



Bureau of Public Service Reforms

Nigeria: What is Working and What is Not?

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Mandate of BPSR

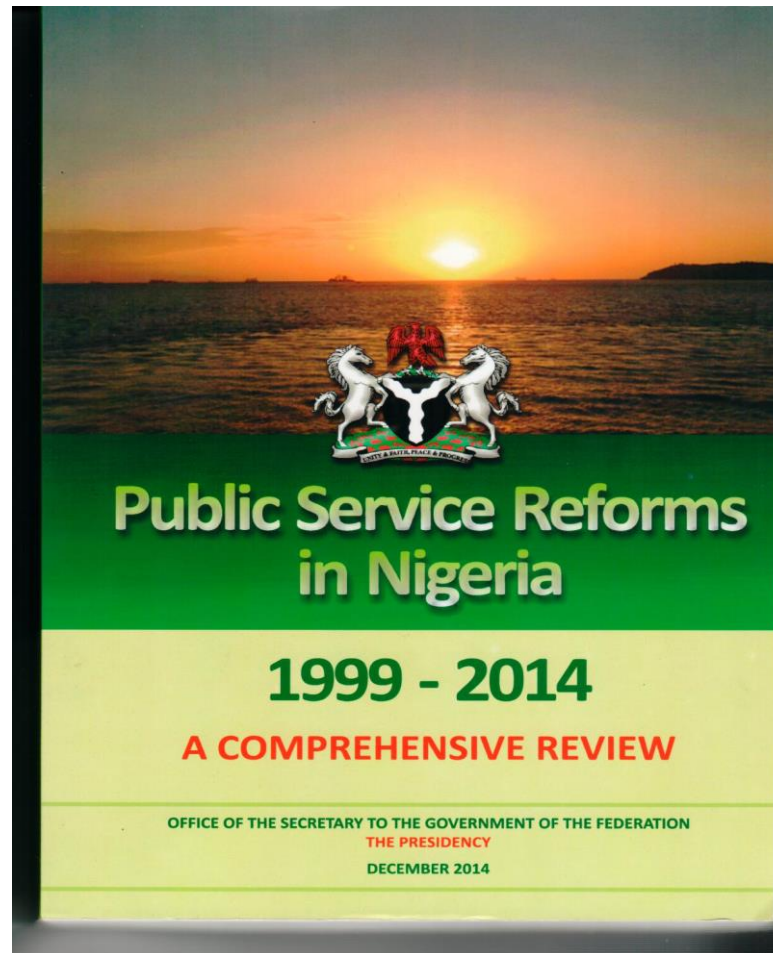
- Initiate reforms in areas of importance to government for the attention of the Steering Committee on Reforms;
- Elucidate government policy on reforms;
- Coordinate, monitor and evaluate the implementation of reform activities;
- Conduct research on implementation efforts and present 'best practice' models;
- Serve as clearing house for information relating to reforms;
- Provide advisory and technical support services to change management teams and working groups and engender an environment of learning from each other; and
- Disseminate information on all aspects of reforms and report on reform activities.



Purpose of Reforms

The primary purpose of all public service reforms must be *tangible* improvements in the public services experienced by citizens.

What is Working and What Is Not?



