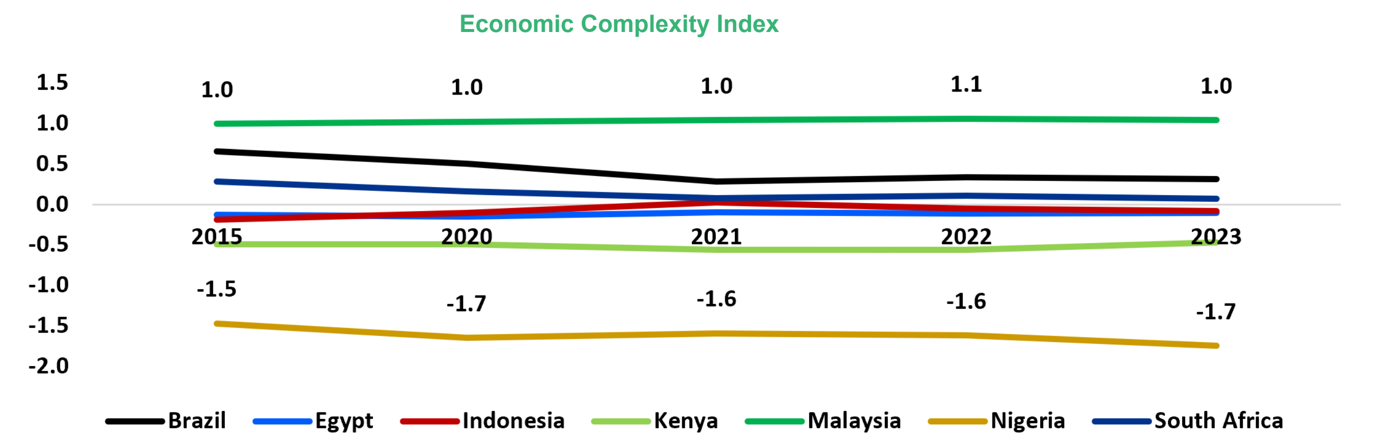
While the 2000s-2010s saw successes such as cement self-sufficiency and ICT growth, broader industrial transformation stalled due to inconsistent policies, chronic power shortages and forex instability. By the 2020s, vulnerabilities were stark: COVID-19 exposed import reliance and AfCFTA highlighted Nigeria's unpreparedness. While manufacturing's GDP contribution remained stubbornly below 10%.

This history underscores the critical need for sustained strategic vision, disciplined execution and robust foundational infrastructure. Nigeria's future industrial success hinges on learning from these detours to forge a coherent, actionable strategy that finally unlocks its vast potential.



Malaysia's Industrial Ascent: A Masterclass in Strategic Evolution

To understand the path to structural transformation, we can look to Malaysia, a country that successfully transitioned from an agrarian and extractive economy into a highly industrialised, upper-middle-income nation. Malaysia's trajectory, particularly from the 1980s to the 2000s, offers a more suitable comparison for our present times, as its industrialisation was hinged on the following pillars.



Phased Evolution

From Protection to Global Competitor:
Malaysia's industrialisation began with a pragmatic **import-substitution** phase, nurturing nascent industries like cement and textiles behind protective tariffs. This foundational step reduced import dependency and built domestic capacity. By the late 1970s, a strategic pivot occurred towards **export-oriented industrialisation**, leveraging its competitive labour force for light manufacturing and electronics assembly. This disciplined sequencing allowed Malaysia to build strength prior to engagement in the global markets.

Anchoring Global Giants

The Power of Free Industrial Zones:
To solidify its global position, Malaysia pioneered **Free Industrial Zones (FIZs)**, with Penang's establishment in 1972 being a prime example. These zones were meticulously designed to attract multinational corporations (MNCs) such as Intel, AMD and Hitachi by offering duty-free inputs, streamlined customs, guaranteed infrastructure and attractive fiscal incentives. This "plug-and-play" environment transformed Penang into the "Silicon Island of the East," with electronics accounting for 50% of manufactured exports by the mid-1990s – an evidence to the power of targeted industrial clustering.

Building Domestic Prowess

The Heavy Industry Push:
Recognising the need for deeper industrial linkages, Malaysia launched the Heavy Industries Corporation of Malaysia (HICOM) in the 1980s. This initiative fostered national champions like Proton (automotive) and Perwaja Steel, aiming to develop upstream capabilities and reduce reliance on foreign components. Proton, in particular, became a crucial vehicle for acquiring automotive engineering know-how and cultivating a robust local supplier ecosystem.

Strategic Upgrading

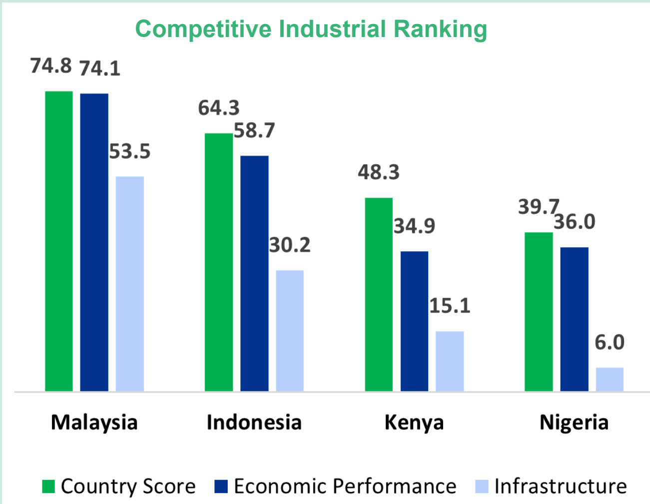
The Industrial Master Plans:
Malaysia's commitment to continuous evolution was enshrined in its **Industrial Master Plans (IMPs)**, rolled out in successive phases from 1986 to 2020. These plans systematically guided the nation from resource dependency and basic labor-intensive manufacturing towards higher value-added activities, ultimately targeting global competitiveness, innovation and services integration.
The impact was profound: by 2020, Malaysia had transcended mere assembly, actively participating in design and R&D across semiconductors, medical devices and chemicals.

Future-Proofing

The New Industrial Master Plan (NIMP 2030):
Malaysia's forward-looking approach continues with the New Industrial Master Plan (NIMP 2030). This current framework prioritises technology adoption, sustainability, enhanced SME participation, and inclusivity. Its ambitious targets aim to significantly boost manufacturing GDP contribution to $126 billion USD and achieve a 2.5x increase in productivity, signalling a clear intent to remain at the forefront of global manufacturing.

Human Capital

The Unseen Backbone:
Underpinning every stage of this industrial ascent was a relentless focus on human capital development. Malaysia scaled its Technical and Vocational Education and Training (TVET) programs, meticulously aligning them with the evolving needs of its industries. Crucially, it fostered training partnerships with global leaders from Germany, Japan and the US, ensuring its talent pool met international standards and could drive innovation.



Source: Harvard Atlas of Economic Complexity, United Nations Industrial Development Organisation, KPMG Research

Key lessons

- A clear, state-led long-term vision is critical. Malaysia's Industrial Master Plans gave consistent direction for decades, aligning government priorities, private sector incentives and FDI inflows towards industrial growth.
- Export-oriented industrialisation drives scale and resilience. By embedding itself in global value chains, especially electronics and petrochemicals, Malaysia ensured industrial output was not limited by domestic demand.
- Industrial clusters and SEZs are catalysts for competitiveness. Malaysia's Free Industrial Zones (FIZs) provided world-class infrastructure, simplified customs and reliable logistics, attracting global manufacturers and creating industrial ecosystems.
- Economic diversification builds resilience. By strategically expanding from agriculture into manufacturing, electronics and services, Malaysia mitigated over-reliance on single sectors, creating robust resilience against commodity price volatility.

