



Report of the Vision 2020  
National Technical Working Group  
On  
**Foreign Policy**



July, 2009



## TABLE OF CONTENT

<b>EXECUTIVE SUMMARY</b> .....	<b>4</b>
<b>1.0 INTRODUCTION</b> .....	<b>7</b>
1.1. OVERVIEW OF NIGERIA FOREIGN POLICY .....	7
1.2. SCOPE OF THE THEMATIC AREA/STRATEGIC PLAN .....	8
1.3. OVERALL TARGETS FOR FOREIGN POLICY .....	8
1.4. PROCESS INVOLVED IN DEVELOPING THE PLAN .....	10
<b>2.0 CURRENT ASSESSMENT OF NIGERIA’S FOREIGN POLICY</b> .....	<b>11</b>
2.1. GLOBAL TRENDS IN FOREIGN POLICY .....	11
2.1.1. <i>Comparative Benchmarking Analysis</i> .....	12
2.1.2. <i>Key Learning Points</i> .....	14
<b>2.2. LOCAL CONTEXT OF THE THEMATIC AREA</b> .....	<b>14</b>
2.2.1. <i>Local Trends and Recent Developments</i> .....	14
2.2.2. <i>Current Plans and Programmes of Nigeria</i> .....	15
2.3. ISSUES AND CHALLENGES .....	16
2.4. STRATEGIC IMPERATIVES.....	20
2.5. OPPORTUNITIES FOR NIGERIA .....	20
2.6. KEY SUCCESS FACTORS.....	21
<b>3.0 STRATEGIES FOR FOREIGN POLICY</b> .....	<b>22</b>
3.1. VISION, OBJECTIVES AND GOALS .....	22
<b>4.0 IMPLEMENTATION ROADMAP</b> .....	<b>28</b>
4.1. IMPLEMENTATION PLAN – SHORT TERM, MEDIUM TERM AND LONG TERM.....	28
4.2. IMPLEMENTATION MONITORING FRAMEWORK AND TOOLS .....	43
<b>APPENDICES</b> .....	<b>57</b>
I. BIBLIOGRAPHY.....	57



**LIST OF TABLES**

Table 1 : Nigeria’s ranking against Brazil Using Define Comparative Indicators ..... 13



## EXECUTIVE SUMMARY

This report is the outcome of the deliberations of the Foreign Policy National Technical working Group (NTWG) on the Nigerian Vision 20:2020 project. The group was mandated to envision Nigeria's foreign policy in the Year 2020 as a means to making it operationally effective to support the country's aspiration of becoming one of the 20 most advanced economies in the world. The group defined its scope of work, created sub-committees where necessary to discuss issues both intensively and extensively before arriving at a consensus.

The group also had a number of interactive sessions with senior officials from the Ministry of Foreign Affairs and its agencies, including the Nigerian Institute of International Affairs, the National Intelligence Agency, and the Directorate of Technical Cooperation in Africa, the Directorate of Technical Aid Corps, and the Institute for Peace and Conflict Resolution. Finally, the group drew information from various extant sources including relevant government documents, books and journal articles. Representatives of the Ministry of Foreign Affairs (MFA), National Planning Commission, NPC, and the consultants from Accenture were of tremendous assistance to the group on its assignment.

Foreign Policy is the aggregate of a country's national interest. It is the result of the interaction of internal and external forces as perceived by the foreign policy decision makers. The interface of domestic and foreign policy makes it imperative that an effective foreign policy will facilitate the attainment of the objectives of Vision 20:2020. The foreign policy of every country has an underlining orientation or ideology, for Nigeria, this is liberalism. Liberalism as used here represents freedom of choice; freedom of association; freedom of expression; freedom of worship; respect for fundamental human rights and rule of law; and market-driven economy. However, Nigeria will continue to cooperate with other countries irrespective of their political and economic orientation.

The foreign policy NTWG report fashioned the following as the vision for Nigeria's foreign policy:

*A dynamic, proactive and resilient foreign policy, leveraging Nigeria's relatively large economy and population to harness the opportunities in the global environment for sustainable socio-economic development of the country.*



This report recommends that Nigeria should be the focus and centrepiece of Nigeria's foreign policy. Since Vision 20:2020 aims to transform Nigeria into one of the twenty most developed countries in the world, the nation's foreign policy should be designed both in context and operational milieu to promote this objective. The report explores the political, economic, security, and social dimensions of foreign policy. It asserts that if we work to secure peace among our neighbours there will be peace, security and stability at home, which will in turn promote economic development, enhance social cohesion and the attainment of Vision 20:2020 objectives. It also recommends institutional reform of the Ministry of Foreign Affairs using a template that recognizes its distinctness from the general public service. Furthermore, the report recommends that the country should utilise informal diplomacy and the pool of retired Foreign Service officers for special assignments.

To achieve Nigeria's Vision 2020 objective, this report recommends that foreign policy should play a vital role in achieving the following:

- i. Articulate a better image for Nigeria and improve the country's relationship with the outside world by cultivating goodwill for Nigeria.
- ii. Seek closer and better relations with the major powers.
- iii. Pursue the acquisition and transfer of technology, the promotion of trade, investment and cultural relations to boost our ailing industries and manufacturing sector.
- iv. Facilitate rapid and sustained economic growth and development.
- v. Assist Nigeria to have a systemic equilibrium within the Nigerian Polity and enable for peace and stability to reign and for sustained good governance.
- vi. Ensure Nigeria's leading role in Africa and the ECOWAS sub-region is sustained and safeguarded.
- vii. Use diplomacy to persuade Nigerians in the Diaspora to be part of nation building efforts currently pursued and to repatriate some of their savings towards the noble and laudable goals of Vision 20:2020
- viii. Assist Nigeria in securing a permanent seat in the United Nations Security Council.



- ix. Ensure Nigeria's strategic relevance and military capability as a means of deterrence.
- x. Seek and encourage high level visits by Government Officials and the private sector to countries abroad that have strategic relevance to Nigeria's interests and vice-versa, for the achievement of our goals in Vision 20:2020
- xi. Use success stories elsewhere and domesticate these for the National Interest
- xii. Ensure Nigeria's compliance with international and bilateral obligations and treaties
- xiii. Advance Nigeria's bilateral relations;
- xiv. Nigeria's participation in international institutions;
- xv. Nigeria's participation in global trade and commerce;
- xvi. Nigeria's leadership on the African continent and
- xvii. Nigeria's position as the foremost black nation in the world.

This report concludes by identifying strategic imperatives, opportunities and key success factors for Nigeria in the field of foreign policy.



## 1.0 Introduction

### 1.1. Overview of Nigeria Foreign Policy

Foreign Policy is the aggregate of a country's national interest. It is the result of the interaction of internal and external forces as perceived by the foreign policy decision makers. The interface of domestic and foreign policy makes it imperative that an effective foreign policy will facilitate the attainment of the objectives of Vision 20:2020. The foreign policy of every country has an underlining orientation or ideology. For Nigeria, this is liberalism. Liberalism as used here represents freedom of choice; freedom of association; freedom of expression; freedom of worship; respect for fundamental human rights and rule of law; and market-driven economy. However, Nigeria will continue to cooperate with other countries irrespective of their political and economic orientation.

Foreign policy also has a plan and commitment, and for Nigeria, as for other countries, this is based on the country's national interest. National interest operates on at least three levels. First are those interests that relate to our core values. Core values deal with national security, survival, territorial integrity and sovereignty. Another level deals with context specific values. These may change over time depending on each administration's expectations and objectives. The third level deals with manifest activities, which can be operationalised at different levels. As often happens in all countries, there is continuity in Nigeria's foreign policy from the Balewa administration (1960 to 1966) to the Yar'Adua administration. This is without regard to the fact that operational context and emphasis may change in accordance with changes in government.

During the Balewa administration the nation placed emphasis on the principle of non-alignment in order to demonstrate its neutrality in a two-superpower dominated international system where the operational norm was defined by the Cold War. Successive governments had to invest the nation's resources and capital to promote decolonization on the African continent. In this regard the operational philosophy of the country's foreign policy was encapsulated in the dictum: *Africa is the centrepiece of Nigeria's foreign policy.*



The emergence of armed conflict in the West African sub-region had to be taken into cognizance in operationalising our foreign policy. To that extent the government came out with the concentric circle paradigm. The concentric circle paradigm refers to the operational environment of a country's foreign policy. For Nigeria there are three circles. The inner circle refers to Nigeria; the middle circle refers to Nigeria's neighbours while the third circle refers to Africa and the rest of the world. The conjuncture in the victory of the decolonization programme and the decline of the national economy required a new paradigm for the nation's foreign policy. In consequence, Nigeria shifted emphasis to the development of its economy. Economic diplomacy became the new paradigm for the nation's foreign policy and has remained the central focus of the country's foreign policy. However, the present administration has introduced a new concept, citizen diplomacy. The government believes that foreign policy should focus on protecting Nigerian citizens wherever they may be, hence the emphasis on citizen diplomacy. Citizen diplomacy also focuses on protecting and mobilizing Nigerians in the Diaspora to achieve national objectives.

### **1.2. Scope of the Thematic Area/Strategic Plan**

Nigeria should be the focus and centrepiece of Nigeria's foreign policy. Vision 20:2020 aims to transform Nigeria into one of the twenty most developed countries in the world. The nation's foreign policy should be designed both in context and operational milieu to promote the objectives of Vision 20:2020. The report will focus on political, economic, security, and social dimensions of foreign policy. Peace, security and stability among our neighbours are sine qua non to securing peace in Nigeria. This will promote Nigeria's economic development; enhance social cohesion and the attainment of Vision 20:2020 objectives.

### **1.3. Overall Targets for Foreign Policy**

The overall targets should be based on the realisation of the objectives of Vision 20:2020. Nigeria's foreign policy in 2020 should be very effective in advancing the national interest.

To achieve Nigeria's Vision 20:2020 objective, foreign policy will play a vital role in achieving the following:



- i. Articulate a better image for Nigeria and improve the country's relationship with the outside world by cultivating goodwill for Nigeria
- ii. Seek closer and better relations with the major and emerging powers
- iii. Pursue the acquisition and transfer of technology, the promotion of trade, investment and cultural relations to boost Nigeria's ailing industries
- iv. Facilitate rapid and sustained economic growth and development
- v. Assist Nigeria to achieve systemic equilibrium, peace, stability and good governance
- vi. Ensure Nigeria's leadership role in Africa and the ECOWAS region is sustained and safeguarded
- vii. Use diplomacy to persuade Nigerians in the Diaspora to be part of nation building efforts
- viii. Assist Nigeria in securing a permanent seat in the United Nations Security Council
- ix. Ensure Nigeria's strategic role and military capability
- x. Seek and encourage high level visits by Government Officials and the private sector to countries abroad that have strategic relevance to Nigeria's interests and vice-versa, for the achievement of our goals in Vision 20:2020
- xi. Use success stories elsewhere and domesticate these for the National Interest
- xii. Ensure Nigeria's domestication and compliance with bilateral and multilateral obligations and treaties

To this end, Nigeria's foreign policy should achieve the following objectives:

- i. Advance Nigeria's bilateral relations
- ii. Advance Nigeria's active role in international institutions
- iii. Enhance Nigeria's participation in global trade and commerce
- iv. Facilitate Nigeria's leadership role on the African continent and
- v. Promote Nigeria's position as the foremost black nation in the world



In addition to the foregoing, the effectiveness of the nation's foreign policy can be measured by the amount of foreign direct investment, foreign trade flows, the location of vital economic, financial and other international institutions in Nigeria, as well as by other indices which arise from our interaction with the outside world.

#### **1.4. Process Involved in Developing the Plan**

The process of developing this plan involved:

- extensive discussions among NTWG members (conducted over the 6 working sessions),
- document review from primary, secondary and miscellaneous sources,
- Interactive sessions held with practitioners and experts in the field as follows:
  - i. Special Adviser to the President on Foreign Policy and Member Presidential Advisory Council on Foreign Policy, Ambassador Jibrin Chinade
  - ii. The Permanent Secretary, Ministry of Foreign Affairs, Ambassador Joe Keshi
  - iii. Director-General, National Intelligence Agency, (NIA) Ambassador Olaniyi Oladeji (representing the Director General)
  - iv. Director-General, NIIA, Professor Osita Eze
  - v. Director-General, Institute for Peace and Conflict Resolution, Dr Joseph H. P. Golwa
  - vi. Director and Chief Executive Officer, Technical Aid Corps, Ambassador Mamman Daura
  - vii. Director, Office of the Minister of Foreign Affairs, Dr H. Ojiakor
  - viii. Director, Planning, Research and Statistics, Ministry of Foreign Affairs, Ambassador Adamu Abbas
  - ix. Director, International Organisations Department, Mr. Z. O. Lolo.



## 2.0 Current Assessment of Nigeria's Foreign Policy

### 2.1. Global Trends in Foreign Policy

Although the United States remains the foremost power in the world, the contemporary global system reveals a trend toward regionalism, the formation of economic groups, the emergence of multiple power centres, and economic interdependence. All these form part of the new paradigm of globalization. Security has also become a major issue of the contemporary world. This is reflected in the emergence of global terrorism and piracy, which have serious implications for Nigeria, particularly in the Niger Delta where the nation's oil resources are based. These issues are discussed in greater details as follows:

#### Globalisation

Globalisation has turned the world into a global village wherein countries have found it in their interest to form economic clusters. The trend has led to greater regionalism and the formation of economic groupings such as BRIC, G8, G20, APEC, among many others. Greater economic development has also led to the emergence of multiple power centres across the world. Globalisation makes it imperative that Nigeria's foreign policy should be

- Knowledge and technology driven
- Sensitive to the World Trade Organisation (WTO) and Economic Partnership Agreements (EPA)
- Sensitive to the Energy crisis
- Sensitive to the Environment and bio-technology.

It should also

- Take cognisance of International Financial Institutions
- Take cognisance of migration and global citizenship
- Take cognisance of international governance regimes
- Pursue a just and equitable economic system
- Fashion creative means to attract FDI.
- Pursue a diversification of sources of external earnings beyond oil
- Take cognisance of concerted international campaign against corruption, including the use of United Nations Convention against Corruption (UNCAC).



## **Terrorism**

The emergence of terrorism and piracy as major issues in the contemporary world pose a major challenge to Nigeria's foreign policy. Nigeria has to act in concert with other countries to meet this challenge. Nigeria should also enhance its military and intelligence capabilities to meet threats to its security and stability.

## **Global Economic Meltdown**

Special programmes and measures have to be taken by government to meet the challenges of the global economic meltdown. These include

- Strengthening the regulatory and oversight functions of the Central Bank of Nigeria, the Ministry of Finance and other institutions such as the Nigerian Deposit Insurance Corporation (NDIC), the Securities and Exchange Commission (SEC)
- Securing bank deposits
- Taking intervention measures where necessary to ameliorate the impact of the meltdown on the national economy and on the citizenry
- Promoting policies relating to small and medium enterprises.

## **Niger Delta Crisis**

The Niger Delta crisis is an internal problem, which should be solved through internal mechanisms. It will be most dangerous to the polity to externalise the crisis. Foreign policy should be used to ensure that countries do not exploit the crisis to the detriment of Nigeria. It should also be used to prevent external intervention in Nigeria's internal affairs.

### **2.1.1. Comparative Benchmarking Analysis**

The comparative analysis undertaking here is between Nigeria and Brazil. The choice of Brazil is based on a number of parameters which include:

- Racial affiliation
- Geopolitical location in the Western Atlantic
- Colonial heritage
- Population and large internal markets



- Similarity in the growth of GDP
- National economic aspirations
- Potential to be in the Top 20 economies in the world by 2020
- Both have aspirations to secure a permanent seat in the United Nations Security Council
- Both countries feature prominently in international football.

**Table 1** : Nigeria's ranking against Brazil Using Defined Comparative Indicators

<b>Indicators</b>	<b>Brazil</b>	<b>Nigeria</b>
<i>GDP (Million USD)</i>	1,990,000	338,100
<i>GDP Growth Rate (%)</i>	5.20	6.10
<i>Population (Millions)</i>	198	149
<i>Foreign Direct Investment (Millions USD)</i>	328,455	62,791
<i>Inflation</i>	3.6	5.5
<i>Human Development Index (Rank)</i>	70	154
<i>Political Stability</i>	-0.22	-2.07
<i>Corruption Perception Index (Score)</i>	3.5	2.7

Source 1: GDP, GDP Growth Rate, Population – CIA, The World Factbook (2008), FDI – UNCTAD, list of countries received, HDI – UNDP, Human Development Indices, A statistical update 2008, CPI Score – Transparency International (2008)



### **2.1.2. Key Learning Points**

#### **Leadership and democratic consolidation**

The design and effective implementation of foreign policy, as in the effective pursuit and implementation of other facets of a country's national objectives, is absolutely dependent on the calibre of leadership.

Power has several indices among which are geography, population, national resource, national morale, technology, governmental system and leadership. Among all these, leadership, which is democratically elected, transparent and accountable, is the most fundamental. A country that gets its leadership right will utilize all other indices to propel itself towards development.

In the last few decades, Brazil has stabilised its political system and consolidated its democratic institutions and processes. Hence, for the actualization of the objectives of Vision 20:2020, the key learning point from the comparative analysis with Brazil is that Nigeria should fashion a method for a smooth and transparent democratic transition and political stability. Without this the Vision will never be translated into reality.

### **2.2. Local Context of the Thematic Area**

Foreign policy is a reflection and an extension of domestic policy. For Nigeria to have an effective and successful foreign policy we must focus on economic development; adopt an energy policy that embraces diversified sources of power such as gas, water, coal, and nuclear. No foreign policy can be effective if the domestic arena from which it takes its inspiration and operational essence is dysfunctional. Consequently, fundamental measures need to be taken to address domestic social, economic and political challenges that engender internal instability and negative publicity or perception in the international arena.

#### **2.2.1. Local Trends and Recent Developments**

A process of reforms has been initiated since the inception of democratic rule in 1999. Although this is commendable, the results have not impacted sufficiently on the formulation and implementation of the country's foreign policy. Nevertheless, the current trend towards



privatization, the anti-corruption campaign, the public-private partnership in the maintenance and establishment of critical infrastructure, the empowerment of the private sector to serve as the engine of development, if implemented objectively and effectively, will lay the foundation for the actualization of the objectives of Vision 20:2020.

### **2.2.2. Current Plans and Programmes of Nigeria**

Ongoing programmes in the Nigerian foreign policy arena include:

#### **NEPAD**

The NEPAD document proposes a Foreign Direct Investment level of \$60 billion for Africa per annum for the next ten years; unfortunately, this has not materialised. The African Peer Review Mechanism, APRM, is currently ongoing. NEPAD is expected to be an institution under the African Union. However, there appears to be a disconnect between the two because of locational incongruence. Whereas NEPAD is located in Pretoria, the African Union is based in Addis Ababa.

#### **The Abuja Charter of 1991**

The Charter recommends that regional economic blocs should be strengthened as building blocs for a continental market. There is a need for Nigeria's foreign policy to foster the realisation of the Abuja Charter. The Charter was an offshoot of the Lagos Plan of Action of 1980 which has apparently become moribund, although the issues raised therein remain valid and relevant.

#### **The Nigeria and European Union Trade and Development Agreement (Economic Partnership Agreement, EPA)**

By this agreement 478 million Euros, and an additional sum of 120 million Euros incentive tranche was pledged to support the EPA programme.



## **2.3. Issues and Challenges**

### **i. Infrastructure**

It is imperative to create strategic scientific and technical infrastructure for the country. The current infrastructure that could propel genuine industrialization is in deplorable state. As such, the country has to invest heavily in the establishment of critical infrastructure and in capacity building as a precondition for industrialization and for the attainment of the objectives of Vision 20:2020.

### **ii. Enabling Environment**

It is also necessary to establish the enabling environment to reverse the brain drain. The nation's educational system should be revised to meet the manpower and technological needs of the country.

### **iii. Reform of Ministry of Foreign Affairs (MFA) and Nigeria's bureaucracy**

There is also the issue of reforming the Ministry of Foreign Affairs, MFA, and Nigeria's public service system in general, for effective service delivery. The need to reform the entire public service system in Nigeria has been recognised by all governments since the 1970s. The administration of Chief Olusegun Obasanjo, which described the public service as "corrupt, inefficient and technologically backward" also recognised this and in 2003, instituted far-reaching reforms through the instrumentality of the Bureau for Public Sector Reform. Naturally, these reforms also included the Ministry of Foreign Affairs. To avoid accumulation of unnecessary foreign debt funds needed for public service reforms should be internally generated, and the reform itself should be carried out at once, and not left an open-ended affair, as it is now.

#### **a) Uniqueness of the Ministry of Foreign Affairs (MFA)**

Recognising the uniqueness of the MFA, any institutional reform that adopts a one-cap-fits-all template to the nation's public service system is bound to have marginal effect on the foreign policy formulation and implementation machinery. Past reform efforts have failed to take the MFA's uniqueness and distinctness from the general public service into account, and this has rendered attempts to improve its operational efficiency a nullity. The MFA's uniqueness arises from the fact that it is the primary agency of government with the statutory responsibility to conduct Nigeria's Foreign Policy. For this purpose it gathers and processes information on



issues of vital national interest from cross-sectoral sources in both the domestic and external environment.

**b) Structure of the Ministry of Foreign Affairs**

Structurally, the MFA comprises the headquarters in Abuja, which is organically connected to 108 overseas missions that represent Nigeria's interest with individual countries, and in global, regional and sub-regional institutions. The Ministry also includes a number of ancillary agencies and domestic service points performing specialised functions that are nevertheless critical to the attainment of its statutory mandate. The agencies are the Nigerian Institute of International Affairs (NIIA), the Directorate of Technical Aid Corps (TAC), the Directorate of Technical Cooperation in Africa (DTCA), the Institute for Peace and Conflict Resolution (IPCR), and the Foreign Service Academy (FSA). The domestic service points include the National Assembly Liaison Office, the Lagos Liaison Office, the State Protocol Office at the Presidency, Airport Protocol, Nigeria Volunteer Service (NVS), Nigerians in Diaspora (NIDO) and the Pilgrims Commission.

**c) Previous Reforms of the Ministry of Foreign Affairs**

Attempts have been made of recent to establish a reform template dedicated solely to the MFA. This was the case in 2006, when the MFA undertook an in-house collective reform exercise to re-engineer and reposition itself for the formulation, implementation, and management of Nigeria's foreign policy. Even then, the reform process was based guidelines established by the Bureau for Public Service Reforms. The Ministry is currently in the process of implementing the result of this exercise.



### **Challenges Facing the Ministry of Foreign Affairs**

Despite the changes occasioned by the on-going reforms, analysis of the current situation reveals the following subsisting challenges:

- i. The non-completion of the permanent site (with improved security such as CCTV for surveillance, a befitting reception for foreign dignitaries, and other integrated ICT facilities, et cetera) which should provide an enhanced working environment is a constraint to MFA's service delivery because of the peculiarity of its operations;
- ii. A top-heavy personnel structure with as many as 140 officers on Grade Level 17 and many others in the Directorate Cadre;
- iii. Federal government-owned properties in many of the foreign missions are in deplorable condition, are not well maintained, do not conform with the standards of the host countries and/or are not befitting as foreign missions;
- iv. Inadequate information flow and communication linkage between various departments, divisions and agencies of the MFA; between the MFA and its various missions; and between the MFA and the National Intelligence Agency (NIA)
- v. The absence of interconnectivity for informed and timely decision making and planning;
- vi. Inadequate information on capacity and resource gaps in the MFA;
- vii. Non-institutionalisation of a demand driven capacity building procedure in the MFA;
- viii. Poor deployment, lack of prudence and prioritisation in the management of resources
- ix. MFA use of generalist rather than the specialist approach to its activities.

### **Proposal to Re-engineer the Ministry of Foreign Service**

A major strategic disability is that the subsisting structure of the MFA does not adequately align with the dictates of current global dynamics. It is imperative that the MFA undergoes complete re-engineering if it is to deliver on Nigeria's foreign policy objectives as they relate to the 20:2020 Vision. This will require:

- i. Re-positioning the MFA to be proactive in its response to issues concerning the environment, terrorism, human migration, the Diaspora, WTO and other global issues



- ii. Regular capacity assessment and appropriate training and orientation of officers of the foreign service to keep them abreast of global dynamics
- iii. Technology integration to support an efficient management information system for accurate and timely decision making
- iv. Adequate logistics and other operations support
- v. Efficiency in the deployment and management of human and other resources
- vi. Outsourcing of maintenance to facility managers in the locality of the missions
- vii. Closing the manpower gap between the Directorate Cadre and the middle level cadre (Grade Levels 12-14)
- viii. Recruitment of foreign service officers should take cognisance of competences in foreign languages
- ix. The Ministry of Foreign Affairs should be allowed to recruit its own accountants up to Grade Level 13 after which they should be pooled to the Office of the Accountant General for career development
- x. Regular meetings of MDAs with the Ministry of Foreign Affairs to harmonise policies.

### **Challenges in the External Environment**

There are numerous challenges in the international environment. These include competition with other power centres in Africa, the drive to expand the permanent membership of the United Nations Security Council, and environmental issues.



## 2.4. Strategic Imperatives

- i. Create a conducive environment by completing the construction of the Ministry of Foreign Affairs' building
- ii. Deepen the reform of the Ministry of Foreign Affairs
- iii. Ensure submission of economic reports by Nigerian missions on their host countries identifying opportunities for economic development in Nigeria
- iv. Include greater economic content in the curriculum of the Foreign Service Academy
- v. Ensure that the Ministry of Foreign Affairs establishes linkages with the private sector to enhance trade and export promotion
- vi. Make economic diplomacy a major instrument of Nigeria's foreign policy
- vii. Create one-stop trade-facilitation border posts and infrastructure across the ECOWAS Sub-region

## 2.5. Opportunities for Nigeria

As a regional power in West Africa and the largest black nation in the world, Nigeria has strategic opportunities which it could tap to advance its economic objectives. Currently, within the context of the global economy, opportunities exist for out-sourcing, for foreign direct investment, off-shore production, etc, which can be of benefit to Nigeria.

Nigeria should also form strategic partnerships with countries which can meet its critical technological needs. In terms of geopolitical configurations of the international system it will be necessary for Nigeria to form strategic alliances with emerging economies such as Brazil, India, China and Indonesia. It should promote good relations with these countries as well. Nigeria should exploit the current international economic crisis to advance its economic agenda by providing the enabling environment for the relocation of foreign companies to the country. Furthermore, Nigeria should explore all avenues to factor employment creation into bilateral and multilateral investment agreements. Specifically, Nigeria should:



- i. Utilise its diplomatic channels to create strategic partnerships to meet the country's energy and other critical infrastructural needs.
- ii. Utilise opportunities that exist through its missions to assist the private sector to form strategic partnerships and joint ventures with counterparts in other countries.
- iii. Use the foreign missions to maximise opportunities for out-sourcing, Research and Development and Foreign Direct Investment.
- iv. Use the foreign missions to encourage highly skilled Nigerians in the Diaspora to contribute to the development process.

## **2.6. Key Success Factors**

- i. An effective and patriotic civil service
- ii. Functional state institutions
- iii. Functional infrastructure
- iv. Committed leadership.



### 3.0 Strategies for Foreign Policy

#### 3.1 Vision, Objectives and Goals

Vision Statement:

*A dynamic, proactive and resilient foreign policy, leveraging Nigeria’s relatively large economy and population to harness the opportunities in the global environment for sustainable socio-economic development of the country.*

GOALS/TARGETS	STRATEGIES	INITIATIVES
<b>OBJECTIVE 1:</b> Cultivate goodwill and promote better image for Nigeria		
1. Repositioning the Ministry of Foreign Affairs to make it more effective in actualizing its mandate by 2015	Create a conducive environment by completing the Ministry of Foreign Affairs’ building.	Ministry of Foreign Affairs to review progress report on the building with contractors to ensure its completion and occupation by December 2009
		Deploy and maintain ICT infrastructure that will interconnect the Ministry with Nigeria’s diplomatic missions.
	Deepen the reform of the Ministry of Foreign Affairs	The Ministry of Foreign Affairs to reduce its overhead by prevailing on line ministries that use facilities in its diplomatic missions to contribute to the cost of maintenance



GOALS/TARGETS	STRATEGIES	INITIATIVES
		<p>responsibilities and levels of authority in the Ministry, including the political leadership</p> <p>Grant the Foreign Service operational independence that is nevertheless in conformity with other constitutional and institutional requirements of the Nigerian state.</p> <p>Make capacity building a permanent and recurrent feature of the Ministry of Foreign Affairs</p> <p>Conduct capacity gap analysis.</p>
	Submission of economic reports by Nigerian missions on their host countries identifying opportunities for economic development in Nigeria	Meet the financial and skill requirements that will enhance the ability of the missions to produce useful reports.
	Inclusion of greater economic content in the curriculum of the Foreign Service Academy	Immediate review of the curriculum of the foreign Service Academy to integrate greater economic content
2. Ensure that Nigeria maintains its strategic influence in West Africa and the rest of	Expanding the Technical Aid Corps and extending its coverage in West Africa, Africa and the world	Increase in the budget and capabilities of TAC to expand its services



GOALS/TARGETS	STRATEGIES	INITIATIVES
the world		
3. Promote policies and interventions to reduce clandestine trans-national activities by Nigerians by 2015	Stabilisation of the polity through economic prosperity, security and democracy	Achieve the medium term objectives of Vision 20:2020

GOALS/TARGETS	STRATEGIES	INITIATIVES
<b>Objective 2:</b> Enhance cultural, economic and political ties with Nigeria’s neighbours, ECOWAS, Africa, the great powers, the emerging economies and the rest of the world.		
1. Actualize the ECOWAS common currency and common market projects by 2015	Creation of one-stop trade-facilitation border posts and infrastructure across the ECOWAS Sub-region	Ensuring the posting of dedicated and patriotic professionals to the border posts
		Ensure immediate installation and deployment of state of the art ICT infrastructure at the border posts.
2. Deepen trans-national ties in the West African sub-region	Strengthen Nigeria’s position and advantage in ECOWAS	Ensure full implementation of all ECOWAS protocols
3. Ensures that Nigeria secures a permanent seat in the Security Council	Actualise the medium term objectives of Vision 20:2020	Full and committed implementation of Vision 20:2020 agenda



<b>Objective 3:</b> Promote the acquisition of technology and attract technical assistance to the country.		
GOALS/TARGETS	STRATEGIES	INITIATIVES
1. Ensure full implementation of bilateral, multilateral, technical and economic agreements Nigeria has with its neighbours, institutions and other countries by 2020	Review and implement all extant bilateral, multilateral, technical and economic agreements	Establish an inter-agency committee to undertake immediate review and full implementation of all extant international agreements that will facilitate Vision 20:2020

GOALS/TARGETS	STRATEGIES	INITIATIVES
<b>Objective 4:</b> Promote trade and investment and increase the value and quantum of Foreign Direct Investment		
1. Facilitate an increase in Foreign Direct Investment at levels that will sustain Nigeria's position as an Advanced Emerging Economy	The Ministry of Foreign Affairs to establish linkages with the private sector to enhance trade and export promotion	The Ministry to begin immediate sensitization of the private sector on trade and export opportunities
		Nigerian missions in strategic countries and the headquarters should organize business fora to which they invite Nigerian business organizations (at their own expense) and critical government officials to interact with their foreign counterparts
	Make economic diplomacy a major	Establish and strengthen



GOALS/TARGETS	STRATEGIES	INITIATIVES
	instrument of Nigeria's foreign policy	<p>existing Strategic Partnerships with other countries and organizations</p> <p>Review and reactivate existing Joint Commissions, and create new ones where necessary</p> <p>Promote Joint Ventures with strategic partners, with a view to utilizing local raw materials and enhancing local capacity building</p> <p>License and co-produce on-shore and off-shore production and assembly processes</p> <p>Encourage export opportunities and out-sourcing</p> <p>Promote regular trade expos and trade fairs with strategic countries</p> <p>Explore investment opportunities across the world, especially in the advanced economies</p> <p>Facilitate the establishment of special-purpose investment vehicles to manage the country's overseas investments</p>



GOALS/TARGETS	STRATEGIES	INITIATIVES
<b>Objective 5:</b> Sensitise and mobilize Nigerians in the Diaspora to participate in nation-building		
Ensure the establishment of organizational structures and registration of all Nigerians in the Diaspora by 2015	Nigerian missions to begin organising and registering Nigerians in the Diaspora	Provide technical, financial and logistic facilities to Nigerian missions
Fund Nigerian missions to make the sensitisation and mobilisation of Nigerians in the Diaspora achievable	Increasing the budget of the Ministry of Foreign Affairs	Ensure adequate funding on the Ministry of Foreign Affairs

## 4.0 Implementation Roadmap

### 4.1. Implementation Plan – Short term, Medium term and Long term

Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
<b>Objective 1:</b> Cultivate goodwill and promote better image for Nigeria							
<b>Goal 1:</b> Repositioning the Ministry of Foreign Affairs to make it more effective in actualizing its mandate by 2015							
1. Create a conducive environment by completing the Ministry of Foreign Affairs' building.	Ministry of Foreign Affairs to review progress report on the building with contractors to ensure its completion and occupation by December 2009	Ministry of Foreign Affairs (MFA); Bullet Construction Company	Ministry of Finance; Ministry of Works and Housing	FGN	Dec 2009		
	Deploy and maintain ICT infrastructure that will interconnect the Ministry with Nigeria's diplomatic missions.	MFA		FGN	Dec 2009		
	The Ministry of Foreign Affairs to reduce its overhead by prevailing on line ministries that use facilities in	MFA, Ministry of Interior, Ministry of Defence	Ministry of Interior, Ministry of Defence, Ministry of Science and	FGN	2012		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
	its diplomatic missions to contribute to the cost of maintenance		Technology				
2. Deepen the reform of the Ministry of Foreign Affairs	Establish a clear chain of command with defined responsibilities and levels of authority in the Ministry, including the political leadership	FGN, MFA,	Development Partners	FGN	2010		
	Grant the Foreign Service operational independence that is nevertheless in conformity with other constitutional and institutional requirements of the Nigerian state.	FGN	SGF; MFA; Federal Civil Service Commission	FGN	2010		
	Make capacity building a permanent and recurrent feature of the Ministry of Foreign Affairs	MFA	Office of the Head of Service of the Federation, (OHSF);	FGN	2012		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
			Development Partners; Federal Civil Service Commission; Universities; NIIA; ASCON; NIPSS; Foreign Service Academy; National Defence College; other relevant capacity building institutions				
	Conduct capacity gap analysis.	MFA	OHSF; Training institutions; Consultants; and other relevant agencies	FGN; Development Partners	2010		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
Submission of economic reports by Nigerian missions on their host countries identifying opportunities for economic development in Nigeria	Meet the financial and skill requirements that will enhance the ability of the missions to produce useful reports.	MFA	OHSF; Federal Civil Service Commission; Development Partners, Universities, NIIA, ASCON, NIPSS, Foreign Service Academy; National Defence College; other relevant capacity building institutions	FGN	2012		
Inclusion of greater economic content in the curriculum of the Foreign Service Academy	Immediate review of the curriculum of the foreign Service Academy to integrate greater economic, trade and ICT content	MFA	Universities; Foreign Service Academy; NIIA	FGN	2010		
<b>Goal 2:</b> Ensure that Nigeria maintains its strategic influence in West Africa and the rest of the world							



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
a. Merge TAC with the directorate of Technical Cooperation in Africa (DTCA) b. Expanding the Technical Aid Corps and extending its coverage in West Africa, Africa and the world	Appropriate funding and enhanced capabilities of the merged institution to expand the scope of its services	MFA	Ministry of Finance; Federal Civil Service Commission; Ministry of Justice; National Judicial Council; Ministry of Health	FGN	2012		
<b>Goal 3:</b> Promote policies and interventions to reduce clandestine trans-national activities by Nigerians by 2015							
Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
Stabilisation of the polity through economic prosperity, security and democracy	Achieve the medium term objectives of Vision 20:2020	FGN	All MDAs,	FGN		2015	
<b>Objective 2:</b> Enhance cultural, economic and political ties with Nigeria's neighbours, ECOWAS, Africa, the great powers, the emerging economies and the rest of the world.							
<b>Goal 1:</b> Actualize the ECOWAS common currency and common market projects by 2015							
Creation of one-stop trade-facilitation border posts and infrastructure across the ECOWAS Sub-region	Ensuring the posting of dedicated and patriotic professionals to the border posts	Ministry of Interior; Ministry of Commerce and Industry; Federal Civil Service Commission	Immigration, NAFDAC; NDLEA; Customs; Nigeria Police; Security and Intelligence Agencies; Nigerian Ports Authority; ECOWAS; Relevant Joint Commissions	FGN	2012		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
	Ensure immediate installation and deployment of state of the art ICT infrastructure at the border posts.	MFA; Ministry of Science and Technology; Ministry of Interior; Ministry of Commerce and Industry;	Immigration; NAFDAC; NDLEA; Customs; Nigeria Police; Security and Intelligence Agencies; Nigerian Ports Authority; ECOWAS; Relevant Joint Commissions	FGN	2012		
<b>Goal 2:</b> Deepen trans-national ties in the West African sub-region							
Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
Strengthen Nigeria's position and advantage in ECOWAS	Ensure full implementation of all ECOWAS protocols	MFA	NPC, relevant MDAs	FGN	2012		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
<b>Goal 3:</b> Ensures that Nigeria secures a permanent seat in the Security Council							
Actualise the medium term objectives of Vision 20:2020	Full and committed implementation of Vision 20:2020 agenda	FGN	FGN	FGN		2015	
<b>Objective 3:</b> Promote the acquisition of technology and attract technical assistance to the country.							
<b>Goal 1:</b> Ensure full implementation of bilateral, multilateral, technical and economic agreements Nigeria has with its neighbours, institutions and other countries by 2020							
Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
Review and implement all extant bilateral, multilateral, technical and economic agreements	Establish an inter-agency committee to undertake immediate review and full implementation of all extant international agreements that will facilitate Vision 20:2020	MFA	MFA; NPC; relevant MDAs; National Assembly; Development partners	FGN	2012		
<b>Objective 4:</b> Promote trade and investment and increase the value and quantum of Foreign Direct Investment							
<b>Goal 1:</b> Facilitate an increase in Foreign Direct Investment at levels that will sustain Nigeria's position as an Advanced Emerging Economy							



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
The Ministry of Foreign Affairs to establish linkages with the private sector to enhance trade and export promotion	The Ministry to begin immediate sensitization of the private sector on trade and export opportunities	MFA	Ministry of Commerce and Industry; Chambers of Commerce; NACIMA; MAN; Ministry of Information; Media and Communication agencies; Nigerian Export Promotion Council (NEPC)	FGN; Development Partners	2010		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
	Nigerian missions in strategic countries and the Headquarters should organise business fora to which they invite Nigerian business organizations (at their own expense) and critical government officials to interact with their foreign counterparts (National and International)	MFA	Nigerian Investment Promotion Commission (NIPC); Ministry of Commerce and Industry; Chambers of Commerce; NACIMA; MAN; Ministry of Information; Media and Communication agencies; NEPC	FGN	2010		
Make economic diplomacy a major instrument of Nigeria's foreign policy	Establish and strengthen existing Strategic Partnerships with other countries and organizations	MFA	Ministry of Commerce and Industry; Chambers of Commerce;	FGN; Development Partners	2010		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
			NACIMA; MAN; NEPC				
	Review and reactivate existing Joint Commissions, and create new ones where necessary	MFA; National Planning Commission (NPC)	NPC; Ministry of Culture and Tourism; National Sports Commission; NIPC; Ministry of Commerce and Industry; Chambers of Commerce; NACIMA, MAN; Nigerian Export Promotion Council	FGN	2010		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
	Promote Joint Ventures with strategic partners, with a view to utilizing local raw materials and enhancing local capacity building	MFA	NIPC; Ministry of Commerce and Industry; Chambers of Commerce, NACIMA; MAN; Nigerian Export Promotion Council; other relevant MDAs	FGN	2010		
	License and co-produce on-shore and off-shore production and assembly processes	MFA	NIPC; Ministry of Commerce and Industry; Chambers of Commerce; NACIMA, MAN; NEPC	FGN	2010		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
	Encourage export opportunities and out-sourcing	MFA	NIPC; Ministry of Commerce and Industry; Chambers of Commerce, NACIMA, MAN, NEPC	FGN	2010		
	Promote regular trade expos and trade fairs with strategic countries	MFA	NIPC; Ministry of Commerce and Industry; Chambers of Commerce, NACIMA, MAN, NEPC; Ministry of Information; media and communication agencies	FGN	2010		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
	Explore investment opportunities across the world, especially in the advanced economies	MFA	NIPC; Ministry of Commerce and Industry; Chambers of Commerce, NACIMA, MAN, NEPC; Ministry of Information; media and communication agencies	FGN	2010		
	Facilitate the establishment of special-purpose investment vehicles to manage the country's overseas investments	National Assembly; Ministry of Justice; Ministry of Finance; CBN; MFA; NPC	NIPC; Ministry of Commerce and Industry; Chambers of Commerce, NACIMA, MAN, NEPC; Nigerian Stock Exchange	FGN	2012		



Strategies	Initiatives	Implementing Agencies	Collaborating Agencies	Source of Funding	Time Line		
					Short	Medium	Long
<b>Objective 5:</b> Sensitise and mobilize Nigerians in the Diaspora to participate in nation-building							
<b>Goal 1:</b> Ensure the establishment of organizational structures and registration of all Nigerians in the Diaspora by 2015							
Nigerian missions to begin organising and registering Nigerians in the Diaspora	Provide technical, financial and logistic facilities to Nigerian missions	MFA	NPC; Ministry of Finance; Nigerian Missions	FGN	2012		
<b>Goal 2:</b> Fund Nigerian missions to make the sensitisation and mobilisation of Nigerians in the Diaspora achievable							
Appropriate funding of the Ministry of Foreign Affairs	Appropriate funding of the Ministry of Foreign Affairs	National Assembly; MFA	National Assembly; MFA, Ministry of Finance	FGN	2010		



#### 4.2. Implementation Monitoring Framework and Tools

Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
<b>Objective 1: Cultivate goodwill and promote better image for Nigeria</b>							
<b>Goal 1: Repositioning the Ministry of Foreign Affairs to make it more effective in actualizing its mandate by 2015</b>							
<b>Strategy 1: Create a conducive environment by completing the Ministry of Foreign Affairs' building.</b>							
Ministry of Foreign Affairs to review progress report on the building with contractors to ensure its completion and occupation by December 2009	Project Monitoring and Evaluation Unit (PMEU)	Fortnightly	Some of the units of the building have already had their outer walls finished with green and other spotty decorations.	N/A	N/A	May not meet the deadline	Constant prodding and supervision. Invocation of penalty clause or sanctions.
Deploy and maintain ICT infrastructure that will interconnect the Ministry with Nigeria's diplomatic missions.	PMEU	Fortnightly	The ICT system awaits the completion of the building before installation.	N/A	N/A	May not meet the deadline	—
The Ministry of Foreign Affairs to reduce its overhead costs	Every three months	Fortnightly	Amount remitted by the line	N/A	N/A	(i) Non payment by line Ministry	By Government



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
by prevailing on the line ministries that use facilities in its diplomatic missions to contribute to the cost of maintenance			ministry within the appropriate period.			(ii) Sudden decision by a line ministry to establish a post outside without clearance from MFA.	Intervention
<b>Strategy 2: Deepen the reform of the Ministry of Foreign Affairs</b>							
Establish a clear chain of command with defined responsibilities and levels of authority in the Ministry, including the political leadership	SGF/ OHSF	Annually	Smooth manning of the Ministry	N/A	N/A	If not fully defined, efficiency and morale may be jeopardized	Action by the Office of the Head of Service of the Federation (OHSF)
Recognize the uniqueness of the Foreign Service that is nevertheless in conformity with other constitutional requirements of the Nigerian	OSGF/OHSF	N/A	Smoothness of the exercise	N/A	N/A	—	If constitutional matters are involved the OSGF/OHSF



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
state.							and the National Assembly are to resolve and finalize the matter.
Make capacity building a permanent and recurrent feature of the Ministry of Foreign Affairs.	MFA	Annually	Efficiency and good performance of officers.	N/A	N/A		Federal Ministry of Finance and National Assembly to ensure sufficient provision.



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
<b>Strategy 3: Submission of economic reports by Nigerian missions on their host countries identifying opportunities for economic development in Nigeria</b>							
Meet the financial and skill requirements that will enhance the ability of the missions to produce useful reports.	OHSF/MFA	On a continuous basis	Smooth running of our missions abroad.	N/A	N/A		MFA/MOF and the Presidency to ensure adequate budgetary provision
<b>Strategy 4: Inclusion of greater economic content in the curriculum of the Foreign Service Academy</b>							
Immediate review of the curriculum of the Foreign Service Academy to integrate greater economic, trade, and ICT content.	MFA	—	No of officers trained annually/ productivity	N/A	N/A	None	—
<b>Goal 2: Ensure that Nigeria maintains its strategic influence in West Africa and the rest of the world</b>							
<b>Strategy 1: Merge TAC with the directorate of Technical Cooperation in Africa (DTCA); Expanding the Technical Aid Corps and extending its coverage in West Africa, Africa and the world</b>							
Appropriate funding and enhanced capabilities of the				N/A	N/A		



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
merged institution to expand the scope of its services							
<b>Goal 3: Promote policies and interventions to reduce clandestine trans-national activities by Nigerians by 2015</b>							
<b>Strategy 1: Stabilisation of the polity through economic prosperity, security and democracy</b>							
Achieve the medium term objectives of vision 20:2020.	FGN	Annually	Making progress in the various strategic sectors needed to achieve Vision 20:2020.	N/A	N/A	Inability to meet targets	Redoubling of effort and injection of resources by the FGN is imperative. This should also include inputs from States and LGAs.



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
<b>Objective 2: Enhance cultural, economic and political ties with Nigeria’s neighbours, ECOWAS, Africa, the great powers, the emerging economies and the rest of the world.</b>							
<b>Goal 1: Actualize the ECOWAS common currency and common market projects by 2015</b>							
<b>Strategy 1: Creation of one-stop trade-facilitation border posts and infrastructure across the ECOWAS Sub-region</b>							
Ensuring the positing of dedicated and patriotic professionals to the border posts.	Police, immigration, Customs, NIA, SSS, DIA, NAFDAC, NDLEA.	On a continuous basis	Smooth running of the administration at our border posts.	N/A	N/A	N/A	Joint administration of the various services may help ease the problems.
Ensuring immediate installation and deployment of state of the art ICT infrastructure at the border posts.	Ministry of the Interior, Ministry of Defence, the Security Agencies.	On a continuous basis	Smooth running of the border posts.	N/A	N/A	N/A	All relevant stakeholders must come together to address the matter
<b>Goal 2: Deepen trans-national ties in the West African sub-region</b>							
<b>Strategy 1: Strengthen Nigeria’s position and advantage in ECOWAS</b>							



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
Ensuring full implementation of ECOWAS protocols	MFA, NPC		Realization of the issues in the ECOWAS protocols.	N/A	N/A	N/A	
<b>Goal 3: Ensures that Nigeria secures a permanent seat in the Security Council</b>							
<b>Strategy 1: Actualise the medium term objectives of Vision 20:2020</b>							
Full and committed implementation of Vision 20:2020 agenda.	FGN, NPC	On monthly basis.	(i) The achievement of the goal of obtaining a seat on the UN Security Council for Nigeria (ii) Making Nigeria one of the 20 developed economies by 2020.	N/A	N/A	If we loose steam in the implementation	(i) Develop strong political will to achieve its objectives (ii) FGN, States and Local Governments must pull resource together for the realization of the Vision



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
							20:2020. (iii) Government should lead in creating the enabling environment



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
<b>Objective 3: Promote the acquisition of technology and attract technical assistance to the country.</b>							
<b>Goal 1: Ensure full implementation of bilateral, multilateral, technical and economic agreements Nigeria has with its neighbours, institutions and other countries by 2020</b>							
<b>Strategy 1: Review and implement all extant bilateral, multilateral, technical and economic agreements</b>							
Establish an inter-agency committee to undertake immediate review and full implementation of all extant international agreements that will facilitate vision 2020.	MFA, NPC	Annually	The full implementation of the international agreements.	N/A	N/A		MFA and all relevant Ministries must review the agreements as it relates to their Ministries



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
<b>Objective 4: Promote trade and investment and increase the value and quantum of Foreign Direct Investment</b>							
<b>Goal 1: Facilitate an increase in Foreign Direct Investment at levels that will sustain Nigeria’s position as an Advanced Emerging Economy</b>							
<b>Strategy 1: The Ministry of Foreign Affairs to establish linkages with the private sector to enhance trade and export promotion</b>							
The Ministry of Foreign Affairs and other relevant agencies to embark on immediate sensitization of the private sector on trade and export opportunities (ii) Strengthening the Trade and Investment Department of MFA.	MFA, Ministry of Commerce and Industry, Ministry of Information, Development Partners	Annually	Increase in exports and increase in the volume of trade to the greater benefit of Nigeria	N/A	N/A	MFA, Ministry of Trade, Ministry of Commerce and Industry and Ministry of Information to collaborate in this effort.	None
Nigerian missions in strategic countries and the Headquarters should organise business fora at both national and international levels to which they invite Nigerian business organizations (at	MFA, Ministry of Trade	(i) No of ties that grow out of this (ii) Increase in the issuance of business	The quantum of Foreign Direct Investment in Nigeria; the level of increase in Nigerian exports; and the	N/A	N/A	None	None



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
their own expense) and critical government officials to interact with their foreign counterparts on bilateral or multilateral basis		visa	performance of our manufacturing sector.				
<b>Strategy 2: Make economic diplomacy a major instrument of Nigeria's foreign policy</b>							
Establish and strengthen existing strategic partnerships with other countries and organizations	3 – 4 years	3 – 4 years		N/A	N/A	None	None
Review and reactivate existing joint commissions, and create new ones where necessary. (ii) Encourage and strengthen the various Chambers of Commerce.	MFA, NPC	Every four years	The success achieved in the implementation of Joint Venture agreements. Increase in the number of bilateral Chambers or Commerce	N/A	N/A	None	None



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
Promote joint ventures with strategic partnerships with a view to utilizing local raw materials and enhancing capacity building	MFA, Ministry of Commerce, Nigeria Export Promotion Council	Annually	Greater local raw materials capacity utilisation	N/A	N/A	None	None
License and co produce on – shore and off-shore production and assembly processes.	FGN	Annually	No of Foreign trade and investment opportunities	N/A	N/A	None	None
Encourage export opportunities and out-sourcing	FGN, NFA	Annually		N/A	N/A	None	None
Promote regular trade expos and trade fairs with strategic countries.	MFA	Every three years	Volume of trade achieved in terms of increased amount of investment in Nigeria	N/A	N/A	None	None
Explore investment	MFA	Annually	Level of	N/A	N/A	None	None



<b>Initiatives</b>	<b>Monitoring Agency</b>	<b>Monitoring Frequency</b>	<b>KPI</b>	<b>% Completion</b>	<b>Issues</b>	<b>Risks</b>	<b>Mitigations</b>
opportunities across the world especially in the advanced economies.			investment attracted into Nigeria annually				
Facilitate the establishment of special purpose investment vehicles to manage the country's overseas investments	MFA, Ministry of Trade, Ministry of Commerce and Industry.	Annually	Growth in the quantum of investments overseas	N/A	N/A	None	None



Initiatives	Monitoring Agency	Monitoring Frequency	KPI	% Completion	Issues	Risks	Mitigations
<b>Objective 5: Sensitise and mobilize Nigerians in the Diaspora to participate in nation-building</b>							
<b>Goal 1: Ensure the establishment of organizational structures and registration of all Nigerians in the Diaspora by 2015</b>							
<b>Strategy 1: Nigerian missions to begin organising and registering Nigerians in the Diaspora</b>							
Provide technical, financial and logistic facilities to Nigerian Missions	MFA	Annually	Smooth functioning of our missions abroad	N/A	N/A	None	None
<b>Goal 2: Fund Nigerian missions to make the sensitisation and mobilisation of Nigerians in the Diaspora achievable</b>							
<b>Strategy 1: Appropriate funding of the Ministry of Foreign Affairs</b>							
Appropriate funding of the Ministry of Foreign Affairs.	Ministry of Finance National Assembly, MFA.	Annually	Dependent on adequate provisions in the budget	N/A	N/A	None	None

## Appendices

### i. Bibliography

1. Technical Aid Corps Scheme as an Instrument of Nigeria's Foreign Policy (Mimeo), Directorate of Technical Aid Corps, Ministry of Foreign Affairs, June 2009
2. Film by the Technical Aid Corps
3. DTCA: A Flagship Technical Cooperation Agency in Africa, 1 July 2009
4. Draft National Economic Empowerment and Development Strategies-2 (NEEDS II) 2008-2011, NPC Abuja, May 2007.
5. NEEDS I
6. Report of Vision 2010 Committee (Main Report), September 1997
7. The Constitution of the Federal Republic of Nigeria, 1999.
8. The Global Competitiveness Index of the World Economic Forum Report, 2008/2009
9. African Peer Review Mechanism (APRM) Implementation Schedule of the National Programme of Action (NPoA) for the State Ministries, Department and Agencies (SMDAs) NEPAD Nigeria, October 2008
10. The Seven Point Agenda
11. Goldman Sachs Economic Research Report, Issue No. 153, March 28, 2009
12. Nigerian and the European Union Trade for Development: An Introduction to the Economic Partnership Agreement (EPA), April 2007
13. Report of the Presidential Advisory Council on the International relations (Review of the Ministry of External Affairs) Vol. I, May 2001
14. Draft White Paper on the Report of the Presidential Advisory Council on International Relations (Review of the Ministry of Foreign Affairs) September, 2001. Reform Documents on the Ministry of Foreign Affairs by the Presidential Advisory Council
15. Reforms in the Ministry of Foreign Affairs: A Report, April 2007
16. Directorate of Technical Cooperation in Africa (DTCA): A Catalyst for Rapid Development of Africa, (nd).
17. Various relevant Journals from the Nigerian Institute of International Affairs (NIIA)