



# **STRATEGIC PLAN 2023 - 2027**

**THE 10TH ASSEMBLY**

**House Committee on Commerce**



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House Committee on Commerce



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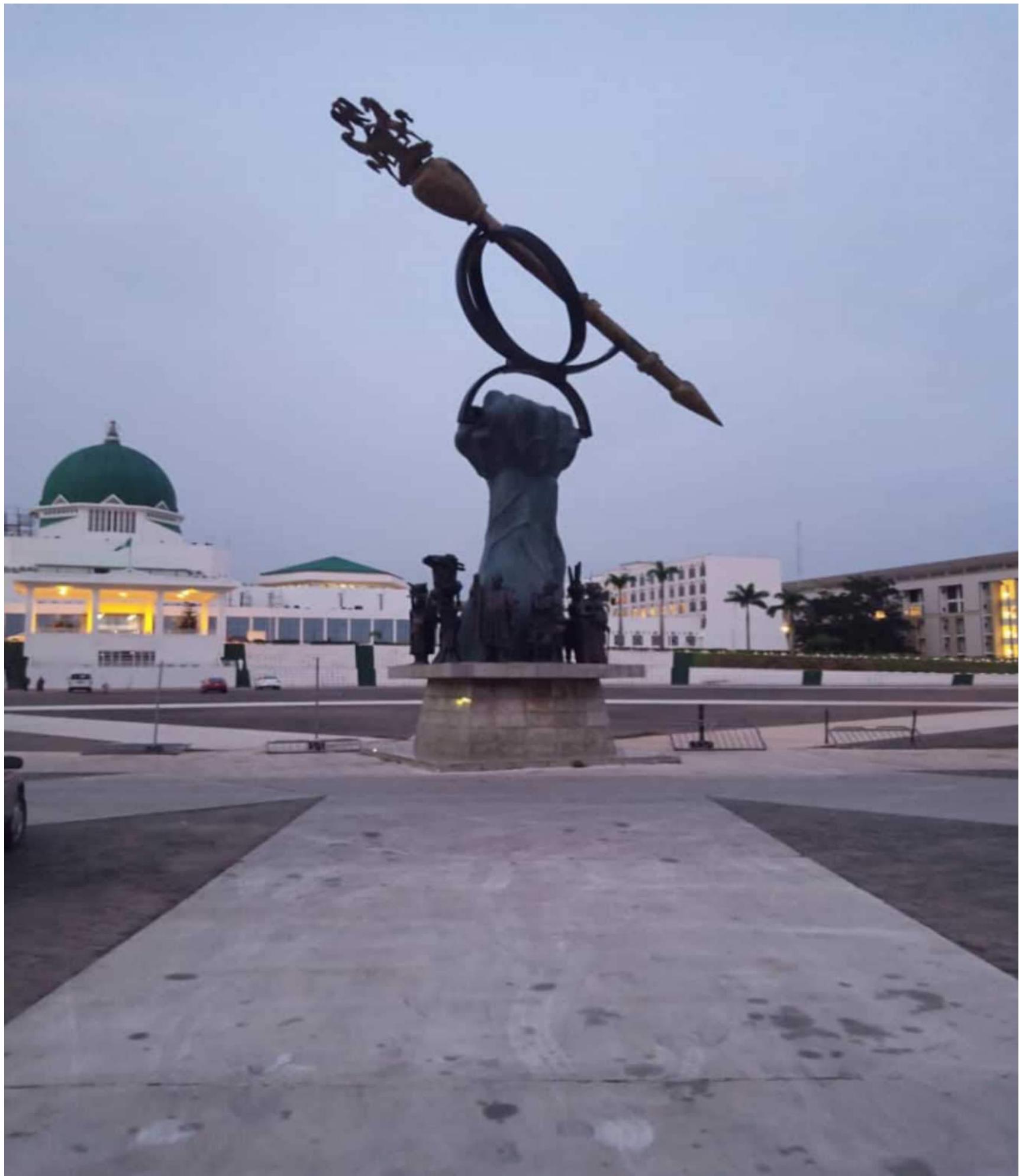
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# MAP SHOWING STATES IN NIGERIA AND THEIR POTENTIAL RESOURCES



**"Effective and efficient legislation is the bedrock to developing concrete institutional frameworks that are pivotal in providing a conducive ecosystem that engenders thriving local and international trade, drive the much-needed growth in the oil and non-oil sector of the economy, promote gender equality and empowerment, build our formal and informal sector to a globally competitive standard, and reinvent a system that can accommodate the banked and unbanked Nigerian populace."**

## FOREWARD

Given its Constitutional powers to make laws for the peace, order, and Good Government of the Federation and provide oversight to correct defects in existing laws, expose inefficiency and waste in the disbursement and administration of funds, and expose corruption, it is evident that the National Assembly is critical to ensuring the sustainable economic development of Nigeria.

Effective and efficient legislation is the bedrock to developing concrete institutional frameworks that are pivotal in providing a conducive ecosystem that engenders thriving local and international trade, drive the much-needed growth in the oil and non-oil sectors of the economy, promote gender equality and empowerment, build our formal and informal sectors to a globally competitive standard, and reinvent a system that can accommodate the banked and unbanked Nigerian populace.

The House Committee on Commerce is mandated to oversee commerce generally in Nigeria, including oversight over the Federal Ministry of Industry, Trade, and Investment activities and other relevant parastatals under the Ministry except those assigned to other Committees. This Committee is essential towards fostering and delivering a robust commerce-driven economy with the above mentioned features.

I sincerely thank the Rt. Hon Tajudeen Abbas, the Honourable Speaker, House of Representatives, Rt. Hon (Barr) Benjamin Kalu, the Honourable Deputy Speaker, House of Representatives and the leadership of House Representatives for the privilege to serve as the Chairman,

House Committee on Commerce. This Committee is ready to work in synergy with the relevant ministries, departments, and agencies in delivering the Renewed Hope Agenda of President Bola Ahmed Tinubu's administration and the dividends of democracy to the growing Nigerian population.

I deeply appreciate and acknowledge the invaluable contributions of the Deputy Chairman, Clerk, Dr. Samuel Owokoniran, Dr. Nkiruka Maduekwe and all Legislative Aides for their invaluable contributions in putting together this panoramic document.

Consequently, I am humbled to present this document with the aspiration that it serves as a reference guide and true companion, well beyond my tenure.

**HON. AHMED MUNIR**  
**Chairman, House Committee on Commerce**





*"Consequently, all hands must be on deck to ensure that strategic stakeholders are strongly motivated and passionately committed to actualising the strategic pillars, objectives, and action plans comprehensively discussed in this document. This is a green light that the Committee will surely realise its mandate, especially in the Ministry and Agencies where we have oversight functions."*

## GOODWILL MESSAGE

The needed capacity for any nation to participate and succeed in commerce in the current technologically driven space solidly requires the right policy frameworks and legislation, which is the primary role of the National Assembly.

Over the years, Nigeria has been struggling to take its place as the giant of Africa in business development and economic growth because of certain factors that require a dramatic change in how we do things. As such, the legislative amendment to the existing norms and pragmatic approach to new innovative concepts that can create a positive upsurge in our economic growth, reduce inflation, stabilise our exchange rate and boost international trade presents the necessary pathway to adopt.

This strategic plan provides the Committee with a roadmap, illuminating the paths it must take and reflecting the opportunity to make corrections where needed. Indeed, the successful implementation of the strategic actions indicated in this document is fundamental to delivering the mandate of the National Assembly and, by extension, the actualisation of the plans and programmes of President Bola Ahmed Tinubu's administration.

Consequently, all hands must be on deck to ensure that strategic stakeholders are strongly motivated and passionately committed to actualising the strategic pillars, objectives, and action plans comprehensively discussed in this document. This is a green light that the Committee will surely realise its mandate, especially in the Ministry and Agencies where we have oversight functions.

Thank you.

RT. HON. JAMES SHAIBU BARKA  
Deputy Chairman, House Committee on Commerce







*"The importance of developing a Strategic Plan to the success of any organisation cannot be overemphasised. This is because an effective strategic plan will enable an organisation to know its current state of performance, where it is heading, and the resource gap to be filled for this goal to be achieved. A strategic plan lets one see what is essential, how to get there, the pitfalls to avoid, and the noise to ignore".*



## ACKNOWLEDGEMENT

I thank the Chairman, House Committee on Commerce, Rt. Hon Munir Ahmed and his Deputy, Hon. James Barka, for the privilege of working with them to make this Strategic Plan a reality. This is notably important because the content of this document will determine what the Committee will do in the next four (4) years in fulfilment of our mandate as provisioned by the Standing Orders of the House of Representatives Order 18 subsection 23.

The importance of developing a Strategic Plan to the success of any organisation cannot be overemphasised. This is because an effective strategic plan will enable an organisation to know its current state of performance, where it is heading, and the resource gap to be filled for this goal to be achieved. A strategic plan lets one see what is essential, how to get there, the pitfalls to avoid, and the noise to ignore.

This maiden edition is vital to enable us to develop an improved version of what the House Committee on Commerce looks like in delivering legislative and oversight functions. It is believed that this document will help us consistently improve on the existing achievements of the Committee.

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Thank you all.

MR. AKINYANBOLA FEMI,  
Clerk, House Committee on Commerce

## LIST OF ABBREVIATIONS AND ACRONYMS

- CRC - Climate Resilience Commerce
- FCSC – Federal Civil Service Commission
- HOS – Head of Service
- IGR - Internally Generated Revenue
- KPI - Key Performance Indicator
- M & E – Monitoring and Evaluation
- MDAs – Ministries, Departments and Agencies
- NACCIMA - Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture
- NASS - National Assembly
- NECA - Nigeria Employers' Consultative Association
- NEPC – Nigerian Export Promotion Council
- NEPZA – Nigerian Export Processing Zone Authority
- NILDS - National Institute for Legislative and Democratic Studies
- NIPC - Nigerian Investment Promotion the Council
- PESTLE-Political, Economic, Social, Technological, Legal and Environmental
- SWOT -Strengths, Weaknesses, Opportunities and Threats
- TNA – Training-Need Assessment



# 1 STRATEGIC OVERVIEW

## 1.1 *Background*

The Nigerian National Assembly is bicameral, consisting of the 109-member Senate and the 309-member House of Assembly. The 1999 Constitution (as amended) empowers the National Assembly to make laws for the Federation's peace, order, and good government. In addition to lawmaking, the National Assembly undertakes representation and oversight functions.

