



JIGAWA STATE GOVERNMENT  
MINISTRY OF COMMERCE, INDUSTRY, COOPERATIVE AND TOURISM

2024 Annual Sector Performance Evaluation Report

JULY, 2025

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## **FORWARD.**

The Commerce and Investment sector, as a pillar of the state development strategy is conscious of the state government avowed commitment to an inclusive, pro-poor and participatory economic growth policy expected to deliver the State's

socioeconomic development objectives. To ensure that it is all always on track to achieve the sector's policy objectives and contribute to the overall state's development objectives, the Sector periodically reviews its programmes and projects which is the purpose of the ongoing Annual Sector Performance Evaluation exercise from which this report is generated. As usual, the annual sector performance review is within the context of the overall State Development Framework (the CDF), the Sector's MTSS and the annual budgets of the MDAs within the Commerce and Investment Sector.

All the sectoral policy objectives are expected to be achieved through the implementation of the various projects and programmes of the sector as derived from the MTSS and Budgets including among others Maigatari Boarder Free Zone, Major Markets Modernization Projects, Mineral Resources Development, Exploitation of Tourism Potentials as well as Investment Promotion Programmes and Activities aimed at generating private sector investments and the creation of business and investment climate in the State. The emergence of numerous informal micro enterprises throughout the state and the increased investments recorded in the manufacturing, financial and real estate sub-sectors over the years were the direct benefits of the foregoing reforms. In fact, the state was globally and nationally noted as reforming even in the World Bank's ease of doing business report.

In measuring its contribution to the achievement of the overarching goals and objectives of the state government, the sector has developed a scientific, objective and detailed monitoring and evaluation strategy in order to evaluate the attainment of its set objectives and impact of its programmes and projects. The purpose of the report is therefore to present the sector's performance evaluation based on the sectoral key performance indicators provided in the CDF and MTSS. While the focus is with respect to 2024, it would be also taking a look at 2022 to 2024 in order to properly evaluation progress achieved.

**AMINU KANTA**

**HON.COMMISSIONER**

## **ACKNOWLEDGEMENT**

First and foremost, our sincere gratitude goes to Allah S.W.T. We also want extend our appreciation to the Jigawa State Governor Malam Umar Namadi FCA, the Hon. Commissioner Ministry of Commerce, Industry, Cooperative and Tourism, Managing Director MRDA and Director General Jigawa State Investment Promotion Agency whose steered the wheel of the sector for their inspirational leadership and unflinching commitment to pro-poor, gender sensitive and inclusive economic policy that is generating development across the state.

We would also like to acknowledge the invaluable contributions of the members of the Sector Planning Team for their tireless efforts and support which ensured that the draft and validation of the Commerce and Investment Sector performance Review report was accomplished.

Similarly, the contributions and support of sector stakeholders, in particular the Budget and Economic Planning Directorate that coordinated the whole process is greatly acknowledged.

**MAHMUD ISA RINGIM**

**PERMANENT SECRETARY**

## ACRONYMS AND GLOSSARY OF TERMS

CDF	Comprehensive Development Framework
IGR	Internally Generated Revenue
JSBIR	Jigawa State Board of Internal Revenue
CBN	Central Bank Of Nigeria
DEE	Directorate of Economic Empowerment
NASSI	National Association Of Small Scale Industry
SMDC	Solid Mineral Development Council
CSOs	Civil Society Organizations
ExCo	Executive Council
HoS	Head of Service
ICT	Information Communication Technology
JGSG	Jigawa State Government
KPIs	Key Performance Indicators
JSDP	Jigawa State Development Plan
LGAs	Local Government Areas
MDAs	Ministries, Departments and Agencies
JSMDA	Jigawa State Minerals Development Agency
MoCICT	Ministry Of Commerce, Industry, Cooperatives and Tourism
BEPD	Budget and Economic Planning Directorate
MTSS	Medium Term Sector Strategy
NGOs	Non-governmental organizations
MFB	Micro Finance Bank
NBS	National Bureau of Statistics
PPP	Public-Private-Partnerships
PS	Permanent Secretary
ShoA	State House of Assembly
SDP	State Development Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
WB	World Bank
JSIPDCL	Jigawa State Investment and Properties Development Company Limited
Investjigawa	Jigawa State Investment Promotion Agency
MSMEs	Micro, Small and Medium Enterprises

growth and ensure sustained progress in enhancing all basic human development.

1.3  
Executive  
Summary.

The  
overreachin  
g  
developmen  
t goal of the  
Jigawa State  
government  
is the  
improvement  
of the  
socio-  
economic  
well-being  
of the  
people.  
This is to be  
achieved  
through the  
pursuit of  
policies that  
would bring  
about  
economic

The objectives of the commerce and investment sector is to contribute to the achievement of the development goal of the state as translated in increased economic activity, enhanced internally generated revenue and increased promotion of agricultural and non-oil products export.

