



JIGAWA STATE MINISTRY OF WORKS

Critical Infrastructure Annual Sector Performance Evaluation Report

July, 2025
Critical Infrastructure Sector Planning Team

Table of Content

LIST OF ACRONYMS.....	3
FOREWORD	4
ACKNOWLEDGEMENT	5
SECTION ONE: INTRODUCTION	8
1.1 Background/Linkage with Sector Policies/MTSS	8
1.3 Overall mandate, Vision and Mission of the sector	9
1.4 Sector Institutional Mandate	10
SECTION TWO: ANALYSIS OF PROGRESS & KEY PERFORMANCE INDICATORS	11
2.1 Summary of progress against work plan	11
2.2 Assessment of actual Performance against targets for each KPI	12
2.4 Impact analysis of strategies and programmes on relevant	21
SECTION THREE: SECTOR FINANCIAL PERFORMANCE	23
3.1 Sector Budget Expenditure Breakdowns by Sector	23
SECTION FOUR: INSTITUTIONAL AND ORGANIZATIONAL CAPACITY DEVELOPMENT	25
4.1 Institutional Development and Organizational Capacity Changes	25
4.2 Human Resource Management Performance	25
4.3 Physical Infrastructural and Facilities Development	26
SECTION FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	27
5.1 Summary of Findings	27
5.2 Recommendation	27
5.3 Conclusion	28

LIST OF ACRONYMS

ASPR	Annual Sector Performance Review
BOT	Build, Operate and Transfer
CBOS	Community Based Organizations
CDF	Comprehensive Development Framework
CSOs	Civil Society Organizations
ICT	Information and Communications Technology
JIRMA	Jigawa State Road Maintenance Agency
Km	Kilometer
KPIs	Key Performance Indicators
KRAs	Key Result Areas
LGs	Local Governments
MDAs	Ministries, Department and Agencies
MoBEP	Ministry of Budget & Economic Planning
MOW & T	Ministry of Works & Transport
MTSS	Medium Term Sector Strategy
NGOs	Non-governmental Organizations
No	Number
PM&EF	Performance Monitoring Evaluation Framework
PPP	Public Private Partnership
REB	Rural Electricity Board
RTD	Roads & Transport Development
SDG	Sustainable Development Goal
SDOs	Sector Desk Officers
SPTs	Sector Planning Team

FOREWORD

One of the areas that facilitate economic growth and development has to do with provision of infrastructural facilities. These facilities are provided by the sector which in all respect lead to improvement of the standard of living of the people and economic development of the State. The State government single-handedly take the responsibility of sustaining the provision of these facilities with financing through budgetary allocation which appropriately back by releases. Thus, with the provision and the releases couple with good governance, prudent management of resources both human and financial as well as value for money in the delivery services by the sector led to the achievement of both sector objectives, outputs and outcome results as enshrined in the Comprehensive Development Framework. The Critical Infrastructure Annual Sector Performance Review (ASPR) for the 2024 fiscal year is undertaken to analyse strategies, sector funding, institutional and organizational performance to ascertain the extent to which these contribute towards achievement of the sector initiatives in line with sector policy objectives. The review come up with findings and recommendations which serves as lessons learnt for improvement of the future interventions.

The robustness and reliability of infrastructure provided by the sector is very critical element in creating conducive business environment and investment climate, and by extension, a necessary condition for an economy to grow. Three main components of the sector identified as key under the Jigawa State Comprehensive Development Framework (CDF) include Roads & Transport Development [RTD] (including Fire Service Directorate for fire safety and security of properties), Power Supply; and Information & Communication Technology [ICT]. The components help enhance economic growth and improve the quality of lives of citizens of Jigawa State in all nooks and corners.

The sector Medium Term Sector Strategy and budget are linked to CDF for the achievement of the stated policy objectives, outcomes and targets, which this report assesses to ascertain the extent of contribution of the sector to the overall policy objectives and targets.

Finally, I would like to implore the indulgent of all the stakeholders of the sectors, sector MDAs, policy-makers and the captain of industries to mention but few, to appropriately use this report to improve the ways and means of doing business unusual to move the state to greater height in business and economic activities to improve the living standard of our citizenry as well as socio-economic development of the State.

Thank you.

Engr. Gambo S. Malam, FNSE
Honourable Commissioner
Ministry of Works & Transport

ACKNOWLEDGEMENT

Alhamdulillah Rabil Alamin, all praise be to Allah for given us the wherewithal to come up with 2024 Annual Sector Performance Review Report of Critical Infrastructure sector. This, in fact, would not have been possible without the commitment and contributions of the sector planning team drawn from the sector MDAs, Ministry of Budget & Economic Planning and other stakeholders that consider and appreciate the contribution of the sector in their areas of jurisdiction. As mentioned several times in this report, the provision of critical infrastructure that include good road network, electricity, information & communication technology (ICT) and provision of safety to the teeming population of Jigawa State is among the 12-point Agenda of His Excellency the Executive Governor Jigawa State, Malam Umar Namadi, FCA.

The successful development of this report, I would like to commence by extending our sincere appreciation to the Honourable Commissioner, Ministry of Works & Transport and other Chief Executives of Rural Electricity Board (REB), Jigawa State Roads Maintenance Agencies (JIRMA) and Galaxy ITT for their unwavering supports, immense contribution and guidance throughout the period of the review process. Likewise, immense contributions of major stakeholders, such as Ministry of Budget & Economic Planning (MoBEP) and development partners, who supported the process and build our capacity to come up with good report.

In preparing this report a lot of consultations and collaborations were made by Sector Planning Team (SPT) and the Sector Desk Officers (SDOs) from commencement to the end of the process, thus, their contributions must be acknowledged and thank them the more. Without appropriate words to express my delight, I would like to whole-heartedly express my gratitude and appreciation to the entire members of the Sector planning Team (SPT) and the Sector Desk Officers (SDOs) who produce this quality report, rich in content and worthy of lesson learnings. To the consultants who provided the guidance, built capacity and undertake quality checking from the beginning to the end of the process, I said thank you and May Allah reward you abundantly.

Finally, while I pray for all stakeholders to take the advantage of utilizing this report, I would like to reiterate our commitment to the production of the report annually.

QS AHMAD ISA

The Permanent Secretary
Ministry of Works and Transport

EXECUTIVE SUMMARY

Jigawa State Government considers provision of Critical Infrastructure as one of the top priority areas in the Comprehensive Development Framework (CDF) for creating and sustaining economic growth and development in the State. In consideration of the importance of robust and reliable infrastructure, it is viewed as critical element of conducive business environment and investment climate, and by extension, a necessary condition for an economy to develop and grow.

The key components of the sector comprise of Roads & Transport Development; Power Supply; Information & Communication Technology [ICT] and the Fire Prevention & Fighting Operations. The sector focuses on infrastructural development to support the full mobilization of the private and other actors to facilitate a sustain economic growth. These infrastructures are not only critical in building conducive investment climate to generate economic growth, they also provide the necessary support for economic empowerment given their high employment, income generation and poverty reduction potentials. Though the power sector was deregulated, Government would continue to support power generation and distribution in the State through encouragement of private sector investment and rural electrification program which have the effect of transforming the social and economic life of the populace.

In supporting the achievement of the sector policy objectives of the sector, the State Government through the Ministry of Budget and Economic Planning allocated two indicatives envelop of **N93,047,977,000 billion for Roads & Transport and 18,879,908,000 billion** for Power Supply while the ICT was not included as government owned Company. Considering the projects of the sector are capital intensive which need resulted to allocating more resources couple with the inheritance of more uncompleted roads projects in different parts of the State, the government approved increase of the allocation during high level discussion and other formal augmentation process (contingency transfers, supplementary allocations). The government is compelled to adopt these strategies to avoid abandoning of projects by ensuring timely completion for the benefit of the people.

For sustainable implementation of the 12-point development agenda of this administration, the sector is committed to the implementation of the sector policies contained in the Comprehensive Development Framework through the 2022-2024 Medium-Term Sector Strategy (MTSS) which informed the 2024 annual budget.

As the first year (phase) of the Medium-Term Sector Strategy (MTSS) has been implemented through 2024 budget, the assessment of the performance would in no small measure provide

insight on the progress so far recorded. It is also aimed at assessing the performance of the Sector against targets in the MTSS via the Key Performance Indicators (KPIs) at both the output and outcome levels.

The result of the review of the Annual Performance and Evaluation of the sector revealed that more progress was recorded in term of achievement of the number of kilometres of regional roads, rural feeder roads, township roads, bridges and culverts constructed as well as maintained. The same goes with provision and maintenance of power supply. The analysis of the data in this report provided more evidence of the achievements of the sector. The report presents the findings from the performance review of the sector carried out by the Sector Planning Team (SPT) in collaboration with Ministry of Budget and Economic Planning (MoBEP).

The assessment covers six important Key Result Areas (KRAs) set to be achieved through the implementation of the projects and programmes of the sector. These KRAs consisted the following:

1. Key Result Area 1: Improved socioeconomic activities of the people
2. Key Result Area 3: Increased household, commercial & industrial access to electricity
3. Key Result Area 4: Improved ICT literacy level
4. Key Result Area 5: Improved safety of lives and properties of the people
5. Key Result Area 6: Reduced number of road traffic accidents across the state

The report is divided into five (5) sections and each section provides specific insight of the situation of sector. The section one dealt with general introduction; section two covered Analysis of progress & key performance indicators (KPIs); section three concentrated on sector financial performance; section Four concentrated on the institutional and organizational capacity development and section five provided key findings, summary, conclusion and recommendations.

SECTION ONE: INTRODUCTION

1.1 Background/Linkage with Sector Policies/MTSS

The provision infrastructure is essential to economic and social development. The focus of CDF III would be the continued improvement of roads (both regional and rural access / feeder roads), power infrastructure, and a renewed effort in the provision of ICT facilities necessary for the emergence of a digital economy in the State. This component is also required to ensure enabling investment climate and business environment. Despite the deregulation of the power sector, Government would continue to support power generation and distribution in the State through rural electrification program which is a catalyst in transforming the social and economic life of rural communities. The capital-intensive nature of the sector would, however, make it necessary to explore viable alternative funding models such as public-private partnerships (PPP) to expand the fiscal space.

The Comprehensive Development Framework of Jigawa State is essentially a medium-term development policy document which provides a long-term perspective to the development needs of the State. The implementation of the CDF is largely through the Medium-Term Sector Strategies (MTSS) which, in turn, provides context for annual budgeting. The 2022-2024 MTSS for the sector, like the previous period, is based on the strategic focus provided by the State overall development plan.

The Annual Sector Performance Review recognizes the importance of inclusiveness not only in term of collaboration and synergy with other sectors and Civil Society Organizations (CSOs) but also significantly improved inter-sectorial collaboration and coordination of all the agencies under the sector, apart from establishing cordial relationship which provides an opportunity to collectively handle cross-cutting issues both internal and external to the sectors for the attainment of sector policy objectives and targets. These are evident in the provision of both regional and rural roads in nooks and crannies of the State which opens up the hinterlands and help in unlocking the economic potentials of the State. This has positively impacted on the socio-economic development of the State by facilitating the movement of goods and services, which significantly promote the growth of commerce and business enterprises. The provision of electricity in various towns and villages has greatly improved socio-economic activities and use of Information & Communication Technology has improved the performance of the State civil servants, provide access to internet services, etc.

This Annual Sector Performance Review (ASPR) is conducted through Performance Monitoring & Evaluation Framework (PM&EF). The framework is designed to track, capture, analyse and report performance of the sector. It also linked the performance with the output and outcome targets set in MTSS to give room for informed judgement and fruitful decision-making.

1.2 Purpose of the Performance Evaluation Report

The overall importance of this report is to ensure that the Sector is working towards achieving the desired goals and objectives. It also aims to ensure that resources are used effectively and judiciously in projects implementation and that the tangible results are achieved while holding the responsible persons accountable for success or failure.

Other purpose of the report is to essentially determine the extent to which the objectives of the sector have been achieved in terms of 2022-2024 MTSS and identify the status of interventions and development changes that have taken place in the sector in the period under review (2024 fiscal year) to enable the policy makers and other stakeholders make informed decision. In specific term the ultimate purpose of this performance review includes:

- It uncovers achievement of set targets resulted from execution of programs and projects.
- It indicates whether or not to continue with strategies to achieve policy objectives.
- It gives clear direction on what line of action to be taken for further improvement of service delivery in the sector.
- It unfolds the challenges and barriers that hinder effective programme implementation.
- It provides set of recommendations which could be used to address gaps in the coming MTSS and budget process.

1.3 Overall mandate, Vision and Mission of the sector

1.3.1 Overall mandate

of the Critical Infrastructure Sector is to develop a robust and reliable infrastructure for the socioeconomic development of Jigawa State.

1.3.2 Vision

To become a modern society with state of art transportation and power infrastructure that would promote socioeconomic advancement of the State

1.3.3 Mission

To raise the standard of living of the Jigawa State citizens by construction and maintenance of roads, power and airportbe ensure and also maintain a viable, efficient and effective road transport system in the State

1.3.4 Core Values

Transparency, Efficiency and Durability.

1.4 Sector Institutional Mandate

The summary of the mandates of the sector consist of the following:

- Construction and rehabilitation of roads network and its related infrastructure across the State. These include Township roads, Dutse Capital roads network, feeder roads and regional roads.
- Maintenance of roads network and its related infrastructure across the State and hire services of road construction machineries and equipment.
- Provision of technical support and assistance to government Agencies and Local Governments in roads project design & implementation.
- Development and implementation of State Transportation Policy.
- Formulate and enforce traffic rules and regulations towards the safety of lives and property of the people
- Generate, transmit, distribute and sell electricity either in bulk or to individual consumers in the rural areas of the State (where KEDCO does not presently maintain its services).
- Construct, reconstruct, maintain and operate electricity generating stations, transmission lines, transformer stations and all works necessary for the provision of electricity
- The manufacture, provision, sale, letting or hire, connection, maintenance, repair or removal of any electric lines, fittings, apparatus for which electricity can or may be used.
- The maintenance of shops and showrooms for the display, sale and hire of electrical equipment of all kinds.
- The advertisement of such electrical equipment whether by way of demonstration, exhibition or otherwise.
- Revenue generation through the provision of ICT services.
- Provision of access to Internet services;
- Training and development of ICT professionals;
- Provision of rural telephony within the state
- Carry out any other functions as may be assigned by the Governor of Jigawa State

SECTION TWO: ANALYSIS OF PROGRESS & KEY PERFORMANCE INDICATORS

2.1 Summary of progress against work plan

The overall policy thrust of this sector is to develop a robust and reliable infrastructure for the socio-economic development of the State. However, the three components of the critical infrastructure are made up of several policy objectives. These include:

- i) To provide good road network in order to facilitate and enhance socio-economic development of the State;
- ii) To ensure access to affordable, reliable, sustainable and modern energy for all Jigawa State citizens.
- iii) To develop an effective and reliable ICT infrastructure.
- iv) Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
- v) To ensure the safety of lives and properties against fire, water and road traffic accidents across the state;
- vi) To facilitate access to safer road, water, rail and air transportation to various destinations within and outside the State.

The activities were implemented by the sector with the ultimate aims of achieving the above objectives which led to the achievement output deliverables and contributed to the attainment of the following outcomes:

- i) Improved socioeconomic activities
- ii) Increased household, commercial and industrial access to electricity
- iii) Improved ICT literacy level
- iv) Improved safety of lives and properties of the people

2.2 Assessment of actual Performance against targets for each KPI

This subsection provided the list of outputs, output KPIs and targets for 2022, 2023 and 2024 of each MDA under the sector. This, in other words, gives the complete picture of the sector, while analysis of each sector component would be made separately to establish the progress so far recorded.

Table 1: Outputs KPIs by Sector MDAs

Activities	Targets		
	2022	2023	2024
Road Development (Ministry of Works)			
• Construction of paved regional roads (km)	150	280	100
• Construction of unpaved rural feeder roads (km)	50	250	300
• Construction of township roads (km)	25	0	230
• Construction of Bailey Bridge (Nos)	1	1	4
Road Maintenance (JIRMA)			
• Regional Roads Maintenance (km)	300	400	600
• Township Roads Maintenance (km)	10	10	15
• Feeder Roads Maintenance (km)	50	100	150
Power Supply (Rural Electricity Board)			
• No. Communities Connected to National Grid	40	17	17
• Km. of Maintenance of existing collapsed lines	17	11	10
• No. of Non-Functional Transformers Replaced	10	10	0
• No. of Stand-alone Solar Street Lights Provided	1000	1000	1000
Information & Communication Technology (Galaxy ITT)			
• Renovation of ICT Network Operation centre (No.)	N/A	N/A	N/A
• Network Optimization ((No.)	N/A	N/A	N/A
• MDAs internet Connectivity (No.)	N/A	N/A	N/A
• Metropolitan fibre optic cable network (km)	N/A	N/A	N/A
Fire Services Directorate			
• Fire Calls (No.)	100	100	300
• Fire Rescue (No.)	100	100	100
Road Transport (Road Traffic)			
• Road accident (No.)	N/A	N/A	N/A

2.3 Analysis of Progress

The sector's activities are broken into Six Key Result Areas namely:

- Key Result Area 1: To provide good road network in order to facilitate and enhance socio-economic development of the State
- Key Result Area 2: To maintained the existing road network across the state
- Key Result Area 3: To ensure access to affordable, reliable, sustainable and modern energy for all Jigawa State citizens.
- Key Result Area 4: To develop an effective and reliable ICT infrastructure.
- Key Result Area 5: To ensure the safety of lives and properties against fire and water
- Key Result Area 6: To reduce the number of road traffic accidents across the state

Key Result Area 1: To provide good road network in order to facilitate and enhance socio-economic development of the State

Output targets

- To Construct additional 530 km of regional of roads across the state
- To Construct 600km of rural feeder roads
- To Construct additional 455 km of Township roads in the state
- To Build 6 Bailey Bridges across the State

Outputs Performance

Table 2 - 2022 – 2024 Roads Development (Targets and Actual),

Activities	Target			Actual		
	2022	2023	2024	2022	2023	2024
• Construction of paved regional roads (km)	150	280	100	128	173	156
• Construction of unpaved rural feeder roads (km)	50	250	300	250	250	275
• Construction of township roads (km)	25	0	230	200	200	209.3
• Construction of Bailey Bridge (Nos)	1	1	4	0	0	5

Source: 2022 –2024 Progress Reports, MOW&T

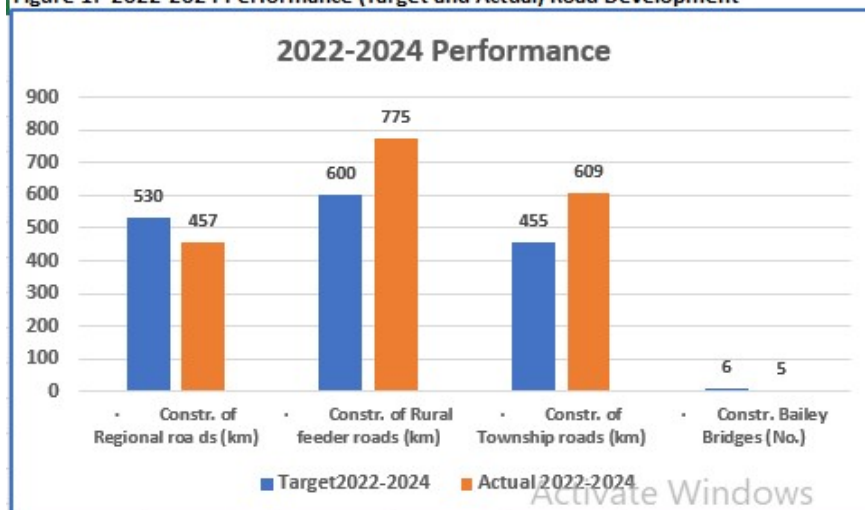
Table 3 - 2022-2024 Roads Development (Targets and Actual Performance)

Output KPI	Target 2022-2024	Actual 2022-2024	Percentage Achieved
• Construction of paved Regional roads (km)	530	457	86%
• Construction of unpaved rural feeder roads (km)	600	775	129%
• Construction of township roads (km)	455	609	134%
• Construction of Bailey Bridges (Nos)	6	5	83%

Source: 2024 Progress Reports, MOW&T

From table 2 and 3 and figure 1, the performance analysis of Road development undertaken by Ministry of Works & Transport showed that from 2022-2024 medium-term period 457 km of regional roads were constructed out of 530 km targeted, an achievement of 86%. A total of

Figure 1: 2022-2024 Performance (Target and Actual) Road Development



775km of rural feeder roads was also constructed exceeding the target of 600 km by 175 km, which is equivalent to 129% performance. In addition, 609 km of township roads were provided surpassing the target by 154km which is an achievement of 134%. To improve access in the riverine areas, 6 bailey bridges was targeted to be constructed however 5

number were provided, which is equivalent to 83% performance. From the above analysis it vividly revealed that the sector has very good performance with the achievement of between 83% to 134%.

Outcome:

- Improved easy movement of people and transportation of farm produce & other goods.
- Improved socio-economic activities in the state
- Improved the activities of other sectors - Commerce, education and Health.
- Improved connectivity and link between communities around riverine Areas.

Key Performance Indicators

- Number of km of regional roads constructed
- Number of km of rural feeder roads constructed
- Number of km of Township roads constructed
- Number of Bailey Bridge constructed

Key Result Area 2: To maintained the existing road network across the state

Output targets

- To Maintain 1,300km of regional of roads across the state
- To Maintain 300km of rural feeder roads
- To Maintain 35km of Township roads in the state

Outputs Performance Assessment

Table 4: Roads Maintenance 2022 – 2024 (Targets and Actual)

Outputs	Target			Actual		
	2022	2023	2024	2022	2023	2024
• Regional Roads Maintained (km)	300	400	600	300	400	625
• Township Roads Maintained (km)	10	10	15	10	10	16
• Feeder Roads Maintained (km)	50	100	150	50	100	157

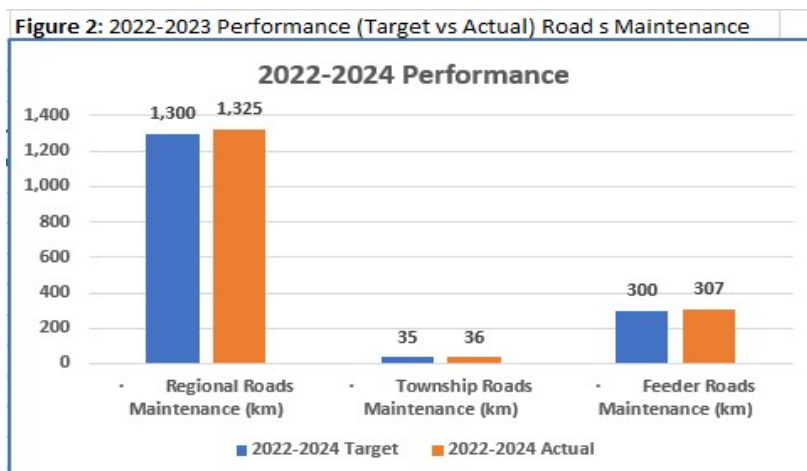
Source: 2022 –2024 Progress Reports, JIRMA

Table 5: Roads Maintenance 2024 (Targets and Actual Performance)

Outputs	2022-2024 Target	2022-2024 Actual	Percentage Achieved
• Regional Roads Maintenance (km)	1,300	1,325	104%
• Township Roads Maintenance (km)	35	36	103%
• Feeder Roads Maintenance (km)	300	307	105%

Source: 2024 Progress Reports, JIRMA

The performance analysis as shown in the table 4 & 5 above and the figure 2 by the side, it showed that the sector has maintained a total of 1,325 km of regional roads, 36 km of township roads and 307 km of rural feeder roads as against the target of 1,300 km, 35 km and 300 km within the medium-term period of 2022 - 2024 respectively. This mean that the sector has recorded an achievement of 102%, 103% and 102% under regional, township and rural feeder roads maintenance respectively which is an exceptional or excellent performance



Outcomes:

- Improved economic activities in the State
- Facilitated the activities of other sectors – Commerce, Education and Health.

Key performance indicators

- Number of km of regional roads maintained across the state
- Number of km of rural feeder roads maintained in the state
- Number of km of Township roads maintained in the state
- Number of Bailey bridges and access culverts maintained

Key Result Area 3: To ensure access to affordable, reliable, sustainable and modern energy for all Jigawa State citizens.

Output targets

- To connect 74 communities to the National Grid
- To maintain 38 km existing collapsed lines
- To replace 20 number non-functional transformers
- To provide and install 3000 stand-alone solar streetlights

Output Performance Assessment

Table 6: Rural Electricity Board, 2022 - 2024 Targets and Actual Performance

Outputs KPI	Target			Actual		
	2022	2023	2024	2022	2023	2024
• No. Communities Connected to National Grid	40	17	17	25	18	17
• Km. of Maintenance of existing collapsed lines	17	11	10	12	24	9
• No. of Non-Functional Transformers Replaced	10	10	0	20	10	10
• No. of Stand-alone Solar Street Lights Provided	1000	1000	1000	88	1152	211

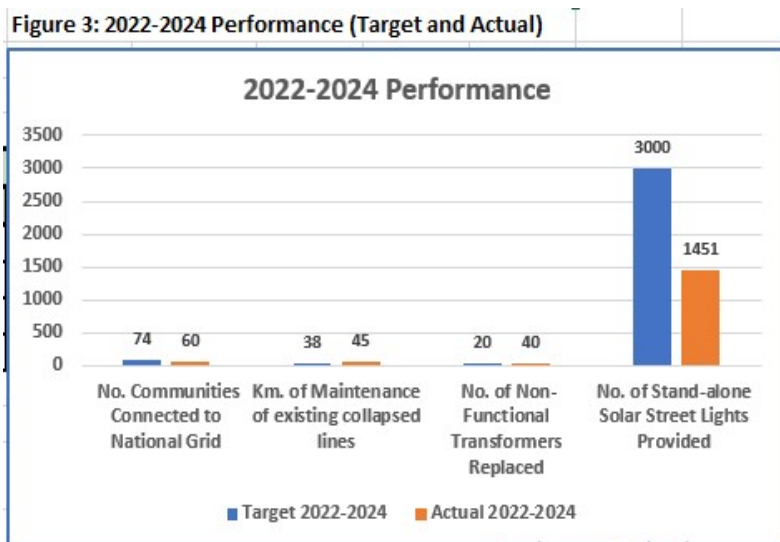
Source: 22-2024 Progress Report of REB

Table 7: Rural Electricity Board, 2022-2024 Targets and Actual Performance

Outputs KPI	Target 2022-2024	Actual 2022-2024	Percentage Achieved
• No. Communities Connected to National Grid	74	60	81%
• Km. of Maintenance of existing collapsed lines	38	45	118%
• No. of Non-Functional Transformers Replaced	20	40	200%
• No. of Stand-alone Solar Street Lights Provided	3000	1451	48%

Source: 2024 Progress Report of REB

From table 6 & 7 above and figure 3 below, the analysis of the performance showed that the sector has, in 2022-2024 medium-term, made concerted efforts in the provision of electricity to 60 towns and villages across the State as against a target of 74 towns and villages i.e 81% achievement and 45km of existing collapsed lines were maintained exceeding the target of 38km by 7km, equivalent to 118% achievement. In addition, the sector has replaced 40 number non-functional transformers across the State, an achievement of 200%, against 20 number targeted to be achieved.



On the other hands, 3000 number stand-alone streetlights were targeted to be provided but only 1,451 number, approximately 48% was achieved. This indicated high level of commitment of the sector towards improving socio-economic activities of the citizens.

Key Performance Indicators

- Number of communities electrified and connected to National Grid
- Kilometer of existing collapsed lines maintained
- Number of non-functional transformers replaced
- Number of stand-alone solar street lights provided and installed

Outcomes

- Improved socio-economic activities which in turn improve standard of living of people

Key Result area 5: To develop an effective and reliable ICT infrastructure.

Output targets

- Renovate ICT Network Operation centres
- Network optimization of undertaken
- Installation of MDAs with Internet facilities
- Network Km of Metropolitan fibre optic cable

Outputs Performance Assessment

Table 8: ICT, 2022-2024 Targets and Actual Performance

Outputs	Target			Actual		
	2022	2023	2024	2022	2023	2024
• Renovation of ICT Network Operation centre (No.)	0	0	0	0	100	0
• Network Optimization ((No.)	0	0	0	0	0	0
• MDAs internet Connectivity (No.)	0	0	0	0	50	0
• Metropolitan fibre optic cable network (km)	0	0	0	0	0	0

Table 9: ICT, 2022-2024 Performance (Targets vs Actual)

Outputs	Target 2022-2024	Actual 2022-2024	Percentage achieved
• Renovation of ICT Network Operation centre (No.)	0	0	0
• Network Optimization ((No.)	0	0	0
• MDAs internet Connectivity (No.)	0	0	0
• Metropolitan fibre optic cable network (km)	0	0	0

Outputs

- ICT Network Operation centres renovated
- Network optimized
- MDAs Internet installed
- Metropolitan fibre optic cable networked

Outcomes

- Improved level of computer literacy and internet utilization
- Improved access to information

Key Performance Indicators

- Number of ICT Network Operation centres renovated
- Number of Network optimized
- Number of MDAs with Internet connectivity
- Kilometer of metropolitan fibre optic cable networked

Performance assessment

- This subsector was not assessed due to non-availability of data

Key Result area 6: To ensure the safety of lives and properties against fire and water.

Performance targets

- To reduce number of calls to 300 and increase number of rescues to 300 of Human lives from fire and water accident through awareness, effectiveness and prevention

Output Performance Assessment

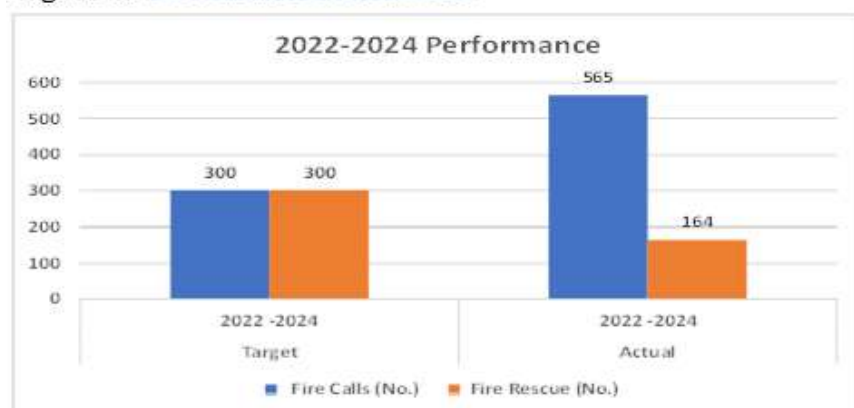
Table 10: Fire Services, 2022-2024 Targets and Actual

Activities	Target			Actual		
	2022	2023	2024	2022	2023	2024
• Fire Calls (No.)	100	100	100	210	140	215
• Fire Rescue (No.)	100	100	100	44	45	75

Table 11: Fire Services, 2022-2024 Targets and Actual

Activities	Target 2022 -2024	Actual 2022 -2024	Percentage achieved
• Fire Calls (No.)	300	565	188%
• Fire Rescue (No.)	300	164	54%

Figure 4: Fire Services Performance



From table 9 and 10 above and figure 4 by the side, it revealed that between the period of 2022-2024 medium-term the sector under the Fire Service Directorate targeted to reduce number of Fire calls to 300 the available data, however showed that 565 Fire calls was actual made.

This indicated that the strategies employed to reduce the calls were either not used or not effectively undertaken with the increase of 265 calls above the target. As for Fire rescue, the Directorate has targeted to achieve 300 rescues but only 164 were rescued which indicated that there is less effort by the Directorate in attending to the rescue operation in the State.

Output

- Number of lives and properties saved.

Outcomes

- The safety of lives and properties against fire and water emergency reduced

Key Performance Indicators

- Number of fire calls reduced
- Number of Rescue Increased

Key Result area 7: To reduce the number of road traffic accidents across the state.

Performance targets

- To prevent reduce the numer of road accident

Output Performance Assessment

Table 12: 2022-2024 Road Transport (Target vs Actual)

Output	Target			Actual		
	2022	2023	2024	2022	2023	2024
• Road accident (No.)	-	-	-	-	-	-

Table 13: 2022-2024 Road Transport Performance (Target vs Actual)

Output	Target 2022 -2024	Actual 2022 -2024	Percentage achieved
• Road accident (No.)	-	-	-

Output

- Road traffic accidents

Outcomes

- Reduction on Road Traffic accidents

Key Performance Indicator

- Number of road traffic accidents reduced

Performance Assessment

The area was not assessed due to non-availability of data.

2.4 Impact analysis of strategies and programmes on relevant

Table 14: Snapshot of Sector's Programmes, Strategies and Outcome Deliverables

Sector Objectives	Programme	Strategies	Outcome Deliverables
To provide good road network in order to facilitate and enhance socio-economic development of the State	<ul style="list-style-type: none"> Road Development Programme Road Maintenance Programme Provision Bridges & Culverts 	<ul style="list-style-type: none"> Sustained public sector funding Cost-sharing between State and LGs Public Private Partnership (PPP) 	Improved economic activities
To ensure access to affordable, reliable, sustainable and modern energy for all Jigawa State citizens (SDG7);	<ul style="list-style-type: none"> Towns and villages electrification Programme Electricity Infrastructure Maintenance Programme Provision of standalone Solar Street Lights Programme 	<ul style="list-style-type: none"> Partnership with the LGs, KEDCO and communities. Involvement of private investors in generation. Disposal of IPP Joint rehabilitation and maintenance with KEDCO. Partnership with Federal Government on Solarization Projects 	Increased household access to electricity infrastructure thereby improved socio-economic activities
To develop an effective and reliable ICT infrastructure.	<ul style="list-style-type: none"> Renovation of Network Operation centre Network Optimization MDAs Connectivity 2nd Phase Metropolitan fibre optic cable network 	<ul style="list-style-type: none"> Sustain PPP funding Repositioning of Galaxy ITT based on its business plan focusing on equipment upgrade Explore the possibility of private sector investment and partnerships 	Increased access to ICT infrastructure and facilitated business activities
To prevent and control fire outbreak and related emergency to save the lives and properties of people	<ul style="list-style-type: none"> Fire outbreak prevention Control of Fire outbreak and Rescue operations 	<ul style="list-style-type: none"> Awareness on fire outbreak Firefighting and rescue operations 	Fire outbreaks and other related emergencies reduced
To reduce the number of road traffic accidents across the state	<ul style="list-style-type: none"> Reduction of Traffic Accident 	<ul style="list-style-type: none"> Sansitization of Drivers Enforcement 	Road Traffic accidents reduced

SECTION THREE: SECTOR FINANCIAL PERFORMANCE

This section gives analysis of sector financial performance to assess the level of funding both budgetary allocation and releases in achieving the policy objectives of the sector in the 2022-2024 medium-term period. The medium-term analysis of this aspect is taken annually to give a complete picture of each fiscal year assessment as shown below.

3.1 Sector Budget Expenditure Breakdowns by Sector

Table 15: 2022 Budget Performance

Item	Approved Budget (N)	Amount Released (N)	Amount Released as a % of approved	Variance
Personnel Cost	303,612,000	282,018,622	93%	21,593,378
Overhead Cost	3,882,400,000	3,014,555,316	78%	867,844,684
Capital Expenditure	21,712,200,000	19,997,970,165	92%	1,714,229,835
Total	25,898,212,000	23,294,544,103	90%	2,603,667,897

From the table 15 above, it shows that the implementation of the sectoral projects and programmes including recurrent aspect has reached 90%. While personnel cost and capital expenditure had 93% and 92% performance respectively, overhead cost has a performance of 78%. This indicated an achievement of good performance.

Table 16: 2023 Budget Performance

Item	Approved Budget (N)	Amount Released (N)	Amount Released as a % of approved	Variance
Personnel Cost	285,460,000	247,131,326.00	87%	38,328,674
Overhead Cost	4,054,950,000	3,710,238,583.51	91%	344,711,416
Capital Expenditure	41,936,500,000	32,275,681,310.44	77%	9,660,818,690
Total	46,276,910,000	36,233,051,220.00	78%	10,043,858,780

As indicated in table 16 above, the overall performance for the Roads & Transport subsector for the 2023 fiscal year stood at 78%. Going by different aspects of the budget, it showed that personnel cost has 87%, overhead cost reached 91% while capital expenditure has a performance of 77%. This indicated that overhead cost has the highest performance which was not unconnected with increasing cost fuel purchased by both Ministry and REB for the fueling of generators for streetlights and Government House respectively. The overall performance of 78% can be said to be a good achievement.

Table 17: 2024 Budget Performance

Item	Approved Budget (N)	Amount Released (N)	Amount Released as a % of approved	Variance
Personnel	296,341,000	270,886,000.12	91%	25,454,999.88
Overhead	954,460,000	1,573,116,199.23	165%	-618,656,199.23
Capital	83,551,977,000	83,524,301,973.68	100%	27,675,026
Total	84,802,778,000	85,368,304,173.03	101%	-565,526,178.35

The overall implementation level of 2024 budget, as shown in table 17, is 101%. It also indicated that personnel cost has 91%, overhead cost 165% due to high cost of fuel being purchased by both Ministry of Works and REB for maintenance of generators and capital expenditure was able to performed up to 100%. The overall performance of the sector on capital project implementation was 101%, an exceptional performance, indicating commitment of the government in the provision of infrastructure in the State.

SECTION FOUR: INSTITUTIONAL AND ORGANIZATIONAL CAPACITY DEVELOPMENT

4.1 Institutional Development and Organizational Capacity Changes

Roads, JIRMA and Road Traffic

Despite progress attained, a demand for provision of roads linking the rural areas with major state-roads is still high. Dwindling revenues and the high capital intensive nature of Roads infrastructural development has also been a constraining factor in achieving rapid expansion in the short-term. Other constraints encountered in the efforts to provide roads in all the nooks and crannies of the state include:

- haulage distance for laterite which leads to higher project cost and timeliness of delivery;
- increase in axial loading leading to increased maintenance cost;
- perennial flooding causing major damages with major maintenance annually; and
- lack of adequate modern equipment and other mechanism, such as weigh bridge for effective traffic control.

REB

Previous attempt to establish an Independent Power Platforms (IPP) to generate about 100 megawatts has not been successful which left the State Government with several abandoned diesel-powered power projects in Dutse, Kazaure and Gujungu. There is also a renewed effort by private investors to install 180MW in Dutse and Hadejia with the signing of the MOU between the state Government on one hand Nova Scotia, Oriental Renewable companies on the other. The project has, however, not taken off as a result of some unresolved issue between the investors and the Federal Government. The government is currently embarking and complementing the provision of conventional electricity supply with solar power.

Information and Communication Technology

The State government has not adopted the national ICT policy but a lot of national ICT guidelines are used to guide the operations. The government has rehabilitated Galaxy ITT and some investment were made to resuscitated and replaced obsolete equipment, which previously hinders the smooth operation of the Company.

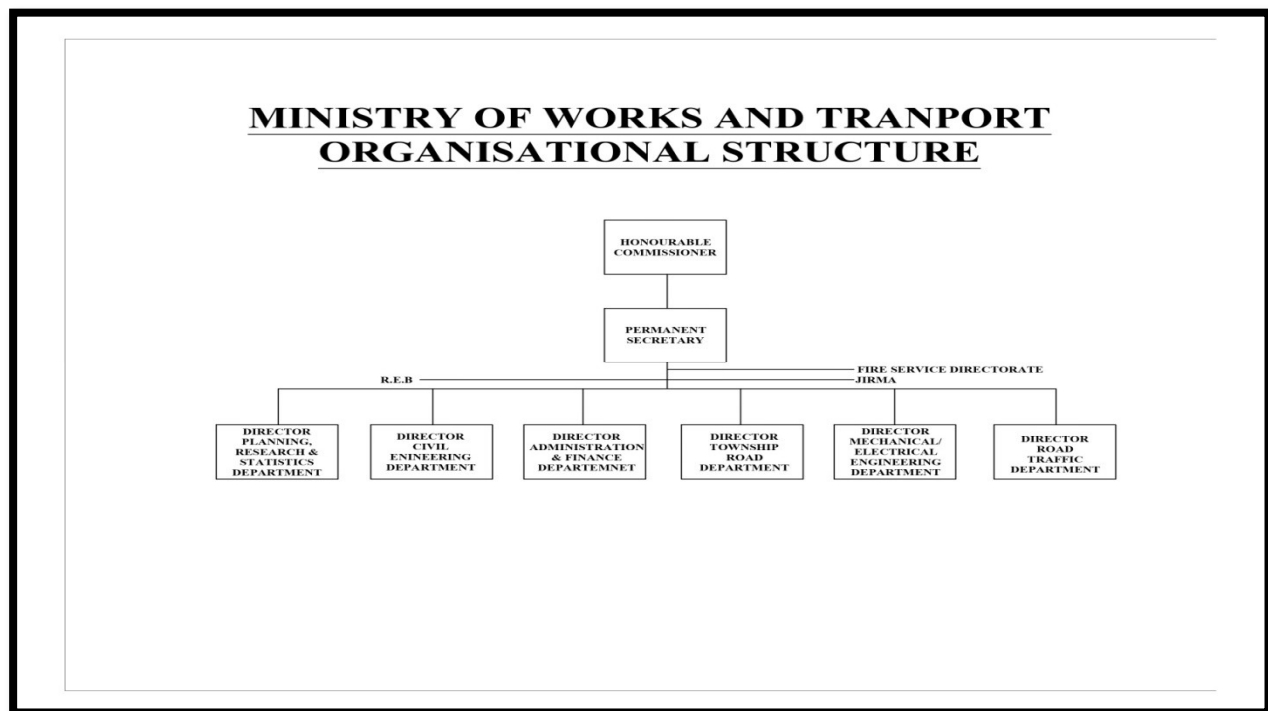
4.2 Human Resource Management Performance

All the MDAs under the sector need additional skilled staff to be able to cope with challenges associated in the provision of infrastructural facilities. It is also pertinent to report that a lot of skilled and unskilled workers of the sector MDAs were retired and a lot of others are going recent which call for new recruitment. Moreover, the Fire Service Directorate operates on

shifting basis, as emergency work, but there are no sufficient staff to adequately service the headquarters and zonal offices across the state.

There is also a fervent need for strengthening the capacity of existing staff to acquire the much-needed skills and knowledge to be able to contribute to the achievement of policy objectives of the sector and the State in general.

Below is the organization structure of the sector.



4.3 Physical Infrastructural and Facilities Development

The sector has several infrastructural facilities and equipment mostly from its Parastatals, these includes Road Maintenance Equipment, Fire Fighting Facilities, Street light maintenance Equipment and facilities, Driving school facilities, Rural electrification and installation facilities. In addition, thousands of kilometres of regional, township and rural feeder roads were put in place across the State.

SECTION FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The annual performance review of 2024 fiscal year discovered a lot ascertained different kind of results relating to each sector component. Some of the findings that emanated include:

- Under roads development a lot of projects were inherited from previous administration and the government is committed to complete and commission them.
- The projects under the sector are capital-intensive and require completion in good time for the avoidance of variations due to inflationary effect.
- The government sustained construction roads across the State but inadequate ceilings and budgetary allocations are not being earmarked for their maintenance.
- It is discovered that there are data gaps due to poor record keeping culture by some sector MDAs which left some indicators unassessed.
- It uncovers that no data is available under Information and Communication Technology subsector despite government investment & proactiveness of the Galaxy ITT.
- It also revealed that the 2023 capital budget implementation was the lowest between the 2022 - 2024 medium-term period despite recording of 77% achievement.

5.2 Recommendation

In the light of the progress so far made by the sector in the infrastructural transformation of the State, which has positive implication of improving the standard of living of the people due to improved economic activities, the following recommendations are proffered:

- Due to the capital-intensive nature of the projects being pursued by the sector, enabling environment should be created for public-private partnership (PPP) for private investment in the sector.
- Because of the economy of solar power, government should embark in the provision of solar power in towns and villages to further improve economic activities and strengthen security architecture.
- Government should increase funding and sustain its commitment in the provision critical infrastructural to open up more towns and villages for easy access and marketability of variety of farm produce.
- With the creation of two new Ministries, Ministry of Information Technology & Economy and Ministry of Power & Energy, government should consider provision of substantial budgetary allocation and backed releases to take the State to the highest level in IT and high coverage in solar power supply.
- It is also recommended that more fund should be injected into IT infrastructural facilities and IT capacity to improve the internally generated revenue of the State as well reduce high dependency of external sources.

- As emergency-check related agency, Directorate of Fire Service should be strengthened by provision of more budgetary allocation for the acquisition of fire-fighting equipment and materials as well as recruit more staff for the containment of fire and save the lives and properties.
- It is also recommended that the sector should be strengthened with human resources by recruiting new skilled staff to cope with challenges of sector.

5.3 Conclusion

In conclusion, the annual sector performance review revealed a lot of lessons to be learned by the sector and the stakeholders at large. The level of capacity building of sector planning team has drastically improved the development of the report. It is also scented that the performance of the sector in term of provision of roads networks has improved the socio-economic growth of people as well as development of the State. A lot of villages in the remote areas were open-up and the transportation of goods become easier and economical and this attracted businessmen within and outside the State to patronize the State and conducted their business in a conducive environment. Though the government is single-handedly funding the sector, public-private-partnership should be encouraged to invest in the area of ICT, for the State to maintain its popular name “hub of ICT”.

The budget implementation analysis indicated that the sector is being under-funded with average performance of 90%, 78% and 101% in 2022, 2023 and 2024 fiscal year respectively. The funding of the sector should be sustained to derive the maximum benefit of improving the standard of living of people as a result of improvement of socio-economic growth and development.