Conclusion

Industrialisation, when pursued with clarity and discipline, is a powerful driver of structural transformation, multiplying growth, creating large-scale employment and positioning nations for global competitiveness.

For Nigeria, endowed with vast human capital and natural resources, the imperative is urgent and clear. To seize the promise of a $1 trillion economy, Nigeria must decisively embark on its own industrial transformation. This demands building targeted industrial clusters, aggressively attracting foreign direct investment into high-growth sectors, seamlessly integrating Micro, Small and Medium Enterprises (MSMEs) into robust value chains and unequivocally prioritising job creation as the central outcome of its industrialisation agenda. The time for Nigeria to forge its resilient, prosperous and industrially competitive future is now.

Reflection Questions

- How can the industrialisation agenda be hardwired to explicitly prioritise employment creation, particularly for youth and women, ensuring jobs are a core objective rather than a mere by-product of growth?
- What pivotal role should clean energy and digital manufacturing play in strategically positioning Nigeria for competitiveness in future global value chains?
- How can Nigeria ensure absolute coherence and synergy across its trade, investment, labour, and industrial policies to decisively accelerate industrialisation by 2030?
- Beyond policy design, what robust mechanisms will guarantee consistent execution and long-term sustainability of Nigeria's industrialisation strategy, preventing past pitfalls?

Building Infrastructure for Competitiveness

Building Infrastructure for Competitiveness

Infrastructure competitiveness refers to the capacity of a nation's physical and digital systems, spanning transport networks, energy grids, and communication platforms, to effectively and affordably drive economic activity. It is not merely the presence of infrastructure, but its strategic deployment, operational reliability, and overall quality.

In today's interconnected and competitive global economy, infrastructure is not just physical assets, it is the essential foundation that drives economic growth, fuels private sector innovation, and sustains global competitiveness.

Competitive infrastructure acts as a force multiplier that drives down business costs, boosts productivity across industries, and attracts both local and foreign investment. In essence, it lays the foundation for inclusive growth, innovation, and long-term resilience.

The link between robust infrastructure and national competitiveness is undeniable.

Efficient transportation networks reduce logistics costs, making exports more competitive.

Reliable energy supplies power industries and attract foreign direct investment.

Advanced digital infrastructure fosters innovation and connects businesses to global markets.

Social infrastructure, such as healthcare and education facilities, cultivates a productive workforce.

The World Economic Forum's Global Competitiveness Report further emphasises the direct link between infrastructure development and national competitiveness, noting that robust infrastructure systems are essential for enhancing productivity, reducing business costs, and enabling efficient market transactions. The most competitive countries globally demonstrate how infrastructure investment can support economic growth. These countries excel in key areas such as transportation, energy, telecommunications, and logistics.

Countries that have invested in infrastructure development consistently outpace peers in economic transformation and competitive advantage. Notable examples include Singapore, South Korea, China, Germany, and the United Arab Emirates (UAE), all demonstrating how infrastructure investments can propel nations from developing to global economic powerhouses.

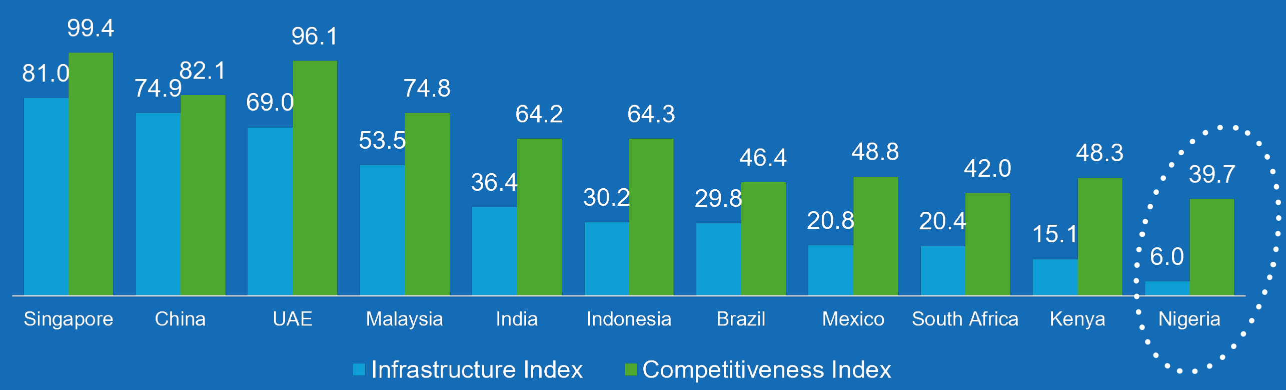
The success achieved by these countries in advancing their infrastructure for global competitiveness is hinged on key factors including:

- **Strong Governance Framework:** Effective governance fosters transparency, accountability, and coordination across government agencies, reducing corruption and inefficiencies in project delivery. In Australia, the Infrastructure Australia Agency oversees a rolling 15-year infrastructure plan, aligning national priorities with funding and delivery mechanisms.
- **Clear Regulatory Environment:** Transparent regulations build investor confidence, streamline approvals, and maintain project quality and sustainability. Singapore operates one of the world's most business-friendly regulatory frameworks, with agencies like the Urban Redevelopment Authority integrating land use and infrastructure planning.
- **Capital Mobilisation:** Securing adequate financing remains one of the most critical challenges to infrastructure development. Countries that have built their infrastructure have been able to secure funding from diverse sources. India's National Infrastructure Pipeline (NIP) had mobilised $2.7 trillion as of 2025 to fund the development of over 14,000 infrastructure projects including as roads, railways, energy, social infrastructure, etc.
- **Strong Political Will:** Political commitment drives prioritisation, resource allocation, and ensures project continuity beyond election cycles. UAE exhibits strong political leadership driving mega infrastructure projects like the Dubai Metro and advanced logistics hubs, which have catalysed economic diversification.

Competitiveness is often measured using indices such as the IMD World Competitiveness Ranking, which evaluate countries based on economic performance, government efficiency, business efficiency, and infrastructure quality. This comprehensive assessment reflects the performance of nations in various aspects critical to sustaining a competitive economy. Countries with strong, reliable infrastructure consistently rank at the top of global competitiveness indices.

Infrastructure quality is a critical determinant of national competitiveness and investment attractiveness. Nigeria, with its immense economic potential, is at a crucial point where improving infrastructure is crucial to achieving economic growth. Despite representing over 16% of Africa's GDP and housing more than 230 million people, Nigeria's weak infrastructure base continues to undermines its ability to capitalise on emerging opportunities at the global landscape.

Infrastructure Index and Global Competitiveness Index by Country (2024)



Source: International Institute for Management Development (IMD)
Note: IMD world competitiveness rank is based on 69 economies

Nigeria's infrastructure stock of only 30% of GDP still lags the global standard of about 70%. Furthermore, the country ranks 127th out of 133 economies in infrastructure quality according to the 2024 Global Innovation Index, positioning it as one of the worst-performing nations globally. This is further reinforced by the African Infrastructure Development Index which ranks Nigeria 24th out of 54 African countries assessed, with an infrastructure index score of just 25.7 in 2024. Additionally, Nigeria's infrastructure deficit (particularly infrastructures related to power) causes an estimated $28 billion loss representing about 5% annual GDP loss.

To close Nigeria's infrastructure gaps, build a competitive economy and accelerate economic growth, the government continues to demonstrate commitments through the implementation of strategic initiatives including the set up of Renewed Hope Infrastructure Fund, launch of National Infrastructure Master Plan, the strengthening of public-private partnership policies, and the set up of new investment platform by the Nigeria Governors' Forum.