The role played by the sector towards achieving the strategic goal of the State is to engender general increase in economic activities through the development of micro, small and medium enterprises (MSMEs), promotion of investment and trade facilitation, exploitation of solid minerals and development of tourism with the private sector as the driving force. This will result in economic growth, employment generation, increased internally generated revenue, increased individual disposable income and poverty reduction among the populace.

Although there were performances in the sector within the review period, yet they could not all be articulated with hard facts as numerical indicators due to high volume of informal economic activities that goes behind official statistics. That notwithstanding, the performance review uses the KPIs from the CDF/MTSSS to evaluate progress within such Key Result Areas that constituted the following outcomes namely:

- Outcome 1: Improved Economic Activities in the State
- Outcome 2: Enhanced Internally Generated Revenue
- Outcome 3: Increased Promotion of Agriculture and Non-Oil Products Export.

#### **Outcome 1: Improved Economic Activity in the State:**

This was monitored with number of New Micro, Small and Medium Enterprises (MSMEs).

The enterprises established were largely agro-allied businesses (i.e. rice milling, sesame seeds pre-cleaning, grains processing, groundnuts milling, poultry etc) garment, pharmaceuticals, food and beverages, hotels and restaurants, metal fabrication, artisanal mining, transport, laundry, etc.

The sector hoped to generate more employments from the activities of MSMEs, and investment promotion activities in the state. Records obtained from MRDA and Invest Jigawa indicated that companies established and artisanal miners society groups registered during the period have helped in providing a total of 1,050 jobs. Sector inability to carry out survey on MSMEs during the period was due to non-approval to its budget on conducting the survey in this area. The figure could be much more than this if jobs created by economic empowerment and skills acquisitions programs is accounted for.

#### **Outcome 2: Enhanced Internally Generated Revenue.**

The revenue generated through the following activities, Cooperative registration, Business premises registration and Hotel/Restaurant fees and licenses in 2023 was N 3,560,000 as against 11,300,000 representing 31.50%, in 2024 the revenue generated was N 8,068,000 as against 14,200,000 representing 56.82%. The revenue generated from Export Free Zone Proceeds N32, 081,750 were not set in the Approved 2024 Estimate

#### **Outcome 3: Increased promotion of agricultural & non- oil product**

Unlike the previous years, a baseline data to measure the performance of this indicator was established in the period under review. The result of intense investment promotion activities led to the establishment of two pre-cleaning sesame seeds

companies and Hibiscus fumigation centre at Maigatari EPZ. The formalization of these activities could have enabled the sector to track the performance in terms of quantity and value exported during the reviewed period. The failure to carryout survey to obtain data on their operations has limited the sector ability to obtain information on their output and sales volume.

## CHAPTER ONE: INTRODUCTION AND BACKGROUND

The ultimate development objective of Jigawa State Government is improvement of the socio-economic well-being of the people. The state over the years is attaining this goal by addressing the critical area of human development and opening up of new frontiers of inclusive economic growth and development. Policies that would bring about economic growth and ensure sustained progress in enhancing all basic human economic indicators are being pursued through the sectors that made up the system. The Commerce and Investment Sector is one of the vehicles through which this objective is aimed to be achieved.

### **BACKGROUND, SECTOR OBJECTIVE IN CDF-II AND INTENDED OUTCOMES**

The Sector policy objectives in the CDF II are as follows:

- I. the promotion of inclusive and sustainable economic growth,
- II. full and productive employment and decent work for all;
- III. the facilitation of the development of virile micro, small and medium enterprises (MSMEs)
- IV. resilient structure and initiatives that foster innovation and promote inclusive and sustainable business enterprises development;
- V. creation of liberal investment climate with various schemes to attract (foreign and domestic) direct investment into the state;
- VI. increase rural income and better commodity pricing;

- VII. promotion and diversification of the revenue base of the state;
- VIII. promotion of local production for export and local market;

These policy objectives are pursued through various budgeted projects and programs with achievable targets implemented by the sector annually and intended at improving the economic activities of the state, enhanced internally generated revenue and increased the promotion of agricultural and non-oil products export. Projects and programs being executed by the sector to achieve these desired results include investment promotion activities development of minerals resources and tourism as well as modernization of major markets and provision of infrastructure and facilities at Maigatari Border Free Zone.

## 1.2 SECTOR POLICIES, SECTOR STRATEGIC PLAN, MTSS & LINKAGE WITH THE CDF-II

The policy thrust of the sector as stated in the CDF II is to facilitate the development of virile micro, small and medium enterprises (MSMEs) capable of substantial contribution to economic growth and poverty reduction, development of solid minerals as an alternative source of economic development, partnering with the private sector to develop tourism and generate income and employment from increased economic activities in the state.

In achieving these objectives, the sector evolved ways of growing the roles of the private sector by providing free land to investors, tax exemption, accelerating business registration, developing infrastructure at MBFZ, modernizing 8 major markets in the state, registering and obtaining certificates for artisanal miners, sensitization and advocacy on all its programs among others. All these tasks are geared towards improved business environment and investment climate that will provide rapid growth of the private sector in leading the state economy. These are essentially the objectives of CDF II, which the sector policies were outlined to achieve through the implementation of projects and programmes.

## 1.3 SUMMARY OF KEY IMPLEMENTING ACTORS IN THE SECTOR AND THEIR ROLES

The sector has three implementing actors, namely Ministry of commerce, Industry, Cooperatives and Tourism; Jigawa State Investment Promotion Agency and Jigawa State Mineral Resources development agency (MRDA).

**Ministry of Commerce, Industry, Cooperatives and Tourism:** The ministry of Commerce, Industry, Cooperatives and Tourism which is responsible for development and implementation of commercial policies in the state is the core institution of the sector. It is headed by a Commissioner with a Permanent Secretary as the accounting officer. It has six Departments namely Commerce, Industry, Cooperative Admin and Finance Planning and Tourism each headed by a director.

**Jigawa State Mineral Resources Development Agency:** This agency is headed by a Managing Director and it has two departments namely, Administration & Finance and Geology & Mining. It is responsible for carrying out geological

mapping of the state, exploring and evaluating the state mineral resources and determining their quantity and quality and is the custodian of information of the mineral resources in the state.

**Jigawa State Investment Promotion Agency:** The agency has a Governing Board with the Deputy Governor as Chairman. It has a Director General as chief executive officer. It has five departments namely Director General, Marketing, Investors Relations, Advocacy and Strategy and Finance & Administration. Its role in the sector is that of identifying, promoting and facilitating the exploitation of opportunities for private sector investment leading to the transformation of the state into preferred investment destination.

#### 1.4 PURPOSE OF THE SECTOR PERFORMANCE REVIEW REPORTING

The overarching purpose of the Commerce and Investment Sector performance review is to:

1. Identify the changes that have occurred in each of the following three key result areas of the sector
2. Identify the relationship between the financial investment, institutional/organizational capacity in the sector and the changes (results) that occurred and
3. Articulate set of recommendations for performance improvement through the next round of review.

## CHAPTER TWO: ANALYSIS OF PROGRESS AND KEY PERFORMANCE INDICATORS

This chapter analyses performance against set targets in the sector's three key result areas and at the same time tries to identify the factors that are responsible for results achieved or otherwise to guide strategy recommendations.

The three Key Result Areas (KRAs) identified by the sector in its Medium Sector Strategy (MTSS) to guide in tracking the progress of performance are:

Improved Economic Activities in the State

Enhanced Internally Generated Revenue

Increased Promotion of Agriculture and Non-Oil Products Export.

The performance here is assessed based on the changes and differences that occurred in these three Key Result Areas (KRAs) using the Key Performance Indicators (KPIs) and the analysis focused on the 2024 targets.

## 2.1 ASSESSMENT OF ACTUAL PERFORMANCE AGAINST KPIs, TARGET FOR EACH OUTCOME

## COMMERCE SECTOR KEY PERFORMANCE INDICATORS

Outcomes KPIs & Related Output KPIs		2024 Target	2024 Actual	Performance Score 2024
1.1	<b>PERCENTAGE OF NEW MSMES EMERGING</b>			
1.1.1	No. of Investors attracted to the State by incentives provided for investment	35	37	106%
1.1.2	No. of cooperative societies registered in the State	200	2,195	1098%
1.1.3	No. of Trade Exhibition Performed/attended (Local, Domestic, International)	3	-	0%
1.1.4	No. of Major Market Developed	3	3	100%
1.3	<b>SME SURVIVAL RATE</b>			
1.3.1	Number of functioning SMEs in the State	2,500	5,021	200.84%
1.3.2	Number of SME Representatives Trained	1,250	601	48.08%
1.4	<b>SECTOR CONTRIBUTION TO STATE IGR</b>			
1.4.1	Business Premises Registration Fee Generated	9,000,000	3,102,000	34.47%
1.4.2	Cooperative Registration Fee Generated	200,000	4,391,600	
1.4.3	Hotel/Restaurants Fees and license Generated	5,000,000	656,000	13%
1.4.4	Export Free Zone proceeds	n.a	32,081,750	
1.4.5	Tender and Contract signing Fees Generated	n.a	<b>n.a</b>	<b>n.a</b>
1.4.6	Number of MOU Signed	-	1	-
3.1.1	<b>Increased Promotion of Agricultural and Non-Oil product Export</b>	-	-	-
	Number of Boarder Trade Fee Zones Established	1	1	100%
4.1.2	Number of employment generated by 25 registered mining cooperative groups	-	-	-
12.2	% contribution of solid mineral subsectors to the state revenue basket/IGR	-	-	-

**Outcome One: Improved economic activities in the state**

This outcome is expected to lead to increase in employment generation and reduction in poverty among the citizenry in the state as enshrined in CDF-II, and is measured by the following outcome indicators:

**I. Number of new MSMEs established**

As extracted from the administrative record of the MDAs, there was a total of 2,166 MSMEs that were registered and operating in the State in year 2022, In 2023 increased to 2, 500 and in 2024 the number of MSMEs raise to more than 5,000 due to the introduction of World Bank program (N-G CARES).

**II. Number of investors attracted into the state.**

In 2022, 22 investors were attracted and 15no. Investors were attracted in 2023, in the reporting year 2024 35no. Investors, the cumulative number of Investors were 72no. The combination of investment incentives through the provision of free land, tax waver for investors and the provision of infrastructural facilities at Maigatari Border Free Zone contributed to this achievement. Trade missions within and outside the country that showcased the state investment potentials are also factors that helped in the attainment of the result. In the year under review, the sector's effort facilitated 3nos. of sensitization workshops carried out and 3nos. programmes executed/performed.

**Cross cutting Issues.**

1. Activities of investment facilitation needs a collaboration of other sectors notably Investment Appraisal exercise. The MDAs includes; Ministries of Environment, Water Resources, Agriculture and Natural Resources, Land, Urban Development and Regional Planning, Justice
2. Implementation of PPP Policy also cut across multiple MDAs
3. Implementation of Off-Grid Solar Policy (OGS) requires collaboration with Alternative Energy Agency, Rural Electricity Board, Ministry of Works and Transport, and Ministry of Environment.
4. Implementation of Ease of Doing Business reforms requires commitments of Jigawa Internal Revenue Service, JICCIMA, Ministry of Land, Housing, Urban Development and Regional Planning, and other Federal Government agencies such as NAFDAC, FIRS, CAC, SMEDAN, and SON.

**Outcome Two: Enhanced Internally Generated Revenue:**

Results from these outcome activities are expected to contribute to the improvement in the internally generated revenue (IGR) of the state that will make it less dependent on monthly Federal revenue allocation. Improvement in the revenue base will translate to additional funds to provide services that will boost the economy of the state.

The following are other activities that contributed to the outcome results:

Ministry of Commerce, Industry, Cooperatives IGR Performance 2024				
S/N	Estimate	Actual	Budget	Performance
1	License	8,068,600.00	14,200,000.00	56.82%
2	Fees	-	-	0%
3	Earning and Sales	32,081,750.00	-	-
	TOTAL	40,150,350.00	14,200,000.00	282.75%
Source 2024 Audited Account				

**Number of Business premises registered:** In 2022 N6m generated against N60m representing 10% , N 3,080,000 as against 10,000,000 in 2023 representing 30.80% and N3,102,000.00 were generated as against

99N9,000,000.00 representing 34.47% The fact that registration of business premises is a pre-requisite for doing business with the state government also made contractors and suppliers to come forward for the registration.

- 1 **Amount Generated from Registration of Cooperatives:** in 2022 generate N160,000 against N400,000 represent 40% achieved in 2023 N 200,000 generated as against N300,000 representing 66.66% and N 4,391,600 generated as against N 200,000 which was highly appreciated. It was happened due to the full implementation of J-CARES NG- CARES program.
- 2 **Amount Generated from Hotel/restaurant fees and licenses:** in 2022 generated N266, 000 against N 2,000,000, in 2023 N280, 000 generated as against 1,000,000 and N 656,000 generated against N 5,000,000.The back drawn on performance was as a result of lack of facilities, enforcement for the collection.

### **Outcome Three: Increased promotion of Agricultural and Non-oil products Export**

The aim is to have some value addition on some agricultural produce and solid minerals for both foreign and local markets that will fetch both the investors and the state additional income in the process of which more jobs are created.

No target for 2022 achievement was set for this indicator during the 2023 review due to lack of baseline data. The establishment of sesame pre-cleaning companies and some formal activities on hibiscus flower however indicated a sign of progress in this indicator in the review period. Although the sector had an approved budget to carryout survey on this activity, the Ministry was not able to conduct such exercise. The activities on sesame seeds and hibiscus flower meant for export and local market that took place in the state during the period include the establishment of industrial cluster at Gagarawa Local Government to attract both Local and International investors.

The export processing Zone operating in the state during the period (EPZ Maigatari) includes those of Inter-product Limited and WACOT engaging in pre-cleaning of sesame and preparation for export.

### CHAPTER THREE SECTOR FINANCIAL PERFORMANCE

Finance being the backbone and the driving force of budget execution is central to this report. It is for this reason that the sector is analyzing below its appropriated and actual expenditures ( capital and recurrent ) covering the period of 2022-2024 to determine how this expenditure plan contributed to the realization or otherwise of its outcome targets. The total approved budget for the year 2022, 2023 and 2024 were about, **N3, 049,421,000** million, **N2, 841,322,000** and **N 4,954,440,000.00** respectively. Actual Expenditure stood at about N, 1,338,696,710.4million, N 794,884,631.86billion and N 2,149,692,834.41The performance representing 43.90% , 28 % and 43.39% in 2022, 2023 and 2024 respectively. Summary of the three years of 2022 – 2024 and details of the budget performance for 2024 are provided below:

Budget Performance	2022 approved	2022 Actual	% perf. 2022	2023 approved	2023 Actual	% perf. 2023	2024 approved	2024 Actual	% perf. 2024
Sector Capital Budget Performance	2,954,000,000	1,255,791,907	42.51%	2,714,550,000	687,835,723.11	25.33 %	4,810,772,000.00	2,046,488,128.68	42.54 %
Sector Overhead budget performance	14,200,000	10,809,674.50	76.12 %	30,745,000	24,578,733.33	79.94 %	40,500,000.00	21,266,971.43	52.51 %
Sector Personnel budget performance	81,221,000	72,095,128.90	88.77%	93,027,000	82,470,174.9	88.65 %	103,168,000.00	81,937,734.30	79.42 %
<b>Sector Total Allocation</b>	<b>3,049,421,000</b>	<b>1,338,696,710.4</b>	<b>43.90%</b>	<b>2,841,322,000</b>	<b>794,884,631.86</b>	<b>28%</b>	<b>4,954,440,000.00</b>	<b>2,149,692,834.41</b>	<b>43.39 %</b>

#### 2024 Financial Performance of Commerce and Investment Sector

Project	Project/Program Title	Estimates	Outturns	Perf.. %
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performance				
	<b>Overhead Cost</b>			
022200100100	Ministry of Commerce Industries & Cooperatives	18,900,000	7,706,971.43	%
022200100100	Mineral Resource Development Agency	3,600,000	1,560,000	%
022200100300	State Investment Promotion Agency(Invest-Jigawa)	18,000,000	12,000,000	
	<b>Personnel Cost</b>			
022200100100	Ministry of Commerce, Industries and Cooperatives	80,521,000	69,526,373.70	%
022200100200	Mineral Resource Development Agency		12,411,360.60	
022200100200	State Investment Promotion Agency(Invest-Jigawa)	15,772,000	-	%
022200100300		6,875,000		

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Project performance	Project/Program Title	Estimates	Outturns	Perf.. %

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<b>Capital Project and Programs</b>				
020050	Business Development Support Services	1,436,000,000	1,550,600,000.00 189,157,816.93	%
020053	Maigatari Trade Free Zone Project	505,000,000		
020054	Major Market Development	1,877,973,000	145,129,068.88	%
020055	Consumer protection Committee Activities	76,000,000	10,000,000.00	-
020064	Tourism Protection Activities	228,500,000	16,532,457.27	
020066	Trade fairs, Road shows and Business Promotion Support	60,900,000	3,318,000.00	%
020069	Nigeria-Niger Economic and Trade Development Corridor	30,400,000	-	%
020070	Establishment of Industrial Cluster Layouts	410,000,000	1,550,000.00	%
020062	Raw-Material Display Centre	15,100,000	-	%
020063	Solid Mineral Development	169,000,000	139,137,785.60	%
020068	Investment Promotion/One-Stop-Shop support services	161,627,000		%
<b>Total Capital</b>		<b>4,810,772,000.00</b>	<b>2,046,488,128.68</b>	<b>42.54%</b>
<b>Total Sectoral Budget</b>		<b>4,954,440,000.00</b>	<b>2,149,692,834.41</b>	<b>43.39%</b>
<b>Source 2022 Jigawa State Audited Accounts</b>				

## CHAPTER FOUR

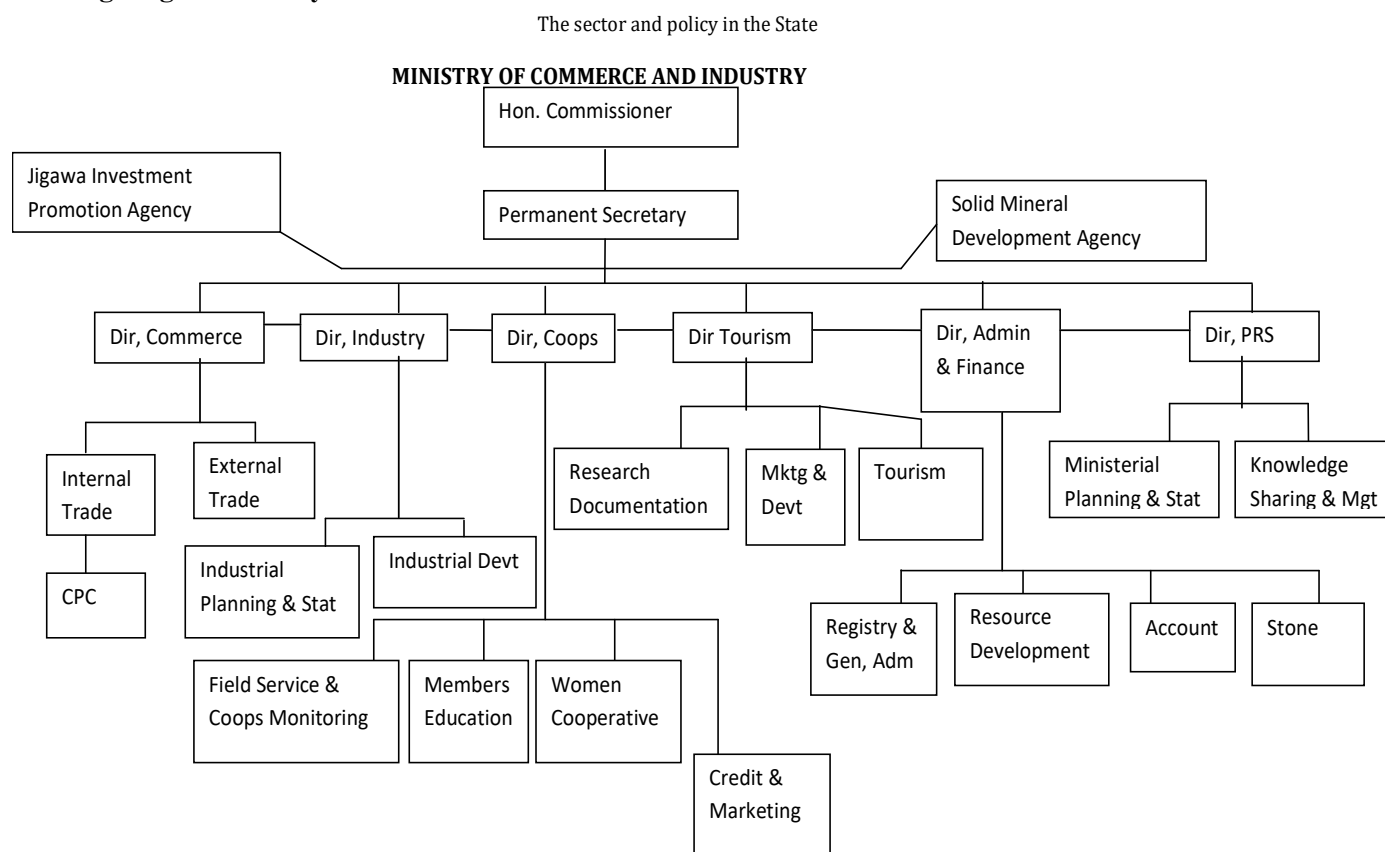
### 4.1 - INSTITUTIONAL AND ORGANISATIONAL CAPACITY DEVELOPMENTS

The Commerce and Investment Sector is constituted of three MDAs namely, the Ministry of Commerce, Industry, Cooperatives & Tourism (MoCICT), the Jigawa state Mineral Resources Development Agency (MRDA) and the Jigawa State Investment Promotion Agency (Invest-Jigawa). The activities of the two agencies are coordinated by the MoCICT and the office of the Deputy Governor. The MoCICT is headed by Honourable Commissioner, MRDA by a Managing Director and Investjigawa by a Director General.






### 2.1 CLARITY OF MANDATE AND STRUCTURES CLARIFICATIONS BY MDAs

The MDAs that made up the commerce and investment sector have separate mandate but, all geared towards achieving the sectors objective as contained in the CDF-II. The mandates and structures are outlined below

#### Sector Organogram / Policy



## Section 4: Institutional, Organizational and Budget Performance

	Name of indicator	None of Sector MDAs  Black	Upto 25% of sector MDAs  Red	26% to 50% of sector MDAs  Yellow	51% to 75% of sector MDAs  Amber	76% to 100% of Sector MDAs  Green	Title of Evidence
	<b>MDA Specific</b>						
1	Existence and clarity of organisational mandate (any mandate review or plan in this regard)	<b><u>Provide Explanation Here</u></b>  There exist clear mandate for each of the MDA that made up the sector. None of these mandates was reviewed in the period covering this report. Likewise the mandate of the ministry of commerce was as gazetted at the establishment of the state in 1991.					-Law establishing Mineral Resource Development Agency No.8 of 2000 -Investment Promotion Agency Law No. 12, 2016
2	Effectiveness of MDA Structure and processes in relation to mandate delivery (Any structural and process review or plan in this regard?)	<b><u>Provide Explanation Here</u></b>  The position of Director General for Investjigawa was filled. All three MDAs in the sector have shortage of staff. While it has taken long to hire, retirement has brought about loss of experienced staff. There is need to fill-in the vacancies for effective delivery of mandate. The MDAs in the sector needs to be re-structure by filling-in vacant positions with experience hands for effective mandate delivery.					-Organizational structure
3	Extent to which internal MDA partners/clients (overseeing Ministry, relating Parastatals and Departments within MDA) are Identified	<b><u>Provide Explanation Here</u></b>  In delivering its mandate the sector on daily basis relates with its departments within an MDA's while the ministry of commerce and the office of the Deputy Governor coordinates the activities of the agencies reporting to them. While Mineral Resources Development Agency report to the ministry of Commerce, Investjigawa reports to the office of the Deputy Governor. This coordination is done through the office of the Permanent Secretary of the two supervising MDAs.					Internal memo. -Correspondences to and from within the office of Permanent Secretary and departments within an MDA. -Correspondences to and from agencies to the mother MDA.
4	Extent to which external beneficiaries of MDA services are identified	<b><u>Provide Explanation Here</u></b>  Various collaborative efforts bound the Sector and its external beneficiaries in the process of mandate delivery. The external beneficiaries of the sector services are among others Small and Medium Scale Enterprises, Cooperatives based					-Minutes of meetings with prospective and existing investors <ul style="list-style-type: none"> <li>- Registration of Cooperative Society Groups.</li> <li>- Registration of Business</li> </ul>

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		Societies, Micro- Finance Bank, Trade Based Organizations, Hospitality Organizations, Jigawa Chamber of Commerce, State and Federal MDAs, Artisanal Miners, Trade Associations, Local Government Councils etc.					<p>Premises.</p> <ul style="list-style-type: none"> <li>- Minutes of meetings with the various groups and Associations within the period under review.</li> </ul> <p>Skills acquisition training manuals and reports.</p>
	<b>Human Resource Capacity</b>						
5	Existence of job descriptions for each staff in the MDA (not schedule of duties)						<p>Workforce / Establishment plan documents for ministry of Commerce</p>
		<p><b><u>Provide Explanation Here</u></b></p> <p>Job description has not gone beyond those of the Permanent Secretary, the six Directors, Chief Cooperatives Inspector and Principal Confidential Secretary I I of ministry of Commerce as was drawn under the assistance of SPARC. Ministry of Commerce is yet to develop for other staff at the time of review.</p>					
6	Clarity of roles and responsibilities of staff in MDAs in relation to job description						<p>Nonexistence of job description for the majority of staff.</p>
		<p><b><u>Provide Explanation Here</u></b></p> <p>Roles and responsibilities are still unclear for the majority of staff due to lack of job description other than those mentioned in 5 above. Completion of the programme that would cover all the staff of the sector will greatly change the current situation.</p>					
7	The appropriateness of staffing level and skills mix in MDA re: Organisational mandate and job descriptions						<p>Many staff of MoCICT were undergoing training.</p> <ul style="list-style-type: none"> <li>-Admission letters from institutions of higher learning</li> </ul>
		<p><b><u>Provide Explanation Here</u></b></p> <p>There is low appropriate staffing level and skill mix at present due to high rate of staff turnover, retirement and years of gap on employing professionals to effectively carry out the organizational mandate based on job description requirements. The MDAs within the sector in essence requires much more quality staff in terms of enhanced knowledge, skills and experience in its departments for effective mandate delivery. The need to fill-in the existing vacant positions at the ministry level especially that of the deputy Directors is imperative .</p>					
8	Existence of staff skills enhancement plan in relation to job descriptions and skills requirement						<p>Admission letters.</p> <ul style="list-style-type: none"> <li>- Minutes of ministerial establishment committee.</li> </ul>
		<p><b><u>Provide Explanation Here</u></b></p> <p>The MDAs within the sector are exploring ways of enhancing the skills of staff in relation to their jobs and skills requirements. Under the scheme one senior staff completed his post graduate studies and six( both senior and intermediate) staff drawn from all the departments within the ministry of commerce were pursuing various post graduate and diploma courses in universities and polytechnics within</p>					

		Nigeria to enhance their skills.					
9	Effectiveness of MDA staff skills enhancement plan						Admission letters. Minutes of ministerial establishment committee
		<b><u>Provide Explanation Here</u></b> The effectiveness of the staff skill enhancement plan is being felt from enhanced productivities of the beneficiaries that have completed their studies and returned. In essence the current effort of the sector in giving opportunities to staff to develop their skills is adding value to the sector. This will subsequently assist in closing some of the gaps currently being experienced.					
10	Existence of supportive infrastructure such as office accommodation , furniture and equipment including ICT (please specify)						Physical verification
		<b><u>Provide Explanation Here</u></b> Office accommodation and furniture for staff of the sector remained inadequate at the period of review. More offices and furniture are needed for conducive working environment. At MoCICT and Mineral Resources Agency. Some purchases of Desktop/laptop computers were done by Ministry of finance/Galaxy to enhance their operation during the period. Additional laptop computers and provision of printers for each department at MoCICT and Mineral Resource Agency would assist in improving efficiency.					
	<b>Sector based</b>						
11	Extent to which data is available in response to output and outcome KPIs zin the results framework relating to the MDA (state information for years 2018)						Sector Score card Annual performance review documents
		<b><u>Provide Explanation Here</u></b> Data gathering and management remained a problem for ministry of commerce as fund requested for survey was not release in the period despite budget provision. Sector should seek the assistant of Budget and Economic Planning in this regard.					
12	Results orientation of annual sector performance assessments and reports.						Annual performance documents.
		<b><u>Provide Explanation Here</u></b> The sector annual performance assessment and report assist the sector in measuring its strength, weakness, opportunities and threats, results of which are used to help improve, redesign or explore other programmes/projects that would add value to the citizens of the state. The score card gives a pictorial result of performance at a glance that external and internal beneficiaries can utilize					
13	Effectiveness with which data collection and information sharing						Internal memo
		<b><u>Provide Explanation Here</u></b> Data collection for the sector remains a problem due to lack of funds for survey. Some of the data are still not available on demand. Information sharing within the sector is effective. It					

	processes within sector MDAs	is done through memos and letters and phone calls to and from departments, office of the Hon. Commissioner and that of the Permanent Secretary.				
14	Extent to which the sector MTSS responds to the output KPI targets in the Sector Performance Management Framework and findings/ recommendations of Sector Performance Management Report					Previous MTSS documents
		<b><u>Provide Explanation Here</u></b>  The sector uses the Sector Performance Management Framework and Findings as well as the recommendations as guide in drawing its MTSS every year. It helps in setting priorities, projects/ programmes and actions towards the achievement of sector objectives. It helps bringing in new ideas, methods and strategies of mandate delivery.				
15	Extent to which the activities in the MDA's operational plans are derived from the projects and programmes specified in the sector MTSS for the year					-Sector annual performance evaluation report.
		<b><u>Provide Explanation Here</u></b>  All the activities in the sector's operational plans were derived from projects and programmes as specified in its MTSS. These include investment drive and promotion, Solid minerals development programmes, major market development, trade fair participation, baseline survey, awareness and sensitization programme on radio, infrastructure development at Maigatari Border Free Zone and other business support services like cooperatives education and enlightenment.				

Commerce Sector 2024 Performance Evaluation Report

		<b>2022 approved</b>	<b>2022 Actual</b>	<b>% perf. 2022</b>	<b>2023 approved</b>	<b>2023 Actual</b>	<b>% perf. 2023</b>	<b>2024 approved</b>	<b>2024Actual</b>	<b>%2024</b>
	Sector Capital Budget Performance	2,581,500,000	851,759,131.07	32.99 %	2,714,550,000	687,835,723.11	25.35%	<b>4,810,772,000.00</b>	<b>2,046,488,128.68</b>	<b>42.54 %</b>
17	Sector Overhead budget performance	14,200,000	10,809,674.50	76.12 %	30,745,000	24,578,733.33	79.94%	<b>40,500,000.00</b>	21,266,971.43	52.51 %
18	Sector Personnel budget performance	81,221,000	72,095,128.90	88.77 %	93,027,000	82,470,174.9	88.65%	103,168,000.00	81,937,734.30	79.42 %
	<b>Sector Total Allocation</b>	<b>3,049,421,000</b>	<b>1,338,696,710.4</b>	<b>43.90 %</b>	<b>2,841,322,000</b>	<b>794,884,631.86</b>	<b>28%</b>	<b>4,954,440,000.00</b>	2,149,692,834.41	43.39 %

## CHAPTER FIVE: SUMMARY OF FINDINGS AND RECOMMENDATIONS

### 5.1 SUMMARY OF CHALLENGES AND RECOMMENDATIONS.

#### Challenges

The major Challenges include:

- i. The sector had limitation in terms of funding during 2023 which however improved in 2024 because of the governments' intervention to stimulate economic activities due to the covid-19 through NG-CAREs program. This has improved the ability to achieve targets as planned.
- ii. Late preparation and submission of procurement document on some projects by the sector was discovered to delay implementation that would have led to negative achievement.
- iii. Over the years the sectors have not been able to carry out survey to established base line data and update the existing ones.
- iv. It has been noticed that one of the reason of sector low performance is attributed to the fact that the MBF zone has no management structure as it is being run from the ministry through an officer as a coordinator.
- ~~iv.~~ All three MDAs in the sector have shortage of staff. While it has taken long to hire, retirement has brought about loss of experienced staff. MOC has 94no.staff out which 27no.staffs were on loan to palliative shops and 7no.staffs to Jigawa state Agricultural supply company (JASCO) 4no.staff had retired from service and one dead in the period under review.

#### Recommendations:

- i. Adequate funds should be release to the sector to enable for the execution of its projects, in order to achieve its outcome objectives that are expected to contribute to the overall state objectives as stipulated in the CDF II; and
- ii. It is recommended that preparations for procurement should be made early and presented to the council for approval and this should be backed with a follow-up by members of the State Assembly chairing committee of sector MDAs.
- iii. For a better Data Collection and analysis, the sector should collaborate with State Bureau of Statistics to carry out surveys to generate primary data.
- iv. A governing Board and Management to run the affairs of Maigatari Border Free Zone should be set up or in alternative a private concern given the place based on certain arrangement to manage
- v. There is need to fill-in the vacancies and call back those staffs on loan for effective delivery of mandate.