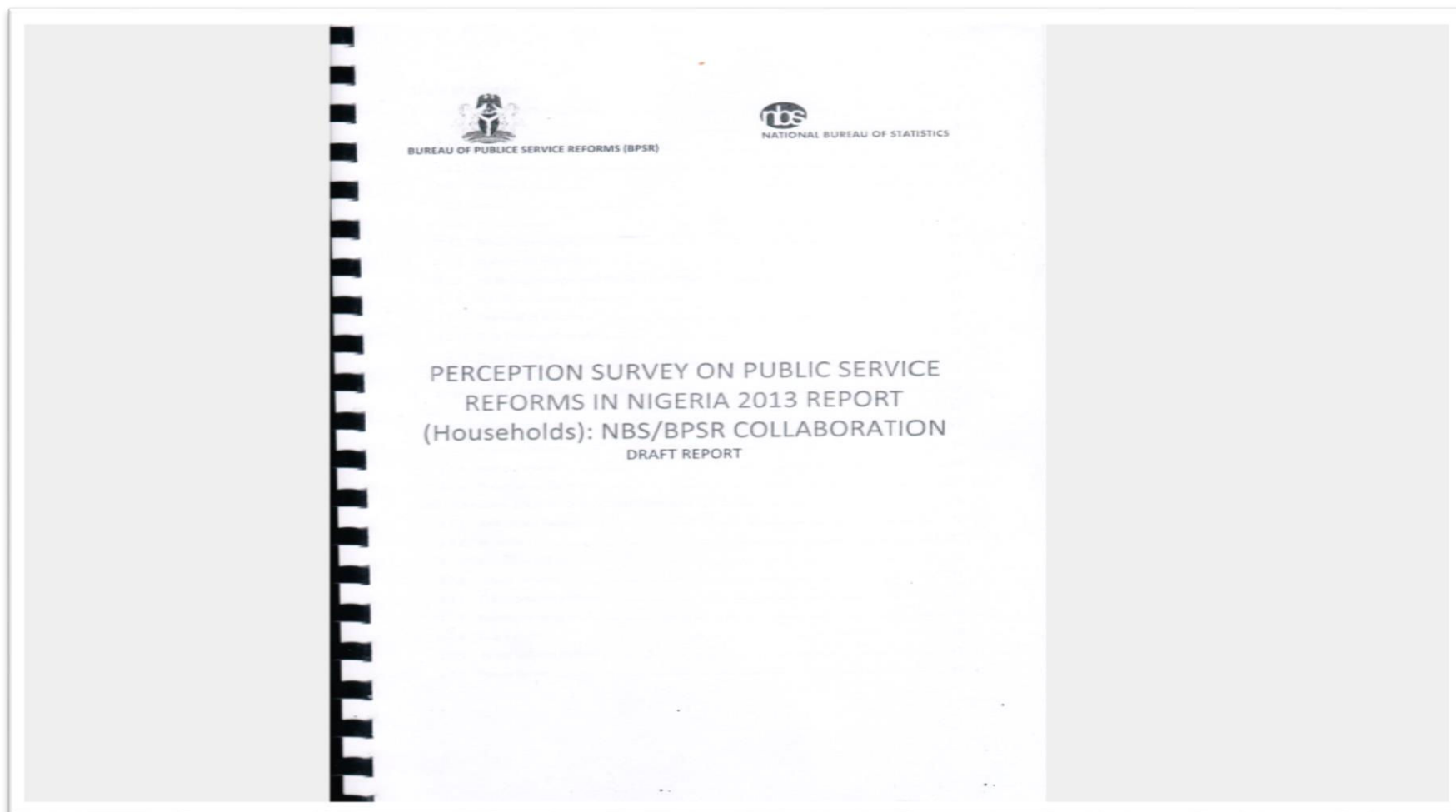
Outline of Each Chapter



1. The Problem
2. Reform Actions
3. Main Achievements
4. Key Challenges
5. Assessment of Reform Initiative
6. Proposed Next Steps



What Do Nigerians Think?





Good Governance and Institution Building



BPSR
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1. CHANGING THE STRUCTURE OF GOVERNMENT

Problem

- Core structure of government and approach to managing government largely remained the same since 1999,
- Structure has not kept pace with modern advances in public service delivery

Reform Action

- Economic Management Team
- Leaner Office of the Head of The Civil Service of the Federation
- Divestment of the BPSR & PTAD pension function from the OHCSF
- Oronsaye Report and White Paper
- Merger of Ministries
- Nigeria joins Open Government Partnership

Main Achievements

- Reducing cost of governance
- Smaller number of ministries and ministers
- Improved coordination of the economy
- National Action Plan for the Open Government Partnership

Key Challenges

- Non-implementation of Oronsaye Report on Restructuring and rationalization of FG Agencies, Parastatals and Commissions (**bottleneck**)
- Not addressing cross-cutting issues raised in Ministries merger report and Functional Review report of merged ministries
- NASS continuing to create new agencies daily
- Slow progress with OGP National Action Plan implementation

Recommendations

- Civil society pressure to institutionalise agreed changes and review for impact
- Progress the National Action Plan for OGP so as not to lose momentum

2. IPPIS



Problem

- Lack of accurate and unreliable information about the size and nature of Nigeria's public service workforce.