The Senate and the House of Assembly establish Committees with general or special purposes to ensure the effective and efficient delivery of its lawmaking, representation, and oversight functions. These Committees allow for the division of labour and provide the platform for specialisation.

In this 10<sup>th</sup> National Assembly, the Senate has 74 Standing Committees, and the House of Representatives has 134. The primary responsibility of the Standing Committee is to propose, consider, and recommend bills, review policies, and oversee ministries and agencies, programs, and activities within their jurisdictions. The Committees conduct investigative hearings to gather information on national and international problems within their jurisdiction and report to the full Senate or House of Representatives membership.

The methodology implies that Committees look at the way that government functions in their area of jurisdiction, identify issues that require review, gather and evaluate information, and make legislative recommendations to the

full house. The Standing Committee on Commerce is one of the Committees of the House of Representatives in Nigeria.



**Figure 1: National Assembly is a Bicameral Legislature**

## The House Committee on Commerce

The House Committee on Commerce is a Standing Committee created to support the House of Assembly in fulfilling its mandate principally in Commerce. The Committee engenders an ecosystem where ease of doing business is critical and simplified, and foreign direct investment is encouraged.

The Committee achieves this objective through law-making, constituency representation, and oversight of the ministry, departments, and agencies within its ambit.

This Strategic Plan is prepared for the House Committee on Commerce in the discharge of its legislative and oversight functions and will begin to run from the Year 2023 – 2027.

This Plan is Commerce's blueprint towards delivering a robust, climate-resilience, and sustainably developed Commercial Sector in Nigeria. This document outlines the four (4) year strategic action plan the Committee intends to implement.





# STRATEGIC OVERVIEW

## The Strategic Plan Comprises of Six Critical Pillars, namely:



The Committee oversees the Ministry responsible for Commerce and its Parastatal, except those assigned to other Committees. Other areas of coverage by the Committee include:

- i. Commerce in Nigeria generally
- ii. International commodity agreement
- iii. Consumer affairs and consumer protection
- iv. Copyrights and intellectual property matters
- v. Inter-state commerce
- vi. Monopolies, combines, and trust
- vii. Patents, trademarks, and merchandise marks
- viii. Price control
- ix. Business names registration
- x. Trade fairs and exhibition
- xi. Weights and measures
- xii. Bankruptcy and insolvency
- xiii. Annual budget estimates

In the current ministerial structure, the Ministry of Industry, Trade, and Investment is on the frontline of promoting Commerce in Nigeria. In addition to the core Ministry, the Committee has jurisdiction over the following agencies:

- I. The Nigerian Investment Promotion Council
- ii. The Corporate Affairs Commission (CAC)
- iii. The Nigerian Export Promotion Council (NEPC)
- iv. The Nigerian Export Processing Zone Authority (NEPA)
- v. Oil and Gas Free Zones Authority
- vi. Lagos International Trade Fair Management Board

- vii. Tafawa Balewa Square Management Board
- viii. Financial Reporting Council
- ix. Nigeria Office for Trade Negotiations
- x. The Federal Competition and Consumer Protection Commission
- xi. The Federal Competition and Consumer Protection Commission Tribunal

It is important to note that given that the Committee has jurisdiction over commerce generally in Nigeria, this can be interpreted to mean that where trade, buying and selling are primary, the Committee may exercise jurisdiction over such activities. Thus, the Committee might have oversight over some of the activities in the following ministries:

- i. The Ministry of Communication, Innovation, and Digital Economy focuses on the digital economy, namely, e-commerce and block chain.
- ii. The Ministry of Art, Culture, and the creative Economy focuses on the Creative Economy, namely, copyrights, patents, and intellectual property.
- iii. The Ministry of Environment and Ecological Management focuses on carbon/emission trade.





# STRATEGIC OVERVIEW

## 1.2 Strategic Development Process

In formulating the strategic plan, the six-step strategic planning cycle was utilised. The strategic plan development is viewed as a cyclical process that follows a well-known pattern involving a sequence of stages in realising change in any entity, small or large. Change Management's concept of evaluating the current state of the House Committee on Commerce was applied to determine how to move from the current state to the future (transition state) and how the Committee could quickly achieve its legislative mandate. The graphic below shows the various stages implemented in developing this strategic plan.

**Figure 2: Six Steps Strategic Planning Process**



Furthermore, strategic management process flow was adopted in the structural formulation and development of the strategic plan. The Strategic mapping approach as a planning tool was used in deriving the relevant content of the plan in line with international standards and best practices approach.

The House Committee on Commerce 2023 - 2027 Strategic Plan was developed on the platform of setting up a team made up of the Consultants/Resource persons, Committee members, the Legislative Assistant to the Chairman, and the Clerk of the Committee coordinated by the Chairman, House Committee on Commerce Rt. Hon (Engr) Ahmed Munir, who facilitated the whole process.

**Figure 3: House Committee on Commerce Strategic Plan Development Process Flow**





## Vision Statement

*“To be a model for effective and efficient legislative platform, driving a robust, climate-resilient commerce and sustainably developed Nigerian economy”*





SHOPPING

# Mission Statement

*“To redefine legislative business  
of the National Assembly through process  
automation, stakeholders’ engagement,  
capacity building, effectiveness in  
administrative system, and organizational  
restructuring”*





# Core Values





## 2 STAKEHOLDERS MAPPING

Stakeholder mapping is the process of identifying and categorizing key stakeholders involved in achieving the policy objectives and goals of the House Committee on Commerce. It entails developing a stakeholder's map, build the list of relevant stakeholders from this map, determining the level of involvement of each stakeholder, their purpose, area of interest and goals and building an engagement plan for their smooth contribution to the achievement of the statutory mandate.

A Stakeholder is someone that has major interest in an institution or business process and can either affect or be affected by the business operations and performance. In delivering its set functions, the House Committee understands the crucial role of relevant stakeholders in achieving the policy objectives and goals. Thus, it is essential to identify and categorise these critical stakeholders. For this strategic plan, the stakeholders refer to entities that can affect or be affected by the operations and performance of the Committee.

The stakeholders have the potential to influence negatively or positively the success of the Committee. Consequently, to foster efficiency and effective delivery of its mandate, the stakeholders must be willing to work in synergy with the Committee and trust that the actions of the Committee are geared towards the betterment of the sector.

However, based on past experiences at investigative hearings and budget defence, stakeholders' perception of the National Assembly Committees, in general, is one of being harassed and forced to align. As such, they are hesitant to cooperate with the Committees when asked to bring documents useful to address issues the Committees may be investigating. Given that trust is essential when it comes to stakeholders' engagement, it is paramount that the Committee on Commerce build trust with stakeholders to deliver its oversight mandate successfully.

Stakeholders can be classified into two categories, namely Internal and External Stakeholders. Internal stakeholders are entities whose interest in the House Committee on

Commerce comes through a direct relationship. Unlike internal stakeholders, external stakeholders do not have a direct relationship with the Committee. Instead, an external stakeholder is usually a person or organisation affected by the entity's operations. Internal stakeholders include the Committee members, Secretariat staff and the Speaker of the House of Representatives. Ministries and Agencies of Government under the jurisdiction of the Committee are good examples of external stakeholders.

Stakeholder management is critical to foster cooperation and harmony between the Committee and its stakeholders. Thus, the Stakeholder mapping below identifies the stakeholders, analyses the level of interest, and outlines the engagement and relationship management process.

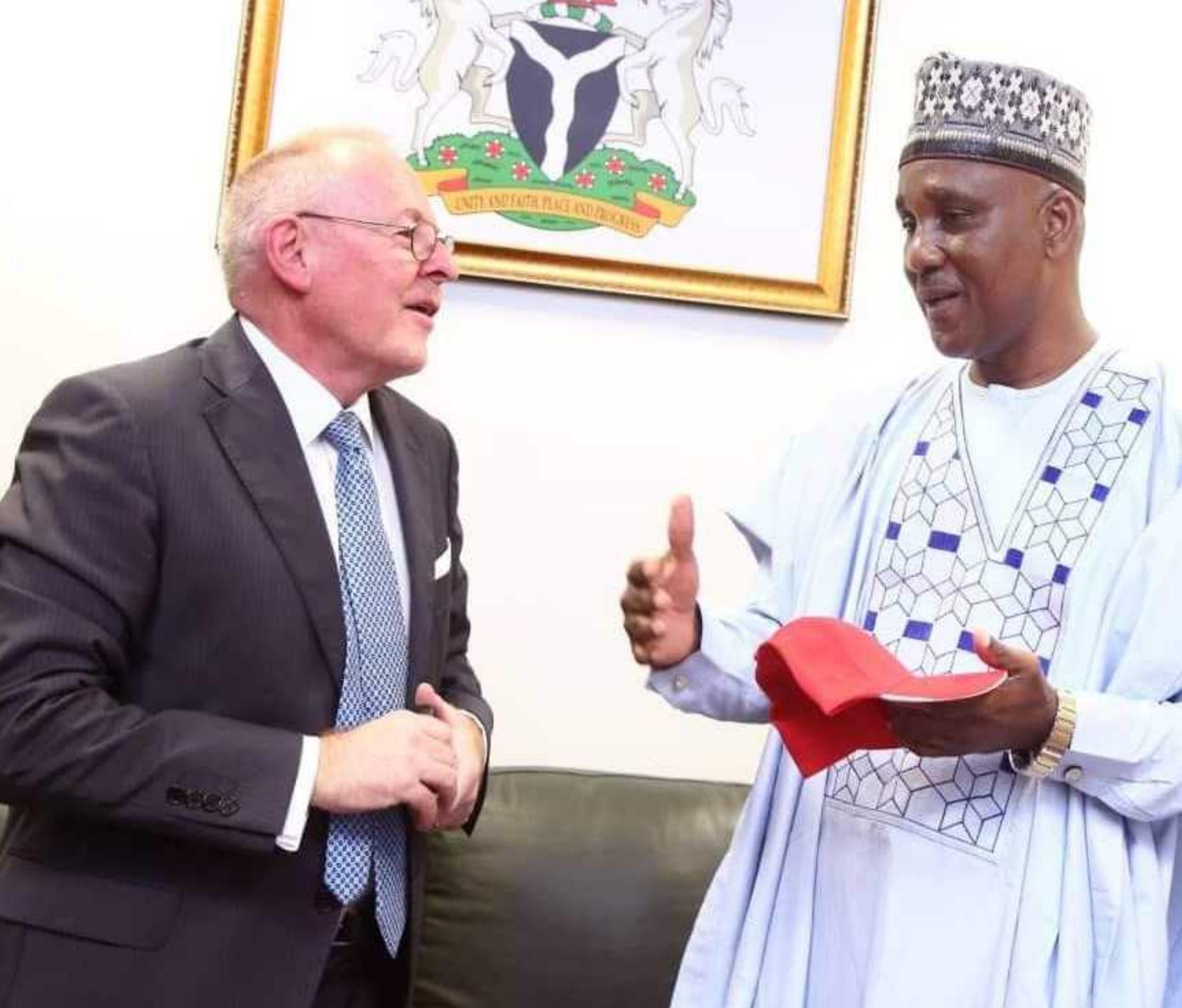
Managing Stakeholders for efficient productivity is the most crucial essence of stakeholders mapping. Its entails maintaining good relationship with the people and structures who have most impact on your work in order to achieve sustainable performance in line with desired expectations. It is imperative that House Committee on Commerce adopt Stakeholders' engagement and relationship management as a key fundamental objective for its to succeed in this task.

