



JIGAWA STATE HEALTH SECTOR

2025 – 2027 MEDIUM-TERM SECTOR STRATEGY (MTSS)

Prepared by
Ministry of Health
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FOREWORD

The urge for prudent management of resources, value for money in service delivery and good governance in Nigeria in general, and Jigawa State in particular, called for a new approach to service delivery in the public sector.

The medium term sector strategy plan is therefore designed to address these issues by introducing some measures such as public expenditure and financial accountability approach, to performing participatory baseline.

The development of this plan benefited immensely from the guidance of the Department for International Development State Partnership for Accountability, Responsiveness and Capability programme; the Directorate of Ministry of Budget and Economic Planning and the strategy followed in drafting the medium term sector strategy.

The participatory approach in the development of this plan was enriched by the knowledge and experience of the various team members, administrators, policy makers, agriculturalists, engineers, farmer groups, community based organizations and office secretaries who actively participated in planning and development as well as stakeholder's validation of the medium term sector strategy.

This strategy is a departure from the earthly approach of doing business in the public sector. It also ensures the continuity of the project as well as sustainability mechanism in order to achieve the desired objective. This wisdom could not have come at a better time than now in which the State government is committed to turning the State generally as being one of the better states in general; economically, peacefully, politically, religiously and harmoniously.

Finally, to all who have contributed to the development of this medium term sector strategy we are most grateful.

Acknowledgment

I want believe that with Medium Term Sector Strategy (MTSS) we are doing something very meaningful and it's something that motivates me and entire sector team members.

It's on this note; I remain pleased and appreciative to Jigawa State Government for partnering with DFID/ARC towards CDF development and initiation of MTSS. We consider it a forward learning change on policy which has actively fuelled innovation to the efficient management of resources and effective service delivery.

Let me therefore used this opportunity and express my depth of gratitude to the entire staffs of the sector, and the relevant stakeholders for their contribution. Special appreciation goes to the Sector Team Members for their unflinching support and Planning Director for his high level co-ordination. The last by no means the least my appreciation goes to Ministry of Budget and Economic Planning for their support and guidance. I remain great full to all involved please.

Abbreviations and Acronyms

ADP	Agricultural Development Programme
AFAN	All Farmers Association of Nigeria
AI	Artificial Insemination
ARC	Accountable, Responsive and Capable Government
CDF	Comprehensive Development Framework
DEE	Directorate of Economic Empowerment
DFID	Department for International Development
FA	Federal Accounts
IAEA	International Atomic Energy Agency
ICT	Information and Communication Technology
IED	Irrigation Engineering Department
IFAD	International Fund for Agricultural Development
IGR	Internally Generated Revenue
JARDA	Jigawa Agricultural and Development Authority
JASCO	Jigawa Agricultural Supply Company
KPIs	Key Performance Indicators
LG	Local Government
LGA	Local Government Area
LIBCs	Livestock Investigation and Breeding Centre
M&E	Monitoring and Evaluation
MANR	Ministry of Agriculture and Natural Resources
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoC	Ministry of Commerce
MoH	Ministry of Health
MoWA	Ministry of Women Affairs
MoWR	Ministry of Water Resources
MSY	Maximization of Sustainable Yield
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Sector Framework
MTSS	Medium Term Sector Strategy
NAFDAC	National Agency for Food and Drug Administration and Control
NGOs	Non-Governmental Organizations
NPFS	National Programme on Food Security
PLWHA	People Living With HIV/AIDS
PPP	Public Private Partnership
SEEDS	State Employment Empowerment Development Strategy
UNICEF	United Nation Child Education Fund
USAID	United State Agency for International Development

EXECUTIVE SUMMARY

Jigawa State is blessed with large expanse of agricultural land, rivers and flood plains, suitable for crops, livestock and fish production. Based on this over 80% of the State's total land mass is considered arable, which makes it one of the most agriculturally endowed States in Nigeria. The major cultivations in Jigawa State are the rainy and dry season crops. Rain fed crops includes millet, sorghum, cowpea, groundnuts, sesame, rice, maize, etc. The dry season farming production include tomatoes, pepper, onions, Rice, wheat, sugarcane, carrots, cabbage, lettuce, maize and a host of other leafy vegetables.

About 90% of the 6.3 million people of Jigawa State are predominantly engaged in Agriculture, making the sector the major source of livelihoods, food security and poverty reduction. In Jigawa, the State Economic Empowerment Development Strategy (SEEDS1) and the Comprehensive Development Framework (CDF) have been the leading policies of Governments since 2016. These policy strategies consist in the provision of pre-harvest and post-harvest support with respect to storage; processing and marketing of Agricultural produce covering both food crops and industrial crops. Also the strategies include rural development components that target the provision of rural infrastructure for sustainable rural livelihood.

Poverty is the main challenge to improve Agricultural productivity in Jigawa State as it limits farmer's capacities to access and apply Agriculture inputs to large-scale practices. Drudgery in farm operation with heavy reliance on traditional farm implements and methods of production has remained a major characteristic of poverty in the Agric sector. Lack of land rights on the part of the Fulani herdsmen and shrinking of grazing reserves, limited research and extension as well as poor linkages between research institutes, government agencies and farmers coupled with low level of private sector investment in large scale agricultural production are some of the challenges identified in the sector.

The Jigawa State Ministry of Agriculture prepared a Medium Term Sector Strategy (MTSS) for the period 2025-2026, which provided a link between the CDF III and the 2025 annual budget. This report is a rollover of the MTSS to cover the period 2025-2026. The rollover involved a Sector Performance Review, followed by a series of Sector strategy sessions to review Goals, Objectives, Programmes and initiatives. The Agriculture Sector Planning Team drove the process.

1.0 INTRODUCTION

1.1 Back ground

The first Agriculture MTSS was prepared in 2011 for 2012-2014, and was subsequently rolled over to 2013-2015. This is the second rollover of the Agriculture MTSS. In August 2013, the third rollover was undertaken for 2014-2016. The fourth and the fifth rollover MTSS were for 2015-2017 and 2016-2018, and were conducted in October 2014 and October 2015 respectively. A 2 days' workshop on 2017-2019 MTSS roll-over was organized and supported by ARC and MBEPD conducted at Grand central hotel, Kano, on 24th & 25th October, 2016. At the workshop some amendments were made which aimed at improving the goals, objectives, programmes, activities, outputs, outcomes, key performance indicators and costing within the ceilings of budget envelop.

The MTSS is a process for linking Ministries, Departments and Agencies (MDAs) policies to the Comprehensive Development Framework (CDF) on the one hand, and annual budgets on the other. It is also a tool for measuring performance across MDAs through the Monitoring and Evaluation of policy strategies and budget expenditures. This year, the Agric. MTSS was conducted by the ministry of agriculture in collaboration with ministry of budget and economic planning. MTSS contributed toward effective policy implementation in the state through the following:

- It will enable a sector plan and implement its policies on a medium term basis with respect to available financial and human resources.
- It will introduce an activity costing mechanism where all items on the budget are costed by prevailing market prices.
- It links policy objectives, budgets and performance analysis.
- Plan base on available resources
- Improved departmental coordination reduces duplication and resource wastages.

1.2 Summary of the MTSS Rollover Process

The process of 2025-2026 MTSS Rollovers commenced after receiving the 2025-2026 MTSS envelope from the Ministry of Budget and Economic Planning Directorate (BEPD). A Sector Planning Team (SPT) meeting was held at the MANR. Where various policy documents (i e. CDF III, State Agric Policy, 2023 Sector performance Evaluation Report and 2024-2026 MTSS report) were used as road map for the review of the sector objectives, programs and activities.

Observed weakness include inadequate commitment of some Agric. SPT members

1.3 Role of the SPT and the Membership

The role of the SPT members in developing 2025-2026 agric. MTSS include review of sector policies and objectives, identifying projects with sector commitments, priorities, on-going as well and new ones. Also they are responsible for assessing/ranking the projects as well as costing and identifying their expected output/outcome and KPIs. Finally, they are to write the MTSS roll-over report for the Sector. Below is the list of the Agric. Sector Planning Team (SPT) members:

S/N	Name	Rank		S/ N	Name	Rank
1	Alh Muttaka Namadi	Hon. Commissioner		11	Rabi Uba	DFS
2	Muhd Iliya	Perm. Secretary		12	Sabiu Haruna	DIE
3	Dr Saifullahi Umar	Technical Adviser		13	Binta yusif	DAF
4	xxxxx	Budget representative		15	Muhammed idris	SA Cluster
5	Dr salisu Abdullahi	ES FHB		16	Isa Mustafa	CSO REP
6	Imamu Muhammad	MD JARDA		17	M/Unguwa Jaga	AFAN REP
7	Aliyu Inuwa	DAS		18	Sani Mu'azu	DPRS (SEC)
8	Dr Mahmud D;yaro	DVS		19	Gambo I. Aliyu	SA Crops &irrigation
9	Eng Nura halilu	DAE				
10	Nasiru Garba	DLS				

2.0 SECTOR STRATEGY AND POLICY IN THE MEDIUM TERM

2.1 Overview of Sector's Institutional Structure

The organizational structure of the sector consist a Commissioner who is the head of the sector, the permanent secretary, four Head of Agencies, eight line directors and about 800 qualified staff capable of executing all the sector activities to achieve the intended objectives. (See annex I)

The main components of the sector are; the Ministry of Agriculture with, JARDA, JASCO AND FHB. Below are the list of the Agencies and their mandate;

2.2 Sector's Institutional Mandate

Ministry/Agency	Mandate
Ministry of Agriculture and Natural Resources	To design policies, programs and strategies that promotes sustainable Agricultural development
Jigawa Agricultural and Rural Development Authority (JARDA)	Provision of effective Agric. extension services.
Farmers and Herdsmen Board (FHB)	Development of Grazing reserves and resolution of conflicts between Farmers and Herdsmen.
Jigawa Agricultural Supply Company (JASCO)	Provision of agricultural inputs to farmers

The eight Departments are Admin. & Finance, Planning, Research & Statistics, Agric. Services, Veterinary services, Fishery services, Agric. Engineering, Irrigation services and livestock services.

2.3 Links between Sector's Mandate and CDF II

The Government adopts a number of strategies to achieve its objectives. These strategies consist in the provision of pre-harvest and post-harvest support with respect to production, storage, processing and marketing of Agricultural produce covering both food crops and industrial crops. Also the strategy includes a rural development component that targets the provision of rural infrastructure for sustainable rural livelihood.

Specifically, the CDF III and Stocktaking of Progress Reports (2003) highlight the following government strategies to achieve its goals in agriculture.

- **Facilitation of Private Sector Investment:** - This includes Dangote Rice Farming Programme which is a robust Out-grower Scheme covering a piloted area of 8,000Ha and it involves 5,000

farmers. The Scheme has offered the farmers opportunity to be provided with quality inputs; build their capacity in Good Agricultural Practices (GAP) leading to higher productivity in addition to easy access to credit and market.

- Continuation of Cluster Farming Programme: - This is aimed at transferring improved farming techniques to farmers in Jigawa state. Farmers have been provided with all the required inputs including mechanization on credit payable at harvest. Arrangement has been put in place to facilitate easy access to market or up-takers.
- Goat breeding & micro credit programme:-Under this programme, the government distributed more than 70,404 goats to 23,468 widows across the state.
- Active support for livestock development; development and protection of additional 30 grazing reserves, revitalization of existing Livestock improvement and breeding centers and ranches located at Gumel, Birniwa and Kazaure in the next 3 years and promotion of viable local livestock breeds including small ruminants;
- Promoting agricultural research and extension services particularly in the area of improved farming practices with emphasis on soil fertility, integrated pest and management control, reduction in post-harvest losses, improved breed and aquaculture etc. This through Research Institute and agricultural extension services delivery in the State ADP;
- Rehabilitation of existing irrigation schemes numbering 6 and 10 number dams design (including 14 borehole based schemes) across the State to facilitate the cultivation of about 40,000 hectares of irrigated land in the next 3 years.

2.4 Sector's Objectives, Programme, and Outcome deliverables

Vision: - To be a pacesetter in Agricultural development in Nigeria.

Mission: To facilitate Agricultural development and preserved Natural resources of Jigawa State through well qualified and competent work force using State of the art technology.

Core values

1. Technical competence; we deploy qualified, trained and skilled workforce to deliver service to our clients. 2. Timeliness; we endeavour to provide timely supply of farm inputs and operations such as pest control to increase Agric productivity. 3. Team work; our staff members are committed to the achievement of our mandates, goals and objectives. 4. Dedication; our staff are committed to the achievement of our mandates, goals and objectives. 5. Efficiency; we endeavour to use the resources available to us for optimum result and with minimal waste.

SECTOR OBJECTIVES	PROGRAMME	STRETEGIES	OUTCOME
To increase the application of technology and agricultural mechanization in the production and processing system	Agric. mechanization/central workshop and farm center	Crop Production Strategies	Improved capacity of operators of labour saving devices
Provision of employment opportunities through sustained agriculture growth and economic empowerment of the farmers.	Horticultural development and cluster farming	Crop Production Strategies	Increased employment opportunities and farmers income
Increase food security and nutritional value especially for women and children.	Crop rehabilitation and cluster farming	Crop Production Strategies	Increased productivity

Increase food security and nutritional value especially for women and children.	Intergraded Agric. and rural dev. Program.	Crop Production Strategies	Increase in farm yield
Provision of employment opportunities through sustained agriculture growth and economic empowerment of the farmers.	Aquaculture Development	Fish Production Strategy	Increase in famers income (Naira/year)
Provision of employment opportunities through sustained agriculture growth and economic empowerment of the farmers.	Artisanal fishery development	Fish Production Strategy	Increase fish productivity
Increase food security and nutritional value especially for women and children.	Veterinary clinics	Livestock Production Strategy	Increase in Livestock production
Increase food security and nutritional value especially for women and children.	Diseases control and eradication	Livestock Production Strategy	Improve health status of the animal and human
Provision of employment opportunities through sustained agriculture growth and economic empowerment of the farmers.	Livestock improvement and poultry development	Livestock Production Strategy	Increase in Livestock production
Provision of enabling environment for investment and agro-based economic growth	Avian influenza control	Livestock Production Strategy	Reduction in Zoonotic deases.
To ensure inclusive and equitable management of agricultural resources	Farmers and Herdsmen Board Program	Livestock Production Strategy	Peaceful co-existence between farmers and pastoralist enhanced.
Increase food security and nutritional value especially for women and children.	Field crop protection and termite control	Other Broad Strategies	Reduced incidence of pets and deases
Increase food security and nutritional value especially for women and children.	Meat inspection and hygiene	Other Broad Strategies	Reduction in Zoonotic deases.
Increase food security and nutritional value especially for women and children.	Purchase of grain and certified seed for intervention against drought/flood.	Other Broad Strategies	Enhancement of food security and income
To ensure effective and evidence based agricultural planning and implementation.	Equitable agricultural planning and information system development.	Other Broad Strategies	Enhanced data based policy formulation
To strengthen extention research and development in agriculture	Jigawa Research Institute Program	Other Broad Strategies	Increase in farm yield
Provision of enabling environment for investment and agro-based economic growth	Contract Farming	Other Broad Strategies	increase in farmers income
Provision of employment opportunities through sustained agriculture growth and economic empowerment of the farmers.	Rehabilitation of borehole based irrigation scheme.	Other Broad Strategies	Increase in irrigable land

3.0 PROJECTS ASSESSMENT AND PRIORITISATION

3.1 Description of Projects Assessment and Prioritisation

There are 18 projects/program in the sector and they assessed based on their contribution to the following development objectives of the CDF listed below:

- Sustainable and Private Sector Driven Economic Growth
- Human Capital Development and Improvement in the Human Development Index
- Economic Empowerment, Social Inclusion and Poverty Reduction (Youth, Women and Vulnerable group)
- Critical Infrastructures Developed for Pro-Poor Economic Growth
- Cohesion and Harmony across the Social Strata
- Security of Life and Property
- Strong Govt. Reforms to Deepen Transparency, Accountability, Effectiveness of Public Institution & Improved Public Service Delivery.

Each objective has 2 marks, if a project/program can strongly contribute to the achievement of a particular objective 2 marks can be given while, 1 mark is for partial contribution and 0 for non-contribution.

The projects/programs designed by Agricultural Sector will contribute to the achievement of the following specific objectives of the CDF III if implemented successfully;

Sustainable and Private Sector Driven Economic Growth	Through development of borehole irrigation scheme, this will attract Private Sector to engage in irrigation farming due to low cost of production. Contract farming programme which will also enhance private sector participation in the production and marketing of agricultural commodities through signing MOU with farmers. Other projects that contribute to the achievement of this objective include development of crop value-chain, control of pest and diseases of plant and animals.
Human Capital Development and Improvement in the Human Development Index	Programs like Cluster, Technology sourcing, generation & dissemination, crop rehabilitation, development of borehole irrigation scheme, Aquaculture development and animal vaccination can improve health status and increase income of farmers through provision of food security & nutrition and employment.
Security of Life and Property	Development of grazing reserves with grasses and legumes and provision of water through construction of windmill/solar watering facilities is a good strategy for conflict resolution and maintaining peaceful co-existence between farmers and pastoralists. Also provision of high yielding varieties of crop and livestock breeds which lead to the increase of productivity, contributes towards food security and employment which result in the general security of life and property.

3.2 Output of the Projects Assessment and Prioritisation

Each project/program has a targeted output to achieve a specific outcome..

3.3 Observations and Suggestions for Improvement

The Projects Assessment Templates were highly protected where column, row or correction are not allowed. Password is to be given to the SPT members for easy operation.

4.0 Projects Costing

4.1 Description of Projects Costing Process

Projects were costed by the SPT members according to priority. Current market price and expected fluctuation in the value of Naira were considered in estimating the total cost of each project. There is no on-going project in the Sector, therefore the total estimated cost of each project is the amount required for the completion of that particular project. Contribution from development partners were indicated also. Indicative budget ceiling and nature of a project were also considered in the yearly allocation of capital budget.

4.2 Specification of Budget Ceiling and Fitting of Projects into Indicative Budget Ceiling

The total capital budget ceiling for the 3 year is ₦ 38,794,300,000. (₦ 10,740,200,000 for 2025, ₦ 13,212,700,000.00 for 2026 and ₦ 14,841, 400,000.00 for 2027). While the total capital for the three years is ₦36,381,600,000 (N10,800,000,000 for 2024, N10,740,200,000 for2025 and N14,814,400,000 for 2026). The main source of the budget ceiling is ministry of Budget and Economic Planning Directorate (BEPD). However, 18 projects/programs were entered into the indicated budget ceiling.

4.3 Output of the Projects Costing Process

Project costing page for 2025-2026

4.4 Observations and Suggestions for Improvement

It was observed as a shortfall that the project costing template does not provide an avenue through which an activity can be broken down into sub-activities and unit cost of relative items required. As such the template should be improved to incorporate the required items and their respective unit cost on separate sheet which could be accumulated to reflect the overall cost of the activity.

5.0 Rapid Projects KPIs

5.1 Description of the Projects Results Framework

The result framework was extensively deliberated by considering the policy objective of the sector along which result areas are identified. The activities were derived from the overall objectives and Key Result

Areas are recognized within the same context, hence the description of Performance Indicators was done base on SMART Criteria to ensure realism of the expected output and outcome of the activity. However, baseline of each activity is determined by analyzing the current situation (existing data) of the state and targets are projected to reflect the existing reality within which the CDF objectives could be achieved.

Hence, the indicators are meant to ensure proper monitoring and evaluation of the activities in place, to ascertain level at which it contributes to achieving the overall objectives of the state policy framework while ensuring proper decision making.

5.2 Output of the Projects Result Framework

Refer to Appendix 3 for envisaged outputs of each activity (i.e Project KPIs template)

5.3 Observations and Suggestions for Improvement

The template does not consist provision for output indicator and linkage with Key Result Area, also the projects are not broken down into activities and sub-activities hence there are challenges in linking the project with the outcome KPIs.

It is suggested that the template should be significantly improved to enable the user to be able to incorporate their respective activities and link them accordingly.

6.0 Conclusion

6.1 What Went Well with the Rapid MTSS Rollover Process

The commitment and hard work displayed by MBEPD and other SPT members of the sector under the able leadership of the Honourable commissioner is quit credible. The technical support provided by Technical adviser on Agriculture is also commendable.

The active participation of the members of state House of Assembly adds value to the process by making it more considerate to the demand side of governance.

6.2 What Did Not Go So Well with the MTSS Rollover Process

The targeted period for the completion of the process is really challenging, also the usual practice of introducing new templates for the MTSS roll over process annually is making it complicated and difficult to execute.

6.3 Key Lessons from the Process and Their Implications for Our Sector/MDA

Part of the key lessons leant is assessment of projects and scoring based on the objectives of CDFIII, costing of projects, and development of outcome KPIs.

The overall implication of this process is to strengthen accountability and transparency in governance, while ensuring effective and efficient implementation.