Reform Actions

- IPPIS was put in place in 2007 and is Currently being rolled out across the service

Main Achievements

- Reduced the cost of governance by saving more than N200 billion to date
- Exposed more than 65,000 ghost workers to date
- Link with BVN is exposing duplicate accounts

Key Challenges

- Organized resistance to full roll out and no clear roll out plan (**bottleneck**)
- Issues with Connectivity and weak Network Security
- Unclear project governance structure (no overall 'key').
- HR modules virtually unused

Assessment

- Very good reform initiative. Big savings and reduction in corruption
- Improved quality of payroll

Recommendations

- Link to BVN, NIN and other government-held data

3. Pensions Reform



Problem

- Public Service operated an unsustainable unfunded pension scheme

Reform Actions

- Introduction of a contributory Pension Scheme
- Pension Reform Act (2004), Pension Reform Act (2014)
- Establishment of PENCOM and PTAD

Main Achievements

- Pension funds in Nigeria have grown from N43b deficit in 2004 to N6.2 trillion in 2016
- Drastically reduced the pension costs to government
- No new pension fraud cases since the establishment of PTAD

Key Challenges

- Pensioners still not getting their pensions on time (**bottleneck**)
- No home-grown Mortality Table
- Weak regulation of PFAs

Recommendations

- PENCOM should better regulate PFAs and apply sanctions for unnecessary delays
- BPSR should work with PENCOM to map the payment process to identify the constraints to quick and regular payment of pensions.
- NBS should develop Nigerian Mortality Table

4. Public Procurement Reforms

Problem

- Govt. was losing US\$10 billion annually as a result of fraudulent practices in the award of contract



Reform Actions

- Enactment of the PPA (2007)
- Establishment of BPP to over the functions of the BMPIU
- Establishment of the Procurement Cadre

Main Achievements

- Saved government more than N650 billion since 2007
- Reduction in cost of governance and corruption in procurement

Key Challenges

- Mismatch between budgetary provisions and actual releases makes procurement planning difficult
- Non constitution of National Council on Public Procurement Is contrary to PPA (2007)

Assessment

- Has secured a more level and transparent playing field for contractors but has sometimes been bypassed on big procurement issues

Recommendations

- BPP should commit to clear service standard for issuing No Objection certificates
- FG should expedite the work to constitute the NCPP in line with PPA 2007
- Amend relevant provisions of the PPA 2007 to support made-in-Nigeria goods

5. Privatisation of Public Enterprises



Problem

- Inefficient and unproductive public enterprises consuming US\$3 billion annually.

Reform Actions

- Public Enterprises (Privatisation and Commercialisation) Act 1999
- Establishment of National Council on Privatisation
- Establishment of Bureau of Public Enterprises (BPE)

Main Achievements

- Significant reduction in cost of governance and improvement in service provision
- Unbundling of the power sector and divestment of hotels, airlines, etc.

Key Challenges

- Early phases of privatisation were marred by accusations of opacity and lack of transparency
- Inability of some bidders to pay purchase consideration

Assessment

- These reforms have been largely successful, particularly on reducing the cost of governance and improving service provision.

Recommendations

- More needs to be done to protect consumer rights once services are privatised.
- There should be stronger default clauses for post-privatisation service failures.
- A number of bills pending at the National Assembly should be pursued

6. Pay Reform

Problem

- Multiple salary structure, salaries not based on job evaluation or classification and distortion in government pay and the relativities between salaries

Reform Actions

- Edozien Panel 2004, Shonekan Panel 2005, Belgore Committee 2009; and Diejomaoh Committee 2010

Main Achievements

- Consolidation of salaries in 2007; 15% pay increase in 2007 and N18,000 National Minimum Wage in 2011
- Introduction of 4 new allowances: JSA; RRA, Relocation and Scarce Skills Allowance

Key Challenges

- Wide disparity in the pay and allowances of public servants
- No link between pay and performance.
- No clear link between job evaluation and grading.
- No new thinking to address these key challenges (**bottleneck**)

Assessment

- Arbitrary job evaluation and grading system has led to a deep feeling of unfairness

Proposed Next Steps

- NSIWC should put in place comprehensive job evaluation and grading scheme
- Salaries should be harmonised between organisations and between cadres
- NSIWC should develop a single pay policy for the entire public service.