National Integrated Infrastructure Master Plan (NIMP)

The NIMP 2020–2043 outlines a $2.9 trillion strategy to raise infrastructure investment from 35–40% to 70% of GDP by 2043. Since its launch, the government has established key bodies like the Infrastructure Delivery Coordinating Unit (IDCU) and the National Council on Infrastructure to drive implementation.

Despite prioritising infrastructure in budgets and policies, key challenges such as project delays and limited private sector involvement continue to hinder progress.
To accelerate impact, there is need for stronger legal frameworks, enhanced governance models, and increased private sector involvement to accelerate progress.

Renewed Hope Infrastructure Development Fund (RHIDF)

The RHIDF, launched in 2024 with a target take-off capital of N20 trillion (~$14 billion), is a transformative initiative designed to address the funding and execution challenges in delivering competitive infrastructure in Nigeria.

RHIDF has made some early progress including obtaining government approval and the establishment of standardised operational framework, though project execution is still scaling up. Notable project completed by RHIDF is the phase 1 of the Coastal Highway.

To accelerate impact, Nigeria must streamline bureaucratic processes, enhance capital mobilisation from diverse sources, and prioritise execution of high-impact infrastructure.

Nigeria Sectoral Infrastructure Index

Basic Infrastructure	Technological Infrastructure	Scientific Infrastructure	Health and Environmental Infrastructure	Education
30.4	23.5	27.2	13.5	9.1

Source: International Institute for Management Development(IMD)
Note: IMD world competitiveness rank is based on 69 economies

Rank of countries on key indices

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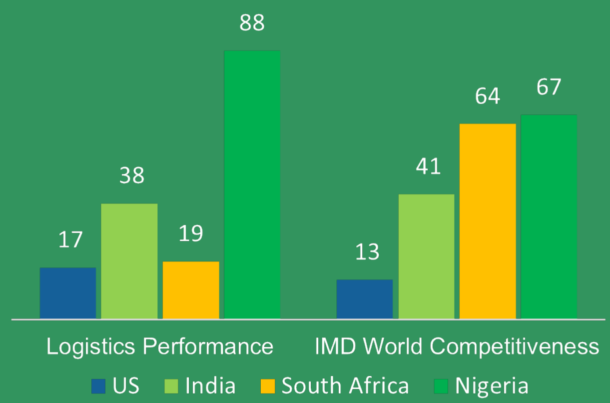
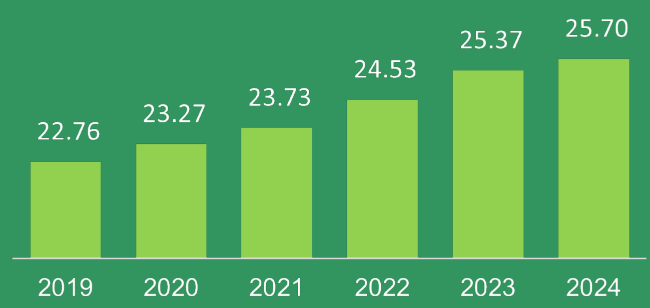
Rank of countries on key indices



Source: World Bank, International Institute for Management Development(IMD)
Note: Logistics performance rank is based on 139 economies
IMD world competitiveness rank is based on 69 economies

Nigeria AIDI Index (2019 – 2024)



Source: African Infrastructure Development Index, KPMG Research

Case Study: **Singapore**

Singapore's transformation from a resource-scarce island to a global economic powerhouse is one of the most studied development success stories.

Its infrastructure strategy has been central to this evolution, designed not just to support growth, but to shape it. Singapore implemented the follow strategies to build its infrastructure base and catalyse economic transformation:

1 **Integrated Urban Planning and Land Optimisation:** Singapore's Urban Redevelopment Authority (URA) pioneered a long-term, integrated land-use planning model that balances economic, residential, environmental, and transport needs. Given its land constraints, Singapore adopted a "vertical city" approach, maximising space through high-density development and mixed-use zoning.

2 **Institutional Strength and Public Investment:** Singapore leveraged sovereign wealth funds like Temasek Holdings and Government of Singapore Investment Corporation (GIC), disciplined fiscal management, and early multilateral support (e.g., 14 World Bank loans) to finance foundational infrastructure. These mechanisms enabled long-term, low-risk public investment in transport, energy, and urban systems, without overreliance on debt.

3 **Private Sector Engagement and Financial Innovation:** Through Public–Private Partnerships (PPPs), deep capital markets, and platforms like Infrastructure Asia, Singapore attracted global investors and structured bankable projects. Tools such as green bonds, infrastructure REITs, and strategic asset monetisation ensured continuous reinvestment and scalability.

4 **Strategic Infrastructure Investment:** Singapore's global competitiveness is anchored in its long-term infrastructure strategy, which aligns physical development with economic planning. The country strategically invested in the following strategic infrastructures to drive its global competitiveness:

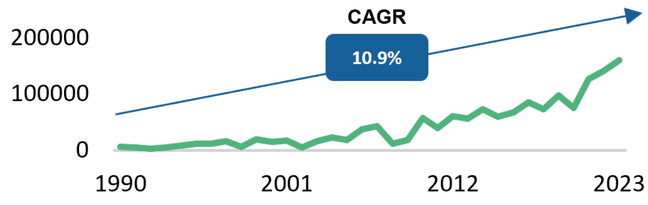
- **Transport & Trade Infrastructure:** Singapore developed one of the world's most efficient transport systems. The Mass Rapid Transit (MRT) network spans over 230 km, complemented by integrated bus services and expressways. The Port of Singapore, the busiest globally, handled 39 million TEUs in 2023, while Changi Airport served 58.9 million passengers, connecting to 420 cities.
- **Energy Infrastructure:** To ensure energy security and sustainability, Singapore transitioned to natural gas and expanded clean energy capacity. The Tuas Power Station is a major contributor to national supply, and the 60 MWp Tengeh floating solar farm is one of the largest in Southeast Asia.
- **Digital Infrastructure:** Under the Smart Nation initiative, Singapore deployed nationwide high-speed broadband, e-government platforms, and IoT systems. Singapore also developed a Digital Connectivity Blueprint which targets 10 Gbps speeds and supports the development of green data centres to meet rising digital demand.
- **Industrial Clusters:** Singapore built specialised zones like one-north (biotech and media), Jurong Island (petrochemicals), and Changi Business Park (ICT and finance). These hubs attract FDI and foster collaboration between research institutions, start-ups, and global firms.

Source: IMF e-Library, UNCTAD

Key Outcomes of the strategies implemented *by Singapore to build its infrastructure for competitiveness*

1st	2nd	2nd
Tech Infrastructure index	IMD Ranking	Largest container seaport

Singapore FDI Flow $'Million



Source: United Nations Conference on Trade and Development (UNCTAD), KPMG Research

Singapore's transformation from a resource-scarce island to a global infrastructure powerhouse offers Nigeria a compelling blueprint. While Nigeria and Singapore differ in size, history, and governance structures, the principles behind Singapore's success i.e., strategic planning, integration, innovation, and discipline, are universally applicable.

Nigeria's infrastructure remains fragmented, underfunded, and often reactive. To build competitiveness, Nigeria must shift from short-term fixes to long-term, integrated infrastructure strategies that align with economic goals, urban growth, and sustainability.

Key lessons

- Align transport, energy, and digital infrastructure with long-term economic goals to maximise impact and competitiveness.
- Empower dedicated agencies such as IDCU to ensure coordination, accountability and improve project execution.
- Leverage innovative funding sources such as sovereign funds, PPPs, and green bonds.
- Invest in multi-modal i.e., transport, rail, road, inland waterways and digitise logistics to reduce congestion and boost trade.
- Build digital public services, broadband access, and IoT-enabled urban management. Transparency and efficiency must be core.

Reflection Questions

- What innovative financing models (PPP, infrastructure bonds, blended finance) can Nigeria adopt to close its $100bn+ annual infrastructure gap by 2030?
- How can Nigeria accelerate energy sector reforms under the Electricity Act to ensure reliable, industrial-grade power at scale?
- What governance and operational models can make SEZs, industrial corridors, and logistics hubs globally competitive?
- How can inter-agency coordination be improved to eliminate bureaucratic bottlenecks and regulatory fragmentation to accelerate infrastructure development?
- How can Nigeria integrate climate-smart infrastructure into its national planning to align with global decarbonisation trends?
- What institutional arrangements can ensure maintenance, efficiency, and accountability in infrastructure delivery beyond project commissioning?

Unlocking Investment Amid Global Trade Shifts

Unlocking Investment Amid Global Trade Shifts

Background

The global economy stands at a critical juncture. The relative stability seen in recent years is giving way to turbulence as policy uncertainty dominates the headlines following waves of protectionist measures and retaliatory tariffs across major economies. The global trade policy uncertainty index spiked nearly tenfold from its 2015–2024 average, reaching historic highs of over 1000 points in 2025 before retreating to current levels.

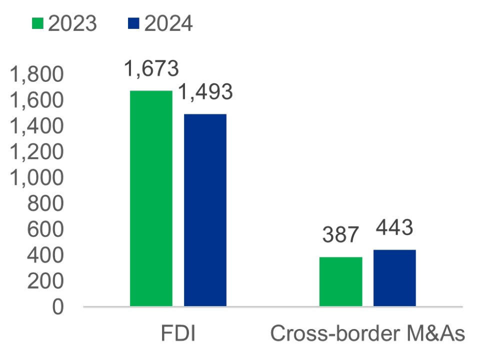
Expectedly, the uncertainty is weighing heavily on investment flows in markets across both developed and emerging economies. According to UNCTAD's World Investment Report 2025, global foreign direct investment (FDI) dropped by 8% to settle at US$1.5 trillion at the end of 2024.

Trade and investment flows are increasingly being redirected in response to the unsettling impact of a higher tariff environment and new investment magnets are emerging. For instance, Foreign Direct Investment (FDI) in China dropped 13.4% year-on-year in the first seven months of 2025. At the same time, countries like Mexico recorded a 10.2% year-on-year increase in FDI which came in at US$34.3 billion in the first half of 2025, as US firms divested to reduce their exposure to Asian tariffs and growing supply chain risks.

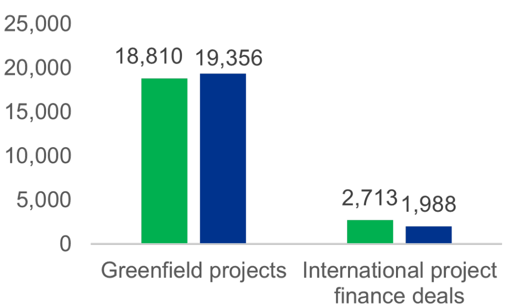
Africa is not left out in the development. Countries like Ethiopia and Morocco are finding opportunity in this shake-up, with stronger inflows of industrial investment in areas such as textiles and auto components as manufacturers look to diversify supply chains and tap into new cost-efficient hubs.

Amidst this supply chain reconfiguration, the competitiveness of the investment climate will determine what side of the pendulum Nigeria and other African countries will sit when the dust settles – winners who proactively manage trade shocks and convert trade realignment into opportunities or losers who see investments rerouted out of their geographies. Investment will continue to gravitate towards economies that understand the strategic value of being "investment ready" and offer a combination of policy stability, efficient logistics and targeted incentives.

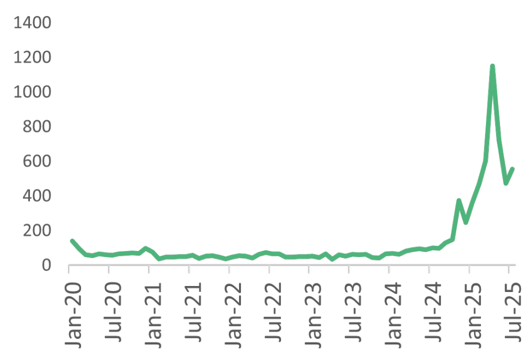
Value of FDI and Cross-Border M&As (Billion USD)



Number of projects and deals



Trade Policy Uncertainty Index



Nigeria: Riding on reform momentum to unlock investment amid global trade reconfiguration

The current trade landscape presents a mixed bag of risks and opportunities for Nigeria and other African countries. On one hand, there are risks of being excluded from new supply chains due to constraints like poor infrastructure or regulatory gaps and even loss of competitiveness to more agile economies in Asia and Latin America. On the other hand, there are real opportunities: the chance to build regional value chains through AfCFTA and attract greater investments as firms diversify away from traditional hubs.

Considering Nigeria's vast endowments such as its population and natural resource abundance, the redirection of investment flows and the diversification of supply chains to mitigate geopolitical risks presents a unique opportunity to attract new partners and forge stronger business alliances. However, the country is still punching below its weight in investment competitiveness. Although Nigeria stands as Africa's largest consumer market with a population exceeding 230 million, it secured only 1.1% of the continent's total foreign direct investment (FDI) inflows in 2024 out of an estimated US$96 billion, according to UNCTAD. This marks a decline from its 3.4% share of Africa's US$55 billion FDI inflow in 2023, underscoring the urgent need to recalibrate the nation's investment promotion and retention strategies to better align with its economic potential.

Nigeria has taken notable steps toward enhancing its investment appeal through a series of recent economic reforms. Key among these are the removal of costly fuel and foreign exchange subsidies, alongside a gradual withdrawal of electricity subsidies. The government has also adopted a more disciplined stance on monetary policy and demonstrated increased intentionality in its fiscal management. Furthermore, the enactment of the Tax Reform Acts in 2025 signals a shift towards a more streamlined and expansive tax framework, one designed to boost revenue generation while fostering a more conducive environment for businesses and investments. These interventions have improved macroeconomic stability as seen in modest growth recovery, a more stable exchange rate environment, cooling inflation, and renewed investor appetite for Nigerian assets.

However, there is still room to amplify the impact of these reforms, particularly in attracting long-term investment inflows. Despite the broad-based recovery from the five-year low recorded in 2023, Nigeria's capital importation has halved from the US$24 billion high seen in 2019. Further disaggregation of the US$12.3 billion inflow recorded in 2024 shows that Foreign Direct Investment (FDI) now accounts for only 5.5% or US$674.7 million of the total capital importation mix, much lower than the 10% average observed in the last decade.

Source: Caldara, Dario, Matteo Iacoviello, Patrick Molligo, Andrea Prestipino, and Andrea Raffo (2020), "The Economic Effects of Trade Policy Uncertainty," Journal of Monetary Economics, 109, pp.38-59, World Investment Report(2025), TradingEconomics, KPMG Research

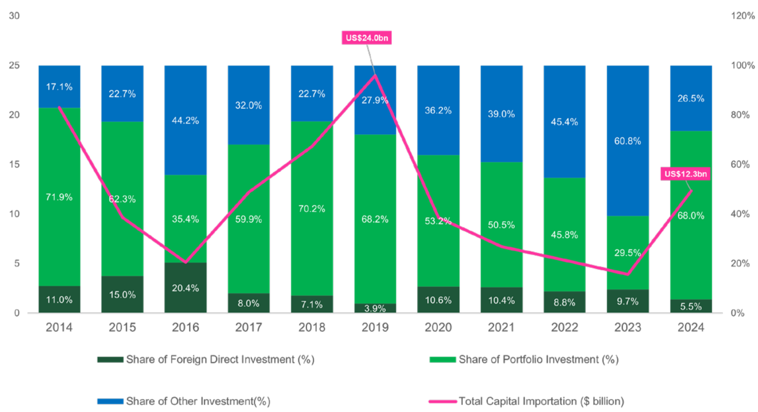
Also, bucking the trend observed since 2019, Portfolio Investment (68%) recovered more share in capital importation, outpacing Other Investment (26.5%) driven by higher interest rate environment and improving confidence in the economy on the back of reforms.

However, the high reliance on Portfolio Investment or "hot money" and Other Investment which are typically short-term inflows like trade credits and loans is not a sustainable model: they are more volatile and less likely to support long-term economic growth and development. It is therefore imperative to create a more stable and investment-friendly environment capable of stimulating both foreign direct investment and local direct investment to further boost the nation's gross capital formation to the level required for sustainable economic growth, employment, and industrialisation.

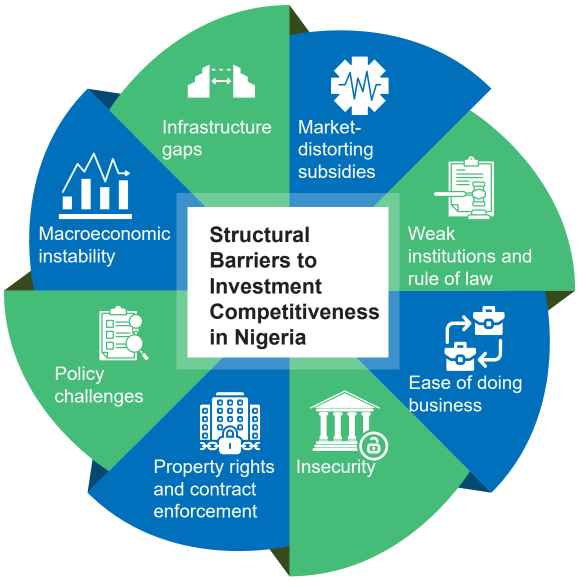
To move the needle, several structural barriers impeding Nigeria's ability to attract long-term investment must be aggressively addressed. These include poor infrastructure, limited human capacity and inconsistent policy and regulatory frameworks. While the country ranked 24th out of 54 countries on the 2024 Africa Infrastructure Development Index, it still trails key regional peers like Egypt (2nd), South Africa (5th), and Algeria (8th). Additionally, weaknesses in the power sector also drag on the country's investment competitiveness-most businesses still rely on their own power sources, which raises costs and undermines competitiveness. Other noteworthy pressure points include the burden of subsidies, logistics inefficiencies, insecurity and weak institutions and rule of law that together reinforce to weaken investor confidence.

Progress in this area will be fundamental for achieving the government's goal of hitting a US$1trillion economy mark by 2030. It is also crucial for enhancing the productive capacity of the economy, delivering accelerated income growth and driving quality job creation at scale. Nigeria must ride on its current reform momentum to address long-standing structural vulnerabilities and unlock a truly investor-friendly environment. Achieving this requires a holistic assessment and targeted action across the country's strategic investment competitiveness anchors to deliver a more investor-friendly environment capable of attracting and retaining domestic and foreign investment.

Trend of capital importation, by category



Note:
1. Shares are ratios of each category of capital importation to the total importation recorded in each year.
2. Percentages may not sum to 100% due to approximations.



Investment Competitiveness Anchors

- Investment policy
- Competition policy
- Trade policy
- Tax policy
- Policies promoting responsible business conduct
- Investment promotion and facilitation
- Infrastructure and financial sector development
- Public governance
- Corporate governance
- Human capital development

Source: NBS, World Bank, International Institute for Management Development, OECD, KPMG Research

Case Study: **Indonesia**

Context: Indonesia's early economy struggled to attract foreign investment. FDI inflows was about US$145 million in 1970 and the country accumulated little foreign investment stock. The situation worsened during the 1997/98 Asian Financial Crisis, which triggered a sharp decline in FDI and severely disrupted macroeconomic stability.

Key strategic initiatives implemented

Economic Liberalisation	Institutional Reforms	Infrastructural Revolution	Outcomes
Indonesia eased most of its investment restrictions in strategic sectors, eliminated non-tariff barriers, opened retail sectors, and removed export bans as part of a broader structural adjustment under the IMF after the 1997/98 Asian Financial Crisis	Indonesia strengthened anti-corruption enforcement, judicial independence, and dispute resolution mechanisms. It also improved transparency in lawmaking and repealed thousands of burdensome local regulations. These reforms reassured investors and reduced perceived risks.	• Indonesia launched the Proyek Strategis Nasional (PSN), a portfolio of over 150 massive strategic projects covering infrastructure such as high-speed rails, ports, and new industrial corridors • The country also established a robust PPP framework, including the Indonesia Infrastructure Guarantee Fund (IIGF) to de-risk projects. This is apart from the Project Development Facility that prepares bankable feasibility studies.	Indonesia is a top global FDI destination(2024): **21** globally | **2** in Southeast Asia Net FDI inflow in 2024 - **$24.1** billion
Promoted SEZs and Industrial Zones • Indonesia set up Special Economic Zones (SEZs) with flexible labor, tax, and customs regimes as well as subsidised land and infrastructure in designated areas • Currently, there are 25 SEZs in Indonesia- Industrial SEZs (13), Tourism SEZs (8), Digital SEZ (4), Other SEZ (1)	**Fiscal Incentives** • Tax Holidays: Up to 20 years for pioneer industries; 25 years in Special Economic Zones (SEZs) • Tax Allowances: 30% CIT reduction over 6 years for qualifying sectors • Super Deduction Tax: Up to 300% for R&D and 200% for vocational training • Import Duty Exemptions: For capital goods and raw materials in industry and service	**Streamlined Licensing Process** • Launched the Online Single Submission (OSS) platform that simplified licensing across ministries and regions, crashing registration time from 104 days to just 13 days • Introduced the Risk-Based Licensing system that reduced bureaucratic hurdles for low-risk businesses	More quality jobs Higher GDP per capita Improved standard of living

Key Lessons

- Investor confidence grows where institutions are transparent, stable, and responsive to private sector needs.
- Government agencies must evolve to actively remove bottlenecks, not just promote investment passively.
- Making aggressive initial investment in modern infrastructure is a necessary condition for reducing costs and attracting stronger investment inflows.
- Transparent governance and predictable legal systems are foundational to risk reduction.
- Performance-linked incentives work best when aligned with strategic sectors and national priorities.

Conclusion

The global investment map is being redrawn, and Nigeria cannot afford to be a passive observer. Nigeria must ride on current reform momentum to reposition itself as an attractive destination for global investment flows. To move the needle in this area, policy must adjust to creatively dismantle the age-long structural and policy vulnerabilities repressing the competitiveness of the country's investment climate.

Reflection Questions

- How can Nigeria stabilise its macroeconomic fundamentals (inflation, FX, fiscal balance) to create a predictable environment that attracts long-term investment?
- What trade and industrial policies are required for Nigeria to leverage AfCFTA and integrate into global value chains by 2030?
- How can Nigeria de-risk investment in priority sectors (agro-processing, manufacturing, green energy, digital economy) to attract both domestic and FDI flows?
- What role can diaspora capital and sovereign wealth instruments play in unlocking large-scale industrial and infrastructure investments?
- How can Nigeria align investment incentives with productivity and export competitiveness, rather than consumption or import dependence?
- What institutional guarantees are needed to reduce policy uncertainty and strengthen investor confidence in Nigeria's reform agenda?
- How can Nigeria strategically position itself as a regional supply chain hub amid global shifts in energy transition, digital trade, and nearshoring?

Advancing Inclusion for Shared Growth

Advancing Inclusion for Shared Growth

The experience of the 'common man' or 'average Nigerian' is typically the favoured barometer to evidently demonstrate the state of the economic health of the country. For sustainable development that is characterised by social cohesion, especially in the wake of the sustained wave of reforms and economic restructuring, considerations for the 'common man' has increasingly been brought under sharper focus.

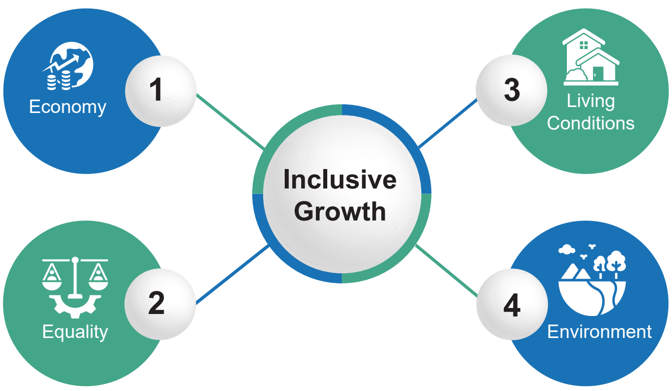
The cardinal premise of inclusive growth proposes that national prosperity is not superficial nor limited to a narrow section of the populace. In an inclusive economy, the benefits are equitably distributed amongst all individuals, who also have an equal opportunity to participate in growth and development.

A situation in which an economy grows but its share attributable to one or more individuals either do not expand at a proportional rate or, worse still, shrinks, is antithetical to the core idea of inclusion. While inclusive growth is typically framed around four major lenses – gender, income class, age, and spatial distribution of citizens – an emerging dimension in which intergenerational commitments are considered is gaining currency. In addition to ensuring that economic growth is beneficial to the current actors, inclusion also presupposes that future generations are factored into the picture. Economic decisions or reforms must be devoid of pitfalls that may jeopardise the chances of subsequent masses experiencing meaningful economic development.

Reforms must be carefully calibrated to avoid unintended consequences and deepening asymmetry. History is replete with evidence of well-meaning radical measures that resulted in exacerbated destination points, compared to the starting positions of countries that embarked on them. Nigeria can avoid a sting in the tail during its ongoing reforms and preclude confounding expectations of the public. For example, the elimination of energy and foreign exchange subsidies in Nigeria has, on the one hand, bolstered the country's external reserves, reintroduced fiscal discipline and stimulated investment and remittances. On the other hand, it has depleted public trust and social approval amongst large groups, stoked a cost-of-living crisis and caused more people to slip below the poverty line.

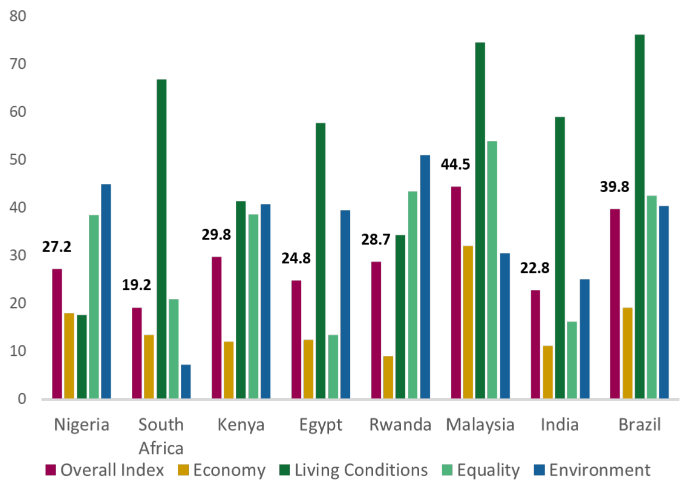
In addition to all 17 United Nations SDGs, which revolve around sustainability and inclusion, the UNCTAD's Inclusive Growth Index (IGI), encapsulates all five dimensions of assessing inclusion into four broad categories, reducible to 27 sub-indicators, and ranks countries on their performances beyond just economic growth.

Components of the Inclusive Growth Index (IGI)



The nexus between economic advancement and inclusive growth is strong, as developed economies statistically score nearly double as developing ones in overall IGI, on average. In comparison to other developing economies, Nigeria evidently underperforms in the quality of life of its citizens. While scores across the other three levers appear comparatively passable, they pale sharply when juxtaposed to global averages.

Components of the Inclusive Growth Index (IGI)



Source: UNCTAD

Government intervention and targets (not exhaustive)

The 1999 Nigerian Constitution (as amended), as one of its overriding provisions in Chapter II, in fact, legitimises inclusion for shared growth and obliges the government to cascade economic development to the grassroots. However, accomplishing this has been elusive, owing to a convergence of factors – chief of which is a sustained period of negligence and ineptitude. 56% of Nigerians living below the poverty line, up from 40% in 2018. Urban population living in poverty has more than doubled to 41% since 2018. Rural population living in poverty is now estimated at 76%. Youth (aged 15-34) unemployment rate of 5.3% is above the general unemployment rate of 4.3%, with a large informal economy. Gender inequality persists as female unemployment rate is 5.3%, contrasted with 2.4% for male and only 4% of seats in the National Assembly are occupied by women. Moreso, the 18.3 million out-of-school children remains an unwanted global record, with an overwhelming proportion in Northern Nigeria and only 84% of primary school pupils transition to junior secondary school education.

The present administration has engaged a plethora of measures towards guaranteeing fruition. The Nigerian Education Loan Fund (NELFUND) was established in 2024 to ensure quality tertiary and advanced education for all at no interest rate – and with a flexible repayment schedule. Within the span of 12 months after promulgation, almost 400,000 students from 206 tertiary institutions have become beneficiaries of the scheme. Multiple batches of conditional cash transfers have been dispatched to ensure social protection of the most vulnerable and impoverished people on the National Social Register that have been debilitated by the reforms. Similar measures have kicked-off in infrastructure development and health insurance for all via the creation of the Infrastructure Fund and a broad range of NHIA transformation.

Most arguably consequential in facilitating the mechanics of inclusive growth at the fundamental level are the recent tax reforms, and the Renewed Hope Ward Development Programme. By 2026, essential goods and services, expected to be affordable by all participants in an economy, will be zero-rate, and the lower-income earners will be tax-exempt – reinforcing a systematic social safety net to build an inclusive economy. The Renewed Hope Ward Development Programme, announced by the National Executive Council on July 2025, symbolises a remarkable attempt to establish a common ground for both the federal government and sub-nationals to provide thrust for national economic growth from the grassroots. Inter alia, the initiative seeks to gainfully engage 1,000 people in each of the 8,809 wards (2,000 in larger wards) across the 774 LGAs, especially in rural agriculture and production.

However, a sizable number of such initiatives have been fraught with a miscellany of inefficiencies. For example, over 60% of the World Bank $850 million loan that finances conditional cash transfers has been disbursed but just over one-third of the 15 million target households have benefitted at least once. The programme has witnessed rough textures in its execution due to bottlenecks in biometric verification of intending recipients, even though the NIMC is undergoing a sweeping revalidation of the social register to ameliorate reach. The actual amount received by the household still face questions regarding its adequacy in meeting minimum living standards. Education, healthcare, and defence have consistently ranked among the top four budgetary allocations since 2023. Despite this, recurring concerns over the welfare of professionals in these sectors continue to surface, frequently leading to ultimatum notices and industrial actions. Meanwhile, the rollout of the N75 billion single-digit interest loan scheme for MSMEs—who contribute over half of Nigeria's GDP—appears to have lost momentum since its initial announcement in 2024.

To advance inclusion for shared growth by 2030, Nigeria must look to the UN SDGs, which have a coincidental target year for accomplishment, as a frame of reference to guide interventions and planning. 13 of the 17 SDGs are expressly characterised by inclusion and equity in their definitions. Moreso, countries, such as Mexico, Indonesia and Vietnam, that have adopted transformative measures to cultivate and sustain inclusive growth offer bracing lessons for the government on general tested-and-trusted methods, ideas that may need localisation, and pitfalls to avoid during execution of efforts.

8.1 million

Households have received payments from the conditional transfer programme since 2023.

330,000+

Youths trained or undergoing training in the first and second phases of the 3MTT programme, seeking to reinforce a skilled and scalable workforce for a digital economy

100,000

Homes targeted in the Renewed Hope Cities, Estates, and Social Housing initiatives to provide affordable housing to especially low- and middle-income Nigerians. Its first batch is expected to be launched in Kano before the end of 2025.

Case Study: **Brazil and Malaysia**

	Key Outcomes	Key Lessons
Context	At the turn of the millennium, Brazil had high income inequality, high poverty (more than 40% of total population), and large regional disparities between the wealthy south/southeast and the poorer northeast. Prior to that, hyperinflation reached over 2,000% in 1993, eroding incomes. Brazil was largely dependent on its oil economy and exhibited shallow industrial capacity.	Malaysia was largely described by ethnic inequality in the 1970s, during which aboriginal natives and other citizens with Indian or Chinese consanguinity had divergent realities in the same country – the latter faring better. Poverty was pervasive amid a context of slow GDP growth that was primarily fuelled by cheap migrant labour. Social mobility was also restricted as breaking beyond the middle-income class was an unnecessary arduous endeavour.
Action	• It launched the Bolsa Familia in 2003 that merged various social programs into a single, targeted cash transfer linked to school attendance for children and health check-ups. • It established the PRONAF (Programa Nacional de Fortalecimento da Agricultura Familiar) that targeted family farmers with subsidised credit, technical assistance, and support for local cooperatives. • It raised minimum wage to outpace inflation (70% increase in real terms between 2003 and 2014), benefiting low-wage workers and formalised incentives for small businesses through Simplified Tax Regimes. • It rolled out tangible and clearcut incentives for manufacturing, agribusiness, and services that reduced dependence on commodities. • It revamped its governance mechanism to facilitate transparency, accountability and participation by publishing all federal transfers and transactions involving public finance online and including civil societies in budget decisions.	• It kickstarted the New Economic Policy programme to eliminate poverty and rebalance ethnic asymmetry. Under this programme, it awarded scholarships and credit facilities to marginalised original Malays to bolster access to education and finance. • It identified export-oriented industrialisation as its key growth vector, elevating its agriculture-driven economy dominated by raw materials to manufacturing of more valuable goods, such as electronics and electrical products, automotive and transport equipment, processed foods and petrochemicals. • Malaysia was systematic about its social safety nets. Health programmes and cash transfers were targeted towards citizens who were vulnerable. It implemented policies geared towards raising female labour force participation and invested in social amenities and infrastructure in rural communities. In 2024, it launched a centralised database, the Pangkalan Data Utama (PADU), incorporating information about all citizens from • various official sources and used for precise interventions.

Key Outcomes & Lessons

Key Outcomes

- About 14 million households (50 million people) benefitted from the cash transfer programme, helping to lower extreme poverty rate from 9.7% to 4.3%.
- Brazil's Gini coefficient – the official measure of income disparity – dropped from 0.59 to 0.51 in just over a decade.
- School attendance among poor children rose sharply, achieving a peak of 97% enrollment .
- Family farming employed 74% of agricultural workers and produced 70% of food consumed domestically, with over 2 million family farms had accessed subsidised credit lines.
- Over 40 million Brazilians moved from the income underclass into the middle class.

Key Lessons

- Social welfare programmes must be data-driven, carefully determined and executed to achieve intended aspirations. Once not targeted, the original mission of such initiatives could often easily get derailed and lead to fiscal imprudence.
- Strong institutions that are more resilient than administrations and individuals are at the core of successful inclusion programmes.
- Productivity and creating employment in broad-based sectors, such as Industry and Agriculture, should not be left out of the thinking process.

Reflection Questions

- What palliative strategy can the government adopt to ameliorate the fallout of recent reforms effectively, and a scalable strategy to lift millions out of poverty?
- How can Nigeria transform its demographic structure into a dividend by embedding employment targeting into national planning between now and 2030?
- What scalable financing and delivery mechanisms can close gaps in education, healthcare, and social protection, particularly for women and youth?
- How can Nigeria reform labour markets and social insurance systems to move workers from informality into productive, protected employment?
- What models of gender-responsive industrial and trade policy can expand women's economic participation by 2030?
- How can subnational governments be empowered and incentivised to deliver inclusion outcomes tailored to local realities?

Strengthening Institutions for Sustainable Impact

Strengthening Institutions for Sustainable Impact

Institutions: The Engine of Economic Development

Institutions are widely recognised as the cornerstone of long-term economic growth and national prosperity. They are the “rules of the game” that define political, economic, and social interactions. These include both formal rules, such as constitutions, laws, property rights, and contracts, and informal norms, such as customs, traditions, social expectations, and codes of conduct. Together, they form the foundation of stability, shaping incentives and creating the predictable environment in which consumers, businesses, and the governments make decisions, invest resources, and engage in productive exchange.

The strength of a nation’s institutions is a decisive factor that separates economies that achieve sustained growth from those caught in cycles of fragility.

Strong institutions create positive impacts that drive development by:

Encouraging Investment	Building Trust and Cooperation	Enhancing Productivity	Driving Technological Advancement
When individuals and businesses feel secure in their ownership of land, assets, and intellectual property, they are more likely to invest in capital formation, innovation, and human development.	Building trust and cooperation through a credible legal and judicial system that reduces transaction risks and fosters long-term business relationships.	Institutions that minimise rent-seeking and promote merit-based resource allocation enhance equity and efficiency, while fair competition boosts overall economic productivity.	By safeguarding intellectual property rights and supporting research and development (R&D), institutions create the incentives necessary for technological advancement and global competitiveness

In contrast, weak and exploitative institutions fuel uncertainty, raise transaction costs, and enable elite capture. They distort incentives, erode public trust, and ultimately stifle economic activity. This explains why countries with comparable resource endowments often follow divergent development paths, the determining factor is whether their institutions channel resources into productive investment or allow them to be dissipated through inefficiency and corruption.

Strong, transparent, and effective institutions foster an environment where economic growth, social development, and investor confidence can thrive. Countries with resilient institutions consistently outperform their peers across stability, investment, and social well-being. Denmark illustrates this link clearly: it ranks 1st globally on the Corruption Perceptions Index (90/100), 2nd on the Social Progress Index (91.65), 1st on the Global Opportunity Index and 4th on the Ease of Doing Business Index, while also attracting among the highest levels of FDI in Europe, underscoring the direct link between institutional strength and broad-based development.

Measuring Institutional Quality

Due to the centrality of institutions to development, assessing institutional quality is a global priority. Though complex and often subjective, indicators like the World Bank’s World Governance Index (WGI) and the Chandler Good Government Index (CGGI) provide comprehensive indicators for measurement.

The WGI provides the most comprehensive framework, assessing six key dimensions:

Rule of Law
the extent to which individuals have confidence in the legal system, contract enforcement, and property rights.

Control of Corruption
the degree to which public authority is misused for personal benefit, and the government’s capacity to prevent and combat corruption

Government Effectiveness
the quality of public services, civil service capacity, and credibility of policy implementation.

Regulatory Quality
the government’s ability to formulate and implement sound policies and regulations that permit and promote private sector development.

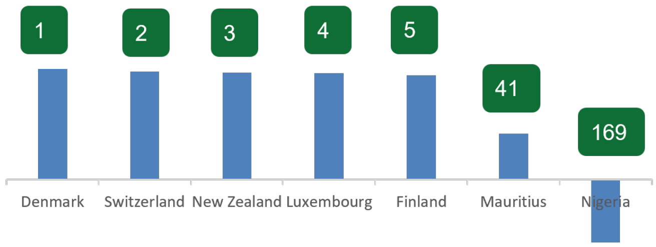
Voice and Accountability
the degree of freedom of expression and citizen participation.

Political Stability and Absence of Violence
the likelihood that the government will be destabilised by unconstitutional or violent means.

Global and Regional Comparisons

Global rankings consistently demonstrate that advanced economies have built the most resilient institutions, and these remain the bedrock of their competitiveness. According to the WGI, countries such as Denmark, Switzerland, and New Zealand occupy the top positions, with composite scores well above 1.7 on the –2.5 to +2.5 scale.
Denmark recorded the highest composite WGI score of 1.78, reflecting near-maximal performance in control of corruption, government effectiveness, and regulatory quality, alongside strong rule of law and voice and accountability. Their consistent performance underscores that strong institutions are not episodic achievements but the outcome of deliberate investments in transparent governance, impartial law enforcement, and policy predictability. Nevertheless, institutional strengthening is a continuous process, requiring every economy to track evolving challenges and adapt frameworks for sustained effectiveness.

WGI Top 5 countries and Nigeria Position



Source: World Bank
Note: Composite WGI was calculated by taking an average of the estimates. Ranks are based on the calculated composites.

In Sub-Saharan Africa, the picture is more fragmented. Only a handful of countries exhibit institutional strength capable of sustaining long-term reforms. Mauritius, ranked 41st globally with a composite WGI score of 0.74, leads the continent, followed by peers such as Botswana, Seychelles, and Cabo Verde. These countries demonstrate that even within resource-constrained environments, deliberate investments in inclusive governance, anti-corruption measures, and rule of law can yield stronger institutions. Yet, the African region also accounts for the weakest performers globally, including South Sudan and Somalia, where institutional fragility undermines stability and development.

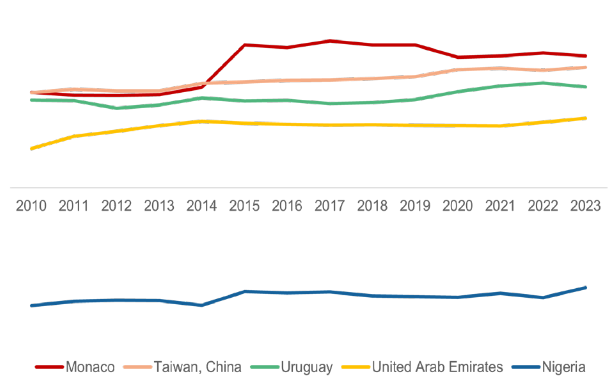
Nigeria lags significantly, ranking 169th with a negative composite score of –1.01 across the WGI. The country recorded negative scores across all six governance dimensions, reflecting broad-based institutional weakness. This places Nigeria not only below global leaders but also behind Africa's top performers.

The underlying reasons for Nigeria's weak institutional performance are structural, historical, and deeply entrenched. These constraints have prevented the country from developing the institutional resilience needed to unlock long-term growth. While policies and reform blueprints are often developed, their enforcement remains uneven, weakening compliance and undermining accountability.

-1.01
Nigeria WGI Composite Score

Control of Corruption	-1.04
Rule of Law	-0.89
Government Effectiveness	-0.85
Political Stability and Absence of Violence	-1.77
Regulatory Quality	-0.94
Voice and Accountability	-0.55

Trend of governance indicators (WGI)



Source: World Bank
Note: Composite WGI score are average estimates.

Corruption continues to distort merit-based allocation of resources, while fragmented governance structures with overlapping mandates weaken coordination and accountability. Political instability, frequent policy reversals, and the dominance of vested interests within state institutions have further eroded reform continuity.

Highlight of structural causes of institutional weakness in Nigeria

Over-centralization of authority:
Excessive concentration of power at the federal level has weakened subnational and local government capacity. The federal structure often functions more like a unitary system, undermining fiscal autonomy and accountability at the state and local tiers.

Fragmented governance:
Overlapping mandates, siloed operations, and duplication of roles across ministries and agencies undermine policy coherence and service delivery.

Weak accountability systems:
Inadequate checks and balances reduce transparency, enabling impunity and abuse of office. Oversight institutions such as the legislature, judiciary, and audit bodies are frequently compromised by political interference.

Policy discontinuity:
Frequent reversals across political transitions disrupt institutional learning and weaken long-term institutional strengthening. Successive administrations often discard prior reforms, leading to fragmented outcomes.

Case Study: **United Arab Emirates (UAE)**

Why UAE?

- The UAE stands out as a model of rapid institutional transformation in the Middle East, aligning long-term strategic planning, governance reforms, and innovation systems to drive sustainable development.
- Its approach offers lessons for countries seeking to strengthen institutional capacity despite political, economic, and demographic pressures.

Key Drivers of Institutional Strength

Establishment of Long-Term National Visions and Strategies	Enhanced Public Sector Management	Innovation and Digital Governance	Strengthening Regulatory Compliance
• Adopted UAE Vision 2021 and Centennial 2071, providing a unified framework for institutional reforms, policy coherence, and performance measurement. • Integrated the 2030 Agenda for Sustainable Development into national and local strategies through the National Committee on SDGs. • Engaged with UN agencies, private sector leaders, and civil society organizations to localise SDGs and enhance institutional legitimacy.	• Created the Ministry of Cabinet Affairs and the Future to streamline policy design and foresight functions. • Established Government accelerator platforms that model engaging federal, local governments, private sector, NGOs, and academia to design, fast-track, and embed reforms within structured phases. • Creation of governance performance systems that has evolved to an ai-enabled Proactive Government Performance System to monitor KPIs.	• Launch of Hub71 and the national AI strategy, promoting digital governance, innovation hubs, and private-public collaboration in advanced sectors. • Pioneered Smart Government and Smart Dubai initiatives, integrating AI, blockchain, and e-government systems into service delivery. • Transformed over 95% of judicial services into e-services, such as e-filing, e-notary, and status tracking and launched a legislation e-portal with access to laws, court decisions, and treaties.	• Amended the UAE Constitution to grant the judiciary full financial and administrative autonomy and established a Federal Judicial Council outside executive control. • Established Regulatory Intelligence Office within the Cabinet to centrally oversee legislative coherence across all federal and local laws. • The UAE enhanced its AML/CFT framework, boosting its Financial Intelligence Unit (FIU), enforcing sanctions, instituting stricter transaction reporting, and coordinating with international partners.

Outcomes

- Alignment of national and local plans with global development frameworks created a streamlined governance system.
- Institutional monitoring platforms increased transparency and performance tracking.
- More agile and future-ready governance through AI-enabled planning and performance systems, enabling early detection of challenges and strategic recalibration.
- Enhanced investor confidence and legal clarity.

Key Lessons

- Unified digital platforms improve citizen and business engagement.
- Integrating reforms under long-term national visions can prevent policy reversals.
- Enforcement matters as much as the policy.
- Independent judiciary and leadership accountability builds public trust.
- Public financial management is foundational to good governance.
- Anti-corruption institutions must be empowered.

Reflection Questions

- How can Nigeria institutionalise reform delivery mechanisms that outlive political cycles and ensure continuity?
- What accountability frameworks (KPIs, dashboards, independent monitoring) can ensure industrial and economic reforms translate into measurable outcomes?
- How can public sector institutions be restructured to reduce overlapping mandates, rent-seeking, and weak coordination?
- What governance innovations (e.g., digital governance, performance compacts, social accountability mechanisms) can make institutions more transparent and responsive?
- How can subnational governments be integrated into Nigeria's reform delivery system to ensure nationwide impact?
- How can Nigeria depoliticise reform execution and build institutional resilience against vested interests?

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