By way of definition, Stakeholder management is a process by which you organize (to avoid conflict), monitor (to ensure performance) and improve (progressive growth in) your relationships with your stakeholders. We must systematically identify stakeholders; analyze their needs and expectations; and plan and implement various tasks to engage with them. Stakeholders' engagement is a necessity, because Stakeholders' relationship management without engagement for higher productivity is a waste of time and resources.





**His Excellency, Rt. Hon. Tajudeen Abbas**  
*Speaker of the House of Representatives with*  
Executive Governor of Kaduna State  
**His Excellency UBA SANI**



**His Excellency, Rt. Hon. Tajudeen Abbas**  
*Speaker of the House of Representatives with*  
Swiss Ambassador to Nigeria  
**HE Nicholas Lang**



**His Excellency, Rt. Hon. Tajudeen Abbas**  
Speaker of the House of Representatives with  
German Ambassador to Nigeria  
**HE Annet Günther**

# Stakeholders Mapping

Stakeholder	Internal /External	Level of Importance / Influence (High, Medium, Low)	Level of Interest (High, Medium, Low)	How can the Stakeholder impede the Mandate	Stakeholder engagement strategy
Committee Members	Internal	High Power and High influence in the successful delivery of the mandate	High	Refusal to own the process and lack of agreement with the action points and strategies	<ul style="list-style-type: none"> <li>- Hold monthly meetings (in-person or virtual) to keep members abreast of the implementation process and elicit buy-in.</li> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> <li>- Hold bi-annual retreats.</li> </ul>
Committee Secretariat	Internal	Low Power but Medium influence in the successful delivery of the mandate	Low	Refusal to effectively Provide technical support to the Committee	<ul style="list-style-type: none"> <li>- Ensure timely communication with the Clerk and the staff on the activities</li> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> </ul>
Speaker of the House of the Assembly	Internal	High Power and High influence in the successful delivery of the mandate	High	Refusal to work with the Committee and provide financial support.	<ul style="list-style-type: none"> <li>- Ensure timely communication with the Clerk and the staff on the activities.</li> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> <li>- Send the Committee report within the time frame stipulated in the House of Representatives Standing Order.</li> </ul>
Federal Ministry of Industry, Trade, and Investment	External	High Power and High influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	<ul style="list-style-type: none"> <li>- Hold quarterly contact meetings with the Ministry and agencies to identify and address conflict areas, legal framework, and policy challenges.</li> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> <li>- areas, legal framework, and policy challenges. Keep all communication lines consistently open for feedback and enquiries.</li> </ul>

# Stakeholders Mapping

Stakeholder	Internal /External	Level of Importance / Influence (High, Medium, Low)	Level of Interest (High, Medium, Low)	How can the Stakeholder impede the Mandate	Stakeholder engagement strategy
The Nigerian Investment Promotion Council (NIPC)	External	High Power and Medium influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	<ul style="list-style-type: none"> <li>- Hold quarterly contact meetings with the Ministry and agencies to identify and address conflict areas, legal framework, and policy challenges.</li> <li>- Work on new legislation to maximise opportunities for the Export Expansion Grant of NEPC to Exporters who meet the requirement.</li> </ul>
The Corporate Affairs Commission (CAC)					
The Nigerian Export Promotion Council (NEPC)					
The Nigerian Export Processing Zone Authority (NEPA)	External	High Power and Medium influence in the successful delivery of the mandate.	Low	Refusal to work with the Committee and provide support.	<ul style="list-style-type: none"> <li>- Hold quarterly contact meetings with the Ministry and agencies to identify and address conflict areas, legal framework, and policy challenges.</li> <li>- Deploy e-tracking software for all our Warehouses Nationwide.</li> </ul>
Oil and Gas Free Zones Authority					
Lagos International Trade Fair Management Board					
Tafawa Balewa Square Management Board	External	High Power and Medium influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	Hold quarterly contact meetings with the Ministry and agencies to identify and address conflict areas, legal framework, and policy challenges.
Financial Reporting Council					
Nigeria Office for Trade Negotiations					
The Federal Competition and Consumer Protection Commission Tribunal	External	High Power and Medium influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	Hold quarterly contact meetings with the Ministry and agencies to identify and address conflict areas, legal framework, and policy challenges.

# Stakeholders Mapping

Stakeholder	Internal /External	Level of Importance / Influence (High, Medium, Low)	Level of Interest (High, Medium, Low)	How can the Stakeholder impede the Mandate	Stakeholder engagement strategy
The Federal Competition and Consumer Protection Commission Tribunal		delivery of the mandate.			policy challenges.
Chambers of Commerce (Local and International)	External	Medium Power and Medium influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	<ul style="list-style-type: none"> <li>- Hold quarterly contact meetings with the Ministry and agencies to identify and address conflict areas, legal framework, and policy challenges.</li> <li>Partner with NACCIMA to organise meetings, Conferences, Workshops and Trade fairs with Chambers of Commerce.</li> </ul>
The Ministry of Communication, Innovation, and Digital Economy	External	Low Power and Medium influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	<ul style="list-style-type: none"> <li>- Include in all stakeholders' meetings</li> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> </ul>
The Ministry of Art, Culture, and the Creative Economy					
The Ministry of Environment and Ecological Management					
Commercial Attaché	External	Low Power and Medium influence in the successful delivery of the mandate	Low	Refusal to work with the Committee and provide support.	<ul style="list-style-type: none"> <li>- Identify the relevant Embassies/High Commissions</li> <li>- Include in all stakeholders' meetings.</li> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> <li>- Review all Trade Agreements Nigeria has with International Communities and relevant institutions.</li> <li>- Organize annual Trade fair with individual Embassies to showcase Trade opportunities with Nigeria.</li> </ul>

# Stakeholders Mapping

Stakeholder	Internal /External	Level of Importance / Influence (High, Medium, Low)	Level of Interest (High, Medium, Low)	How can the Stakeholder impede the Mandate	Stakeholder engagement strategy
Media	External	Low Power and High influence in the successful delivery of the mandate	High	Refusal to provide media coverage on the activities of the Committee and, as such, limiting the extent to which the public will be informed and engage with the Committee	<ul style="list-style-type: none"> <li>- Press conferences</li> <li>- Include the media in all activities</li> <li>- Create social media handles to showcase the Committee's activities and success stories.</li> </ul>
Nigerian masses	External	Low Power and medium influence in the successful delivery of the mandate	Low	Refusal to cooperate with the Committee in the delivery of its legislative and oversight functions	<ul style="list-style-type: none"> <li>- Keep all communication lines consistently open for feedback and enquiries.</li> </ul>
Software Solutions and Payments Providers	External	Low Power and medium influence in the successful delivery of the mandate	High	Refusal to align with the Business Process Automation goal of the Committee, thereby frustrating the digitalisation process	<ul style="list-style-type: none"> <li>- Work with the Committee to promote e-commerce, m-commerce, e-trading, e-collections, e-payments systems, and overall Business process automation in the sector.</li> </ul>

## 3 ENVIRONMENTAL SCANNING

Environmental scanning is a process that systematically surveys and interprets relevant data to identify external opportunities and threats that could influence future decisions. ESTLE and SWOT Analysis are the two major techniques used in Environmental scanning process. In the process of developing this strategic plan for the House Committee on Commerce, PESTLE and SWOT analysis tools were applied.

### 3.1 PESTLE (Political, Economic, Social, Technological, Legal and Environmental)

Nigeria is a growing hub for business and investment opportunities. With its vast natural resources and rapidly expanding economy, Nigeria presents numerous opportunities for investors and Business owners despite its social and technological challenges. The nation has a large and growing economy with a wealth of natural resources and investment opportunities across various sectors.

The government has implemented policies and incentives to attract investors to the country. However, a lot needs to be done to reduce the widening inequality in wealth distribution which is indeed the central socio-economic problem in the country most especially in the area of legislative and oversight function. However, like any country, its share of challenges and risks must be considered.

### The Era of e-Commerce and m-Commerce

One important aspect of commerce that has dominated the world is the advent of e-Commerce and the m-Commerce. The e-Commerce is the trading of goods and services on the internet. An e-commerce business generates revenue from selling products or services online. More than 27% of the world population buys goods and services online.

In the same vein, the m-Commerce is a form of online transactions that take place on mobile devices. This is a mobile version of the currently trending e-Commerce business globally. The e-Commerce is one way people buy and sell things nowadays. I

Leveraging on the social media platform helps a lot in promoting e-Commerce to billions all over the world. Social media is a major connecting factor for families and friends. He has a similar influence in bringing customers for an e-Commerce business even from the most interior part of the globe. It is a major tool in building brand and veritable source of cheap advertisement.

It is currently estimated that 6.92billions people all over the world uses smart phones, this is approximately about 85.95% of the world population. There is no business center or a trading mall in the world that can parade such number of customers in a single hub.

This figure is projected to increase to 7.33 billion by year 2025.

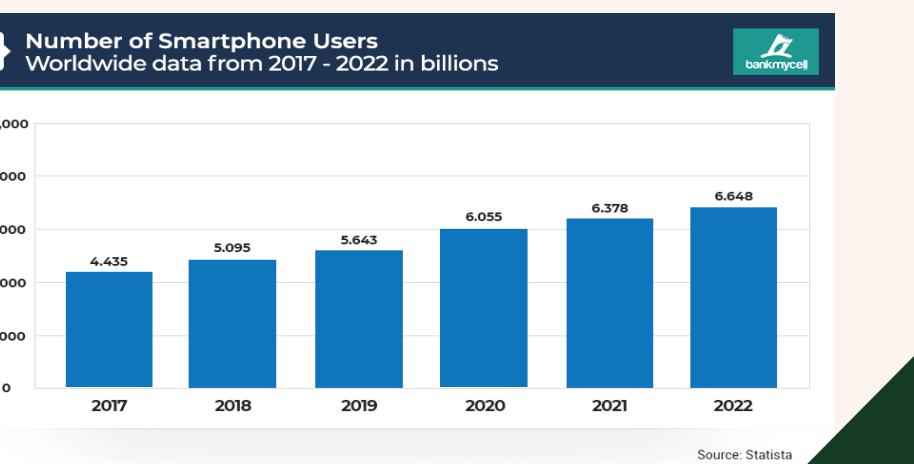
	Number of smartphones	Number of mobile phones
2025*	7.33	7.49
2024*	7.13	7.41
2023*	6.92	7.33
2022*	6.64	7.26
2021*	6.37	7.10
2020*	6.05	6.95

Forecast figures by Ericsson & The Radicati Group (Source: <https://www.bankmycell.com/blog/how-many-phones-are-in-the-world#part-1>)

According to GSMA real-time intelligence data, there are now over 11.796 billion mobile connections worldwide, which surpasses the current world population of 8.051 billion implied by UN digital analyst estimates.

This data means there are 3.745 billion more mobile connections than people worldwide. The Nigerian Communications Commission (NCC) in a recent release affirms that Nigeria has ranked 7th country in the global usage of mobile phones and 11th in terms of internet penetration. This can be turned into business opportunity for us considering our growing population which is the highest in Africa.

Globally, commerce and trade is widely thriving on e-Commerce, m-Commerce, e-Trading, e-Payment, e-Remittance and e-Collections platforms. It is the new way to life and live. It helps startups, small businesses, and large companies to sell products at scale and reach customers across the world.



**His Excellency, Rt. Hon. Tajudeen Abbas**  
**Speaker of the House of Representatives with**  
**British High Commissioner**  
**HE Dr. Richard Montgomery**

## 3.1 PESTLE FACTORS

*Currently, Nigeria is one of the leading economies in Africa. It has a large percentage of youth, incentivizing businesses to invest in Nigeria. Various factors impact the operations of businesses that operate in Nigeria.*

The following is an analysis of the Political, Economic, Social, Technological, Legal and Environmental issues impacting the Strategic Plan. These are issues that may arise during the Strategic Plan implementation period. They have been analyzed according to the issue and its effect, in general terms, both positive and negative.

### PESTLE FACTOR

### POLITICAL

#### ISSUES

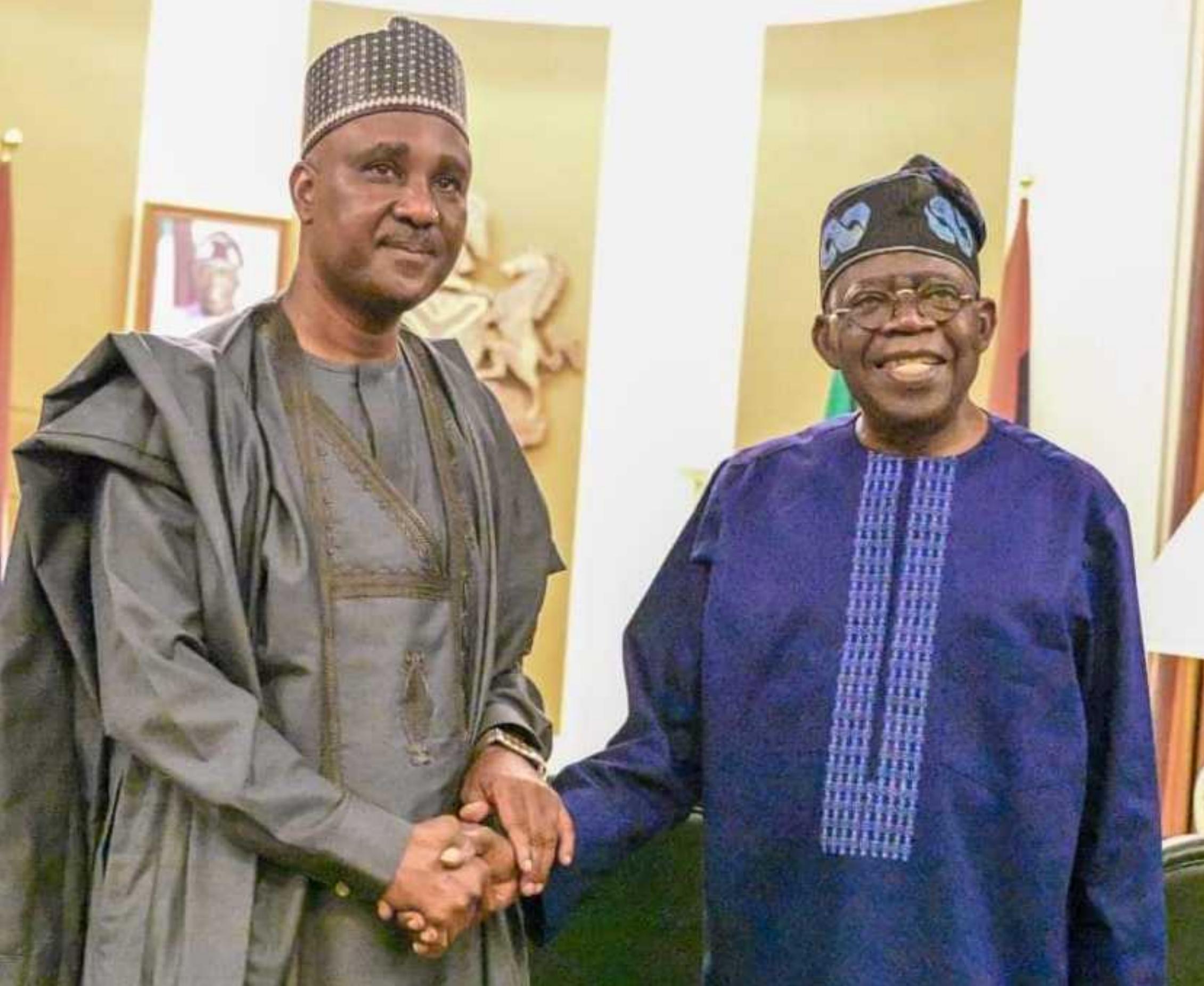


- i) Large size of government (Federal, State & LG)
- (ii) Nigeria is a member of many International Organizations, including parliamentary structures, e.g., AU, ECOWAS, UN, MINT, etc
- (iii) Widespread corruption at all levels.
- (iv) Interference by the other arms of government.
- (v) Dynamism and ever-changing political landscape.
- (vi) Interest by other stakeholders to forge partnerships, linkages, and collaborations with NASS.
- (vii) Persistent political crisis, vote-rigging, violence, national insecurity, and tribalism have slowed down the growth of the nation's economy.
- (viii) High turnover of Technocrats joining the political race for NASS membership.
- (ix) Weak ideological positions by parliamentary parties.
- (x) Complex tax administration system and widespread tax evasion.

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#### Effects

- (i) Inadequate funding for legislative business and oversight functions.
- (ii) International synergy and collaboration with potentials for new innovative legislative systems from other countries and regional blocks.
- (iii) Institutional brand erosion and loss of confidence from the populace and gross reduction in FDI
- (iv) Slow pace of legislative business and pragmatic passage of bills.
- (v) Consistent change of structure and operations of the Committee.
- (vi) Need for regular capacity building for Members of the Committee.
- (vii) lack of transparency and accountability in government dealings, making it difficult for businesses to navigate the regulatory environment.
- (viii) Strengthened legislative work with a professional touch.
- (ix) Slow pace of passing legislative bills due to personal interest.



**His Excellency, Rt. Hon. Tajudeen Abbas**  
*Speaker of the House of Representatives with*  
His Excellency,  
**BOLA AHMED TINUBU GCFR**  
President, Commander-in-chief of The Armed Forces,  
Federal Republic of Nigeria

## PESTLE FACTOR

## ECONOMIC

### ISSUES



### Effects

- (i) Consistently increase in inflation rate. (ii) Overwhelming national debt.
- (iii) Reduction in Internally Generated Revenue (IGR)
- (iv) Increase in economic crimes and corruption.
- (v) Willingness by Donor Agencies and corporate organisations to sponsor legislation.
- (vi) Room for the expansive deployment of e-commerce, e-trade, and e-payment platforms across the board.
- (vii) A strategically prepared National Assembly for a pragmatic and practical budget-making process.
- (viii) Regular changes in foreign exchange rates
- (ix) High unemployment rate for Nigeria's growing population.
- (x) Rapid growth in some significant sectors, e.g., education, retail trade, entertainment, and solid minerals
- (xi) One of the largest producers of oil in the world.
- (xii) A country with abundant, cheap labour and a huge domestic consumer market.
- (xiii) Relatively low corporate income tax rates (CIT).
- (xiv) Nigeria has several investment opportunities across various sectors.



## PESTLE FACTOR

## SOCIAL

### ISSUES



- (i) Largest population of black nation globally with a mostly youthful population (over 60% under 25).
- (ii) Nigeria faces massive social challenges, poverty, inequality, high unemployment, poor literacy, high child mortality rates, crime, urban housing problems, and a weak education system.
- (iii) A religious nation with gender roles deeply ingrained in the culture.
- (iv) Wide gap in wealth distribution among the populace.
- (v) High population growth rate and increasing youth unemployment.
- (vi) Urbanization programme.
- (vii) Threats of insecurity and terrorism.

### Effects

- (i) Opportunity for businesses to tap into the country's large consumer market.
- (ii) Consistent emigration of her workforce abroad.
- (iii) Heavy segregation in products and services.
- (iv) Drastic reduction in the purchasing power of the populace.
- (v) Consistent increase in criminal activities affecting business growth and development in the country.
- (vi) Inclusive development across the board.
- (vii) Potential demographic dividends.
- (viii) Constrained urban infrastructure.
- (ix) Increased insecurity and the threat of terrorism, hence with commensurate expenditures.



## PESTLE FACTOR ➤ TECHNOLOGICAL

### ISSUES



- (i) Advancement in technological-driven business concepts.
- (ii) High level of technological uptake. (iii) Increased technological innovation.
- (iv) The world is now a global village
- (v) Lack of skilled workers in the Tech Industry to champion the automation process
- (vi) Over-regulated environment for technological advancement in Nigeria in data protection and privacy law.

### Effects

- (i) Increasing e-commerce, e-trading, and e-payment systems to drive commercial activities in Nigeria is possible.
- (ii) Increased demand for up-to-date equipment.
- (iii) Tech-savvy population; Increased use of social media and increased cyber security.
- (iv) Emergence of a digital marketing concept for sales and brand enhancement.
- (v) Huge gap in process automation in the system.
- (vi) Slow growth in workforce development in the Tech industry in Nigeria.

# Technology Talent Export Incentive Policy

By Hon. Ahmed Munir

## Introduction

The Government of Nigeria recognizes the immense potential of its technology industry in contributing to global innovation and economic growth. In line with this vision, Honorable Ahmed Munir is proposing a formulation of the Technology Talent Export Incentive Policy to encourage technology companies to train and outsource technology talents to work remotely for the global community.

This policy aims to leverage Nigeria's vast pool of skilled technology professionals and create a mutually beneficial ecosystem that fosters economic growth, technological advancement, and international collaboration.

## Policy Framework:

### 1. Training and Skill Enhancement:

Encourage technology companies to invest in the training and skill enhancement of local technology talents. Companies will be incentivized to provide comprehensive and certified training programs that enhance the skills and capabilities of Nigerian technology professionals, ensuring they are globally competitive.

### 2. Global Talent Sourcing:

Facilitate the process for technology companies to source and outsource technology talents to international markets. The policy will streamline administrative procedures, and regulations to make the process efficient and conducive for companies to access global talent pools.

### 3. Financial Incentives:

Provide financial incentives, tax breaks, and grants to technology companies that demonstrate commitment to training and outsourcing technology talents for the global

community. These incentives will be tied to the number of talents trained and outsourced, encouraging companies to actively participate in this initiative.

### 4. Public-Private Partnerships:

Encourage partnerships between technology companies, educational institutions, and government agencies to create a holistic ecosystem for talent development. Collaborative efforts will ensure a steady pipeline of skilled technology professionals ready to be outsourced globally.

### 5. Quality Assurance and Certification:

Establish mechanisms for quality assurance and certification of trained technology talents. This will ensure that the talents meet global standards and contribute effectively to the projects they are outsourced to.

## Economic Opportunities and Benefits:

### 1. Economic Growth:

The policy will position Nigeria as a hub for technology talent, attracting global technology companies seeking skilled professionals for outsourcing. This influx of international business will contribute to economic growth, job creation, and increased foreign exchange reserves.

### 2. Technology Export:

Nigeria's technology talents will become sought-after assets in the global market, generating revenue through technology exports. This will contribute significantly to the nation's GDP and balance of trade.

### 3. Skill Development:

The policy will enhance the skill development of local technology professionals, making them more competitive in the global market. This will contribute to improved





**4. Foreign Direct Investment:** The influx of international technology companies seeking to tap into Nigeria's talent pool will attract foreign direct investment (FDI). This will create a thriving technology ecosystem, fostering innovation, and increasing Nigeria's global technological footprint.

**5. Knowledge Transfer:** Through collaborations with global companies, Nigerian technology professionals will gain exposure to cutting-edge technologies and best practices. This knowledge transfer will elevate the overall technological landscape of the country.

**6. SoP Diplomacy:** Nigeria's active participation in the global technology ecosystem will improve the nation's image on the international stage. The policy will position Nigeria as a partner for global innovation and collaboration.

#### **Conclusion:**

The Technology Talent Export Incentive Policy will signify Nigeria's commitment to nurturing a robust technology sector with global impact. By incentivizing technology companies to train and outsource technology talents, the policy aims to harness economic opportunities, drive innovation, and elevate Nigeria's technological prowess on the global stage. The Government of Nigeria will be positioned to partner with technology companies, educational institutions, and stakeholders to realize the full potential of this policy for the nation's growth and development.





***“Technological-driven commerce is sinequanon to rapid economic growth and development across the globe, Nigeria cannot be an exception”.***

**Hon. Ahmed Munir**



## 3.2 SWOT ANALYSIS

**SWOT analysis is a framework for identifying and analysing an organization's strengths, weaknesses, opportunities and threats. The primary goal of SWOT analysis is to increase awareness of the factors that contribute into helping the House Committee in making a concise decision or establishing a legislative business strategy. The table below provides a summarized representation of the House Committee on Commerce analysis on its strengths, weaknesses, opportunities and threats.**

### Strengths

- (i) The mandate of the House Committee on Commerce is guided by the provision of the standing orders of the House of Representatives and in line with the Nigerian Constitution.
- (ii) Reliable budget provision through the allocation to the National Assembly.
- (iii) Legislative authority to make law, regulate the allocation of resources to ministries and agencies under her jurisdiction and monitor the practical usage of such funds.
- (iv) Strategic collaboration with other relevant House Committees, Ministries and agencies, other parliamentary structures, and regional trade institutions.
- (v) Leveraging on the strategic alliance of Nigeria with local and international organisations driving trade, industry and investments across the globe.
- (vi) Nigeria has a vibrant and robust history and precedence of effective parliamentary practice and procedures.
- (vi) Ability to attract sponsorship and global support due to the importance of commerce in nation-building and economic growth.
- (vii) Existing potential for growth in the commercial sector of Nigeria in terms of innovation, creativity and making a significant impact on national growth and development.

### Weaknesses

- (i) Inability to comprehensively deploy e-trade, e-commerce and 100% e-payment system to drive commerce and trade activities in Nigeria.
- (ii) Brand erosion and lack of trust in the National Assembly by the Nigerian populace.
- (iii) Lack of effective collaboration and teamwork among various ministries and agencies driving Commerce and trade in Nigeria.
- (iv) Ineffective performance management systems to track the consistent achievement of statutory mandates and strategic objectives of ministries and agencies under the Committee.
- (v) Civil service bureaucracy and apathy to innovative change.
- (vi) Inadequate facilities and working tools in most ministries and agencies to deliver as planned.
- (vii) Weak monitoring and evaluation frameworks.
- (viii) Perceived institutional decadence and widespread corruption among civil servants.

# SWOT ANALYSIS

**SWOT analysis is a framework for identifying and analysing an organization's strengths, weaknesses, opportunities and threats. The primary goal of SWOT analysis is to increase awareness of the factors that contribute into helping the House Committee in making a concise decision or establishing a legislative business strategy. The table below provides a summarized representation of the House Committee on Commerce analysis on its strengths, weaknesses, opportunities and threats.**

## Opportunities

- i) Willingness and enthusiasm among key stakeholders to work and partner with the Committee in delivering her mandates.
- (ii) Fundamental gaps in the day-to-day running of most of the Agencies under the committee with potential for transformation.
- (iii) The Nigerian populace's eagerness and desire for change in commerce and trade and willingness to support the committee in bringing the enabling platform for this change to occur.
- (iv) The Nigerian in Diaspora collaborative efforts to increase direct fund investment for economic growth when the suitable climate is in place.
- (v) Productive and well-educated Nigerian growing population with unquenchable hunger to succeed.
- (vi) The World Trade Organization and other regional Trade Institutions desire to work with Nigeria to achieve e-trading, e-commerce and robust e-payment and collections platform.
- (vi) Existing enabling platforms and infrastructure for technological-driven and commerce-focused economic growth in Nigeria.

## Threats

- i) Declining public trust in governance.
- (ii) Political ideology tending towards ethnic bigotry and religious affiliation.
- (iii) Lack of patriotism among the citizens.
- (iv) Failing and poor leadership quality across significant sectors in the country
- (v) Dynamic and ever-changing political environment.
- (vi) Fast disappearing peaceful co-existence among the people devolving into a litigious society.
- (vii) Prevailing criminal activities like kidnapping, Terrorism, brutal killing, and insecurity across the country.
- (v) Transformational and ever-dynamic technological advancement.
- (vi) Dwindling revenue generation and steady decline in the purchasing power of the masses.
- (vii) Consistent lobbying and interference by the other Arms of Government.



## 4 STRATEGIC PILLARS, OBJECTIVES, AND OUTCOMES

The strategic plan is framed around six (6) pillars: legislative and oversight functions, business process automation, excellence in service delivery, public trust and enhanced stakeholders' management, capacity strengthening, and promoting climate resilience commerce.

### 4.1 *Pillar 1: Legislation and Oversight Function*

This strategic pillar focuses on the effectiveness of Committee members of the House Standing Committee on Commerce to be able to discharge their constitutional mandate with legislative awareness and professional competence in the area of legislative drafting, budgetary formulation, investigative hearing and successful implementation of the budget in line with the constitution of the Federal Republic of Nigeria and other relevant Acts of the National Assembly that has to do with the activities of the Ministry or Agency in question. The following strategic objectives will complement the pillar:

#### Strategic Pillar 1: Legislation & Oversight Function

Objective 1	Objective 2	Objective 3	Objective 4
Propose, review, and consider Bills to drive a robust Commerce Sector.	Strengthen the capacity of Committee members in identifying avenues for wastage and corruption in the administration of funds.	Reduce corruption, wastage, and inefficiency in the administration and disbursement of funds allocated to the MDAs.	Review budget formation and investigate budget implementation of the MDAs.
<b>Outcome: Delivery of effective and efficient MDAs whose operations promote</b>			





*“Propose, review, and consider  
Bills to drive a Robust Commerce Sector”*

## STRATEGIC PILLARS, OBJECTIVES, AND OUTCOMES

### 4.2 Pillar 2: Business Process Automation

This Strategic pillar focuses on transforming the Business process of the ministries and the Agencies under the committee's purview to become fully automated. It is a careful and systematic approach to enhance automation and digitalisation of the systems and processes fundamental to developing commerce, trade, and investment in Nigeria. This aligns with the global adjustment to e-trading, e-commerce, m-commerce, e-payment, and e-collection business approach. The following strategic objectives will complement the pillar:

### Strategic Pillar 2: Business Process Automation

Objective 1	Objective 2	Objective 3	Objective 4
Enhance automation of all systems and processes Strategic to commerce growth and development in Nigeria.	Strengthen the digitalisation and business process automation of all the ministries and agencies under the jurisdiction of the Committee.	Align with the global trend of leveraging technological infrastructure and electronic trading platforms of business for economic growth in Nigeria.	Make trading activities accessible to people within and outside Nigeria through e-commerce, e-payment, and e-collection platforms.
<b>Outcome: Increase efficiency in Nigeria's commerce sector and enhance global participation</b>			





*“Align with the global trend of leveraging technological infrastructure and electronic trading platforms of business for economic growth in Nigeria”.*

## STRATEGIC PILLARS, OBJECTIVES, AND OUTCOMES

### **4.3 Pillar 3: Excellence in Service Delivery**

This pillar focuses on how the House Committee on Commerce can successfully work with the ministries and agencies under her jurisdiction to deliver their statutory responsibilities without compromise and ensure that Nigerians and trading partners within and outside the country always enjoy excellent service. The following strategic objectives will complement the pillar:

### **Strategic Pillar 3: Excellence in Service Delivery**

<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>Objective 4</b>
Create a customer-centric culture in all the MDAs under the Committee's jurisdiction as a template for all Nigerians to consistently deliver the best value to customers.	Develop the capacity and capability of House Committee on Commerce members as a Centre of excellence in legislative business and oversight functions.	Institutionalise performance management systems and value creation framework across the MDAs and Agencies of Government under the committee	Reposition the human resources management system and business process framework as a tool for value creation and efficient service delivery.
<b>Outcome: Institutionalisation of Performance management system in the MDAs</b>			





***“Create a customer-centric culture in all the MDAs under the Committee's jurisdiction as a template for all Nigerians to consistently deliver the best value to customers”.***

# STRATEGIC PILLARS, OBJECTIVES, AND OUTCOMES

## **4.4 Pillar 4: Public Trust for Enhanced Stakeholders' Management**

This pillar focuses on the strategies the House Committee on Commerce can adopt to change the country's negative public perception of political institutions and officeholders and improve stakeholders' engagement and participation in legislative business. The following strategic objectives will support the strategic pillar:

### **Strategic Pillar 4: Public Trust for Enhanced Stakeholders' Management**

<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>Objective 4</b>
Improve the involvement of the critical stakeholders and the public in the Committee's daily legislative business and oversight functions.	Positively rebrand the public's image and perception concerning the National Assembly and the political office holders through the Committee.	Build a strong network of stakeholders who will boost Committee retreats and outreach programmes and promote legislative governance and excellence ideals.	Mobilise sufficient financial resources and support from Strategic Partners in funding and planning the Committee retreats and programme.
<b>Outcome: Enhanced Stakeholders' engagement in legislative business for better performance</b>			





**His Excellency, Rt. Hon. Tajudeen Abbas**  
*Speaker of the House of Representatives with*  
**His Excellency,**  
**KASHIM SHETTIMA GCON**  
**Vice President, Federal Republic of Nigeria**

***“Improve the involvement of the critical stakeholders  
and the public in the Committee's daily legislative  
business and oversight functions”.***

# STRATEGIC PILLARS, OBJECTIVES, AND OUTCOMES

## 4.5 Pillar 5: Capacity Strengthening

This pillar focuses on the need to strengthen the capacity and the capability of the members of the committee, secretariat staff, management, and staff of all the MDAs under the jurisdiction of the Committee through regular training, retreats, and conferences within and outside the country for them to be able to undertake their statutory task and deliver on the assigned goals and objectives.

The following strategic objectives will support the strategic pillar:

### Strategic Pillar 5: Capacity Strengthening

Objective 1	Objective 2	Objective 3	Objective 4
Equip Committee members with the requisite tools to perform their functions through regular training, retreats, and workshops within and outside the country	Build a team of competent staff to run the day-to-day activities of the Committee Secretariat in line with the responsibilities and mandates of the Committee.	Build a strong workforce across the MDAs under the Committee jurisdiction with the required attitudinal competence, professional skills, and requisite knowledge to deliver on any assigned Task.	Strengthen the Committee and Stakeholders' relationship through regular stakeholder retreats, meetings, and interactive sessions for consistent stakeholder engagement.
<b>Outcome: Building capacity for consistent improvement in productivity and overall performance</b>			





*“Equip Committee members with the requisite tools to perform their functions through regular training, retreats, and workshops within and outside the country”.*

## STRATEGIC PILLARS, OBJECTIVES, AND OUTCOMES

### **4.6 Pillar 6: Promoting Climate Resilience Commerce (CRC)**

In line with the African Union Agenda 2063 and the United Nations Sustainable Development Goals, this pillar focuses on the best approach to combating the effects of climate change on commerce and trade through collaborative efforts with the Government, private sector, and donor partners, fostering commercial industry that is climate-resilient, meets the needs of the present generation without destroying the ability of the future generation to enjoy same. The following strategic objectives will support the strategic pillar:

#### **Strategic Pillar 6: Promoting Climate Resilience Commerce (CRC)**

<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>Objective 4</b>
Propose and sponsor climate action-focused and commerce-related Bills, such as the Carbon Trade, Carbon Tax, and Sustainable Financing for Banks.	Review existing international trade agreements to ensure they reflect the climate action components.	Develop a Private Sector-led Climate risk management approach to Commerce and Trade.	Enshrine the culture of continuous infrastructural updates and climate-smart planning in governance.
<b>Outcome: Mainstream Climate Action, mitigation, and adaptation strategies in supporting commerce and sustainable economic growth</b>			





*“Propose and sponsor climate action-focused and commerce-related Bills, such as the Carbon Trade, Carbon Tax, and Sustainable Financing for Banks”.*

# 5 THE STRATEGIC PLAN ESSENTIAL COMPONENTS

## 5.1 Financing the Strategic Plan

The Strategic Plan indicates the House Committee on Commerce's framework aimed at supporting the House of Assembly in achieving its Constitutional mandate. Thus, in addition to the National Assembly funds allocated for the Standing Committees' activities, this Committee shall proactively seek partnership and collaboration with relevant stakeholders in providing funding for some aspects of this Strategic Plan.

## 5.2 Monitoring and Evaluation Framework

To ensure that the strategic pillars are realised, assessing their implementation and examining the activities' relevance, efficiency, effectiveness, and impact is essential. The objective is to improve the Committee's outputs, outcomes, and impact. The monitoring and evaluation process shall identify and provide information that informs decisions, address challenges, improve performance, and achieve the planned outcomes within the set timelines.

The Team of Technical Consultants appointed by the Committee shall be responsible for designing the M&E framework and collecting and analysing M&E data. This team shall submit a detailed annual works plan to the Committee in line with the Strategic Plan. The Plan will be evaluated at three levels: Mid-year evaluation, End of the Year evaluation, and End of the Strategic Plan life cycle (Year 2027). The results will inform changes aimed at improving the Strategic Plan implementation process.

## 5.3 Reporting and Feedback Mechanism

The monitoring, evaluation, and reporting regarding the progress and the total effectiveness of this Strategic Plan will involve a systematic and continuous follow-up, review, and analysis based on key performance indicators (KPI) and targets as set out in the annual work plans.

### Sample Monitoring Framework

## 5.4 Risk Management

Risk management is a critical component for the successful implementation of this Strategic Plan. In the context of this plan, risk is considered as the inability to achieve strategic objectives outlined in this Strategic Plan. Successful risk management will, therefore, be a continuous process during the strategic plan implementation period.

Proactive risk management is expected to yield better results. The House Committee on Commerce will apply more proactive risk management strategies for better results. This approach has four critical factors: corporate governance, monitoring and evaluation framework, internal and external audits, and institutional resources.

### 5.4.1 Corporate Governance

Successful implementation of this Strategic Plan is the responsibility of the House Committee on Commerce. The Committee will ensure the adoption and implementation of corporate governance practices in all its daily activities. The Committee will ensure that risks associated with poor corporate governance are proactively identified and successfully managed.

### 5.4.2 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is critical to successful risk management. The Committee will put in place a practical M&E framework. Through this framework, the Committee will ensure that the Strategic Plan meets its set targets with the set timelines. The M&E process will also identify and explain the variances and report the same to the Committee.

### 5.4.3 Internal and External Audit

The audit process is critical to the management of risks. The internal audit process shall ensure the Committee strictly adheres

Strategy	Activity	Output	Performance	Target/ Indicators	Achievements	Remarks

## THE STRATEGIC PLAN ESSENTIAL COMPONENTS

to existing policies, procedures, laws and regulations, and compliance. The Team of Consultants shall also serve as the Internal audit unit, which will report on progress made by the Committee to address the risks critical to successfully implementing the Strategic Plan. A proactive internal audit unit will assure the Committee that the plan is on course.

### 5.4.4 Institutional Resources

Successful implementation of any Strategic Plan requires financial and human resources. As indicated, strengthening the capacity of Committee members and the Secretariat is paramount in delivering this plan. The Committee shall ensure that the necessary institutional tools are available to implement the plan successfully.





## 6 IMPLEMENTATION MATRIX

The Chairman of the Committee, supported by the Members, is responsible for implementing this strategic plan. The Clerk of the Committee and his secretariat shall be assisted by the Consultants in monitoring and evaluating the plan's implementation.

The Table below provides the implementation matrix:

<b>Strategic Pillar 1: Legislation &amp; Oversight Function</b>				
<b>Strategic Objective 1: Propose, review, and consider Bills to drive a robust Commerce Sector.</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthen the process of solution-driven legislation	Identify the legislative gap between MDAs' current level of performance and statutory objectives	Continuous	Number of MDAs worked on	Committee Members/The Consultants/Clerk of the Committee
	Review the existing Acts that establish all the MDAs and develop a pragmatic process for amendment.	Continuous	Number of MDAs worked on	The Consultants/ Clerk of the Committee
	Draft bills to affect the process of change and facilitate their enactment	Continuous	Number of Bills enacted	Committee Members/The Consultants/Clerk of the Committee
	Facilitate and conduct public hearings on Bills before the House's consideration.	Continuous	Number of Public Hearing organised	Committee Members
	Ensure bills enacted are publicised to the public	Continuous	Number of Bills publicise	Clerk of the Committee
<b>Strategic Objective 2: Strengthen the capacity of Committee members in identifying avenues for wastage and corruption in the administration of funds</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthen the Capacity of Committee members to carry out Constitutional mandates	Build skills required for scrutinising and analysing Bills	Quarterly	Training Reports	Relevant training entities
	Organise induction for new members of the Committee on their statutory function.	1 <sup>st</sup> Quarter of Inauguration of Members	3 <sup>rd</sup> Quarter of 2023	Clerk of the Committee/ the Consultants
	Organise bi-annual retreats for members.	Twice a year	Retreat Report	The Consultants / Relevant training entities
	Undertake regular review of curriculum and improvement in line with current development.	Quarterly	Number of revised curriculums	The Consultants /Clerk of the Committee





# IMPLEMENTATION MATRIX

## Strategic Pillar 1: Legislation & Oversight Function

<b>Strategic Objective 3: Reduce corruption, wastage, and inefficiency in the administration and disbursement of funds allocated to the MDAs.</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthening the performance improvement culture in our MDAs	Work with the MDAs to appropriate the proper Budgetary allocation for their activities	During Budgetary preparation and approval	Allocated Budget for the MDAs	Senate
	Work with Heads of MDAs to develop a performance management framework.	2023 - 2024	Performance Framework developed	Heads of MDAs/HOS/FCSC
	Align the Performance Appraisal tools with the Performance Management Framework.	2023 - 2024	Updated Appraisal tools	Heads of MDAs/HOS/FCSC
	Work with the Heads of MDAs to develop a reward and sanction policy	2023 - 2024	Reward and Sanction policy in place	Head of MDAs/HOS/FCSC
	Establish monitoring and evaluation system in our MDAs	2023 - 2024	Monitoring and Evaluation system in place	Heads of MDAs/Committee Members
	Ensure compliance in line with the allocated appropriation budget	During oversight function and End of Fiscal Year	Level of compliance with budgetary approval	Heads of MDAs/Committee Members
<b>Strategic Objective 4: Review budget formation and investigate budget implementation of the MDAs.</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthen Committee members' capacity to understand Budgetary formation, evaluation, and monitoring process	Develop a competency-based framework for members	2023	Competency-based Framework developed	The Consultants/ Clerk of the Committee
	Organise Training on budget formation, implementation, monitoring, evaluation	A month before the budget formation process	Number of Training done	The Consultants / Relevant training entities
	Step up oversight functions, budget monitoring, evaluation, and control.	Continuous	The number of oversight functions achieved	Committee members





# IMPLEMENTATION MATRIX

## Strategic Pillar 2: Business Process Automation

### Strategic Objective 1: Enhance automation of all systems and processes Strategic to commerce growth and development in Nigeria.

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Create a Platform for the deployment of Business Process Automation	Review the existing Business Process for all the MDAs	2023	Number of Business Processes reviewed	The Consultants /Heads of MDAs
	Identify gaps in Business Process Automation	Continuous	Number of gaps identified	The Consultants /Heads of MDAs
	Consider the requirements to make the desired automation	Continuous	Established need for Process Automation	The Consultants /Heads of MDAs
	Provide the necessary platforms for the process automation to be done	Continuous	Established critical platforms for automation	The Consultants /Heads of MDAs
	Sensitise the MDAs' staff on the new approach	Continuous	Report on the sensitisation done	The Consultants /Heads of MDAs

### Strategic Objective 2: Strengthen the digitalisation and business process automation of all the ministries and agencies under the jurisdiction of the Committee.

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Strengthen digitalisation of operational process for Business Process Automation	An in-depth review of all MDAs for proper evaluation of the digitalisation type required for efficient performance	2023	Number of MDAs reviewed	The Consultants/ Clerk of Committee /Heads of MDAs
	Identify where there is an urgent need for Business Process Automation.	2023	Number of Needs identified	The Consultants /Heads of MDAs
	Rollout the Automation process programme with legislative backing	2023	Automation Process rollout	The Consultants /Heads of MDAs
	Work with the Heads of MDAs to provide necessary tools for seamless deployment.	Continuous	Provision of necessary tools done	The Consultants/ Clerk of Committee /Heads of MDAs
	Organise capacity-building training on the new process.	Continuous	Report of the Training done	The Consultants/ Clerk of Committee /Heads of MDAs
	Monitor, evaluate, and report on the implementation of the new process.	Continuous	Report submitted	The Consultants/ Clerk of Committee /Heads of MDAs





# IMPLEMENTATION MATRIX

## Strategic Pillar 2: Business Process Automation

Strategic Objective 3: Align with the global trend of leveraging technological infrastructure and electronic trading platforms of business for economic growth in Nigeria.				
Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Alignment with Global Trends in Technological-driven Commerce and Trade	Work with Heads of MDAs, Chambers of Commerce, and relevant stakeholders to participate in Conferences and workshops	Continuous	Number of Conferences and Workshops attended	Committee members/ Consultants / Heads of MDAs
	Organise Conferences, Trade fairs, Workshops, and retreats for Investors to promote a technologically enabled and commerce-driven economy.	Continuous	Number of Conferences, Workshops and Retreats organised	The Consultants / Committee members
	Develop a legislative framework that will protect e-commerce (e-business), e-trading, e-payment, and e-collection to enhance commercial activities in the country.	Continuous	Number of legislations enacted	The Consultants / Committee members
Strategic Objective 4: Make trading activities accessible to people within and outside Nigeria through e-commerce, e-payment, and e-collection platforms.				
Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Strengthen Trading activities driven by automation and electronic platforms	Identify and ensure collaboration with relevant embassies and trade bodies to learn and adopt best practices	Continuous	Number of partnerships and collaboration	Committee Members
	Identify requirements for seamless implementation in Nigeria	Continuous	Number of Requirement identified	Committee members / The Consultants/Clerk of the Committee
	Conduct a Public Hearing on the best approach to handle this concept	2023 – 2024	Report of the Public Hearing conducted	Committee Members/Clerk of the Committee
	Organise a stakeholders' conference to promote this concept.	Continuous	Number of stakeholder meetings organised	The Consultants / Clerk of the Committee
	Sensitise the public on the new approach to trading in Nigeria	Continuous	Number of Sensitization done/Social Media Updates	The Consultants and Clerk of the Committee





# IMPLEMENTATION MATRIX

## Strategic Pillar 3: Excellence in Service Delivery

<b>Strategic Objective 1: Create a customer-centric culture in all the MDAs under the Committee's jurisdiction as a template for all Nigerians to consistently deliver the best value to customers.</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Develop a Customer-Centric culture in all MDAs	Engage with Servicom departments in the MDAs to ensure they can use the necessary tools to deliver their duties.	Continuous	Efficient service delivery Servicom Units	Heads of MDAs
	Open Communications (including social media handles) and feedback mechanisms from customers in all MDAs	Continuous	Open Communication Channels developed	Heads of MDAs
	Customer Complaints and suggestions box to be stationed in all our MDAs with access provided to only the Heads of MDAs for review and action	Continuous	Customers' Complaints and Suggestions Box created.	Heads of MDAs
	Customer Service Efficiency Framework and Implementation Plan must be developed in all our MDAs	Continuous	Framework and Implementation Plan done.	Heads of MDAs
	Customer Service Champions as a reward for outstanding performance in customer service and sanction for erring staff should be instituted in all MDAs	Continuous	Rewards and Sanctions Policy done	Heads of MDAs

## **Strategic Objective 2: Develop the capacity and capability of House Committee on Commerce members as a Centre of excellence in legislative business and oversight functions.**

<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthen the Capacity and Capability of House Committee Members	Bi-annual retreat and workshops for Committee members within and outside the country	Continuous	The number of Retreats and workshops done / Performance output	The Consultants/ Committee members
	Quarterly training for Committee members	Continuous	Reports on Training done/ Performance output	The Consultants / Committee members
	Participation in Conferences, seminars, workshops, and retreats on commerce organised locally or internationally	Continuous	Conferences, Workshop, and retreats participated / Performance output	The Consultants / Committee members
	Regular interactive sessions with parliamentarians outside and within Nigeria	Continuous	Interactive session held with other parliamentarians / Performance output	The Consultants / Committee members
	Promote public access to the Committee through open communication (social media inclusive) and response to issues.	Continuous	Public Access provided	The Consultants / Committee members / Clerk of the Committee





# IMPLEMENTATION MATRIX

<b>Strategic Pillar 3: Excellence in Service Delivery</b>				
<b>Strategic Objective 3: Institutionalise performance management systems and value creation framework across the MDAs and Agencies of Government under the committee</b>				
Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Strengthen the existing performance management system in MDAs	Implement a performance management system	Continuous	Performance management system implemented and reported to the Committee	Heads of MDAs
	Institute a reward system to encourage outstanding performance	Continuous	Reward system instituted and reported to the Committee	Heads of MDAs
	Immediate implementation of staff development policy programme across all MDAs	Continuous	Staff Development Policy developed and reported to the Committee	Heads of MDAs
<b>Strategic Objective 4: Reposition the human resources management system and business process framework as a tool for value creation and efficient service delivery.</b>				
Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Reposition the HR Management system and Business process framework to create values	Conduct a Human Resources payroll audit in line with the Business Process Framework	2023 - 2024	Report on the audit conducted	The Consultants /Heads of MDAs
	Ensure staff deployment aligns with operational needs.	Continuous	Staff alignment system in place	The Consultants /Heads of MDAs
	Establish a competency-based framework that will encapsulate all staff for efficient productivity.	Continuous	Competency-based framework in place	The Consultants /Heads of MDAs
	Conduct Training needs assessment (TNA) for all staff.	Continuous	Report of Training Need Assessment conducted	The Consultants /Heads of MDAs
	Organise training programs for staff based on identified TNA	Continuous	Report of Training Organized	The Consultants /Heads of MDAs
	Monitor, evaluate and conduct Training impact on staff	Continuous	Report on the Training Impact Assessment done	The Consultants /Heads of MDAs
	Insist on recruiting adequate and competent staff into MDAs	Continuous	Competent staff recruited	The Consultants /Heads of MDAs





# IMPLEMENTATION MATRIX

## Strategic Pillar 4: Public Trust for Enhanced Stakeholders Management

### Strategic Objective 1: Improve the involvement of the critical stakeholders and the public in the Committee's daily legislative business and oversight functions.

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Promote stakeholders and public involvement in House Committee legislative and oversight functions	Develop a legislative framework that will enhance public engagement and participation in the legislative business of the committee	2023 – 2024	Legislative framework developed	The Consultants and Clerk of the Committee
	Create platforms for the stakeholders and the public to have access to legislative proceedings through all media platforms	2023 – 2024	Social Media platforms created	The Consultants and Clerk of the Committee
	Encourage feedback and comments through various channels to the committee.	Continuous	Feedback and comments protocols established	The Consultants and Clerk of the Committee
	Conduct regular public hearings to enhance participation in legislative proceedings.	Continuous	Number of Public hearings conducted	Committee Members/Clerk of the Committee

### Strategic Objective 2: Positively rebrand the public's image and perception concerning the National Assembly and the political office holders through the Committee.

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Rebrand the image of the National Assembly elected officers	Create an open-door policy for all the legislative dealings of the House Committee on Commerce	Continuous	Open door policy framework developed	Committee Member/ Clerk of the Committee
	Conduct investigative and public hearings without intimidation and in the atmosphere of a fair hearing.	Continuous	Number of Hearing conducted as defined	Committee Member/ Clerk of the Committee
	Give public access to proceedings and room for questions and clarification where necessary, except in a closed-door session.	Continuous	Feedback from the public on access granted	Committee Member/ Clerk of the Committee
	Ensure strict transparency in legislative and oversight functions.	Continuous	Transparency framework developed and implemented	Committee Member/ Clerk of the Committee





# IMPLEMENTATION MATRIX

## Strategic Pillar 4: Public Trust for Enhanced Stakeholders Management

**Strategic Objective 3: Build a strong network of stakeholders who will boost Committee retreats and outreach programmes and promote legislative governance and excellence ideals.**

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Build a strong network of stakeholders for Committee legislative business success	Conduct Stakeholders' analysis based on identification, prioritisation and understanding of their primary interest in the committee work	2023	Stakeholders Analysis developed.	The Consultants and Clerk of the Committee
	Develop stakeholders' management framework for improved productivity.	2023	Stakeholders' management framework done	The Consultants and Clerk of the Committee
	Develop a template for effective communication and regular engagement with stakeholders.	2023	The developed framework	The Consultants and Clerk of the Committee
	Align stakeholders' engagement and involvement with various programmes and projects of the Committee.	Continuous	Alignment of stakeholder's engagement with Committee projects	The Consultants and Clerk of the Committee

**Strategic Objective 4: Mobilise sufficient financial resources and support from Strategic Partners in funding and planning the Committee retreats and programme.**

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Develop a sustainable engagement with strategic partners in the funding programme of the committee	Effective planning and budgeting of the Committee programme	Continuous	Planned Budget of the Committee	The Consultants and Clerk of the Committee
	Encourage strategic partners' input, funding, and involvement committee programme.	Continuous	Strategic Partners' involvement achieved.	The Consultants/ Clerk of the Committee
	Organise stakeholders' interactive sessions to share the plan and programme of the committee for the year.	Bi-annually	Stakeholders' interactive session organised	The Consultants and Clerk of the Committee
	Align stakeholders' and strategic partners' annual conferences and workshops related to the Committee's mandate with our plans for the year.	Continuous	Alignment achieved.	The Consultants and Clerk of the Committee





# IMPLEMENTATION MATRIX

## Strategic Pillar 5: Capacity Strengthening

**Strategic Objective 1: Equip Committee members with the requisite tools to perform their functions through regular training, retreats, and workshops within and outside the country**

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Establish Capacity building framework for Committee members	Quarterly training on essential tools to accomplish assigned tasks for all committee members	Quarterly	Number of trainings done	The Consultants/ Clerk of the Committee
	Organise retreats for members of the Committee on working with the right attitude, knowledge acquisition and skills enhancement.	Quarterly	Number of retreats attended	The Consultants / Clerk of the Committee
	Organise workshops and conferences with strategic partners within and outside the country.	Bi-annually	Number of organised workshops and conferences attended	The Consultants and Clerk of the Committee

**Strategic Objective 2: Build a team of competent staff to run the day-to-day activities of the Committee Secretariat in line with the responsibilities and mandates of the Committee.**

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Establish a capacity-building framework for the Committee secretariat staff	Conduct skill set requirement assessment for existing staff, including training gap	2023 – 2024	Report of the skill set requirement conducted	The Consultants/ Clerk of the Committee/Heads of MDAs
	Organise training and workshops to bridge the identified gap	Continuous	Report of the activity organised	The Consultants/ Clerk of the Committee /Heads of MDAs
	Institute mentoring and coaching programme for staff	Continuous	Mentoring and coaching programmes	The Consultants/ Clerk of the of MDAs
	Develop a welfare programme for all staff and a reward system for staff with outstanding performance.	Continuous	A welfare programme and reward system developed	The Consultants/ Clerk of the Committee /Heads of MDAs





# IMPLEMENTATION MATRIX

## Strategic Pillar 5: Capacity Strengthening

<b>Strategic Objective 3: Build a strong workforce across the MDAs under the Committee jurisdiction with the required attitudinal competence, professional skills, and requisite knowledge to deliver on any assigned Task.</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthen the MDA workforce for efficient performance	Develop Staff motivational framework in leadership, reward structure, organisation climate and work structure.	2023	Staff Motivational framework developed	The Consultants/ Clerk of the Committee /Heads of MDAs
	Adopt the 3Rs of motivations (Rewards, Recognition, and explanation)	Continuous	Improvement in staff motivation	The Consultants/ Clerk of the Committee /Heads of MDAs
	Conduct Training needs assessment for staff to establish skill set gap	2023	Report of the training needs assessment conducted	The Consultants/ Clerk of the Committee /Heads of MDAs
	Organise training or mentoring approach to fill the gap	Continuous	Training or mentoring programmes organised	The Consultants/ Clerk of the Committee /Heads of MDAs
<b>Strategic Objective 4: Strengthen the Committee and Stakeholders' relationship through regular stakeholder retreats, meetings, and interactive sessions for consistent stakeholder engagement.</b>				
<b>Strategy</b>	<b>Activity</b>	<b>Timelines</b>	<b>Indicators/Targets</b>	<b>Responsibilities</b>
Strengthen the relationship between the Committee members and the stakeholders	Regular retreat and interactive sessions with partners and stakeholders	Continuous	Number of Retreats and interact sessions held	Committee members/ The Consultants/ Clerk of the Committee
	Encourage stakeholders' engagement. And open feedback	Continuous	Level of stakeholder engagement	Committee members/ The Consultants/ Clerk of the Committee
	Reach out to other countries for trade relationships through their Embassies and Chambers of Commerce.	Continuous	Established Trade relationship	Committee members/ The Consultants/ Clerk of the Committee
	Develop a cordial working relationship with stakeholders and strategic partners, including International Agencies related to trade and Commerce.	Continuous	Developed working relationships with stakeholders	Committee members





# IMPLEMENTATION MATRIX

## Strategic Pillar 6: Promoting Climate Resilience Commerce (CRC)

**Strategic Objective 1: Propose and sponsor climate action -focused and commerce related Bills, such as the Carbon Trade, Carbon Tax, and Sustainable Financing for Banks.**

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
<b>Propose climate action-focused legislation</b>	Build capacity of Committee members to understand climate change issues and impact on commerce.	Quarterly	Number of trainings done and related outputs	The Consultants/ Clerk of the Committee
	Propose Bills that foster effective mainstreaming of climate mitigation and adaptation strategies in the Commerce Sector.	Continuous	Number of Bills proposed	Committee members/ Clerk/ The Consultants

**Strategic Objective 2: Review existing international trade agreements to ensure they reflect the climate action components.**

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Ensure Nigeria's International Trade Agreements align with her Climate Change obligations	Undertake extensive review of all international trade agreements	2023-2024	Report to the Committee on Climate action status of the Agreements	The Consultants/ Clerk of the Committee
	Present motions before the House for review of agreements that do not align	Continuous	Number of motions presented	Committee Chair





# IMPLEMENTATION MATRIX

## Strategic Pillar 6: Promoting Climate Resilience Commerce (CRC)

Strategic Objective 3: Develop a Private Sector-led Climate risk management approach to Commerce and Trade				
Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Develop a Private Sector-led climate control environment for commercial and economic growth	Report from MDAs and Private Sector on adherence to the Climate Action Plan developed by the National Council on Climate Change	2023 - 2024	Number of Reports submitted	Committee members/ Clerk/ The Consultants
	Report from MDAs and Private Sector on adopted climate resilience framework to support Nigeria's decarbonisation target.	Continuous	Submission of Climate Resilience Framework	Business owners and Investors
	Create synergy between MSMEs and relevant entities through trade fairs to aid access to existing climate change funds in establishing businesses that will produce products that support low-emission and climate-resilient development pathways, particularly in rural areas.	Continuous	Number of MSMEs benefitting from climate change funds	Committee members/MSME owners and serial investors
	Join the Federal Government media campaign on the risk of Climate to commercial and economic growth.	Continuous	Private sector-led media campaign on the risk of climate change achieved	Business owners/ Investors
	Factor Climate risk management in their business operations	Continuous	Climate change management is factored into Business operations	Business Owners/ Investors
	Participate in funding Global efforts in combating climate change.	Continuous	The private sector's contribution to the national climate change fund	Business Owners/ Investors
	Include the impact of climate change in the annual audited report.	Continuous	Climate Change impact forms part of audited report	MDAs / Business Owners/ Investors





# IMPLEMENTATION MATRIX

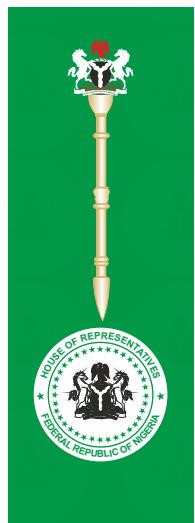
## Strategic Pillar 6: Promoting Climate Resilience Commerce (CRC)

### Strategic Objective 4: Enshrine the culture of continuous infrastructural updates and climate-smart planning in governance.

Strategy	Activity	Timelines	Indicators/Targets	Responsibilities
Support a culture of innovative infrastructural updates and climate-smart planning in governance	Coordinate efforts around climate resilience commerce in Nigeria	Continuous	Climate resilience Commerce is achieved in Nigeria.	Committee members/ Clerk/ The Consultants
	Include annual tree planting in its programme	Continuous	Tree Planting programme sustained	Committee members/ Clerk/ The Consultants
	Ensure that climate mitigation and adaptation strategies are mainstreamed in the Budget presented by the MDAs.	Continuous	Climate change mitigation and adaptation strategies form part of the budgetary allocation.	Committee members/ Clerk/ The Consultants







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