7. Monetisation Policy



Problems

- High cost to government for provision of residential accommodation for public servants and for renovating and furnishing official government houses.

Reform Actions

- Introduction of the policy on Monetisation of Fringe Benefits in the Public Sector, 2003

Main Achievements

- Provided government with more transparency in salaries and fringe benefits
- Stopped the culture of waste in the guise of maintenance of government housing

Key Challenges

- Key workers such as doctors, nurses, fire officers can no longer afford to live near their facilities. This has an adverse effect on response times.
- Civil servants are forced to live on the outskirts of cities, affecting how early they can get into work and how late they can stay in the office
- Deep sense of unfairness that only those in post at time of policy were able to buy houses

Assessment

- This reform has benefitted government but has had some adverse consequences on service delivery. It has also created serious accommodation problems for civil servants, except the lucky few that benefitted from the sale of government houses.

Proposed Next Steps

- Review the policy to provide accommodation for key workers within the cities

8. National Statistics Reform



Problem

- Weak and corrupt Federal Office of Statistics that was unable to produce relevant data and robust system needed for national planning and evidence –based policy

Reform Actions

- The 5-year National Statistical Master Plan 2004
- The Statistical Act 2007 which empowered the NBS as the custodian of official statistics
- The National Strategy for the Development of Statistics
- The repositioning and strengthening of the NBS

Main Achievements

- Transformation of the NBS into a competent and professional organisation
- Rebasing of Nigeria's Gross Domestic Product

Key Challenges

- Politicisation of data produced, slow pace of statistical development at the sub-national level; and continued apathy towards statistics and its importance.

Assessment

- There is a big improvement in statistics management at federal level but there is still a lot of work to do on sub-national statistics.

Proposed Next Steps

- Full operationalisation of the NBS Act, 2007
- NBS to engage in dialogue with state governments and other stakeholders on statistics.

9. Tenure Policy (*Now Suspended*)



Problem

- By 2009 there was stagnation in career progression and a loss of morale in the service.

Reform Actions

- Introduction of the Tenure Policy

Main Achievements

- Unblocked a major bottleneck at the directorate cadre, created vacancies and raised the morale of the majority of public servants.

Key Challenges

- The immediacy of its implementation led to an almost overnight hemorrhaging of talent and experience
- No clear criteria for assessing performance of Perm Secs, DGs and Exec Secs after their first 4-year term of office.

Assessment

- This policy solved a serious problem in the system. However, there has been insufficient effort at succession planning and capacity development.

Proposed Next Steps

- OSGF, OHCSF, FCSC and BPSR should develop standard capability assessments for tenured officers.

10. Transparency and Accountability



Problems

- Citizens had little access to public information and no transparency in the conduct of government business & The secrecy rule was used to mask corrupt practices

Reform Actions

- Establishment of the Nigeria Extractive Industries Transparency Initiative (NEITI)
- Publication of releases by FMF & Passage of the Freedom of Information Act, 2007
- Reform of OAuGF

Main Achievements

- Freedom of Information Act, 2011
- NEITI, 2007

Key Challenges

- Freedom of Information Act is still under-utilised
- Non-consideration of Audit Reports by NASS
- Slow implementation of NEITI recommendations

Assessment

- Government business is becoming more transparent but the public is not yet taking advantage of increasing transparency to demand increased accountability

Proposed Next Steps

- Anticorruption bodies should sensitize the public on the power of the FOI Act
- FGN to speed up implementation of appropriate NEITI recommendations

11. Anticorruption



Problem

- In 1999 when Nigeria returned to democratic rule, it had been perceived as the most corrupt or 2nd most corrupt country in the world for 4 years in a row. This trend continued until 2004.

Main Achievements

- Major improvement in CPI ranking from 2nd most corrupt in 1999 to 39th in 2016
- EFCC and ICPC have jointly recovered more than N600 billion and obtained more than 800 convictions
- Discovery and prosecution of huge pension frauds and oil subsidy scams.

Key Challenges

- Public perception that the anticorruption efforts have waned in the last few years
- Public perception of political interference and vindictiveness in some anticorruption agencies
- Delays in the judicial system leads to public loss of confidence (**bottleneck**)

Assessment

- Steady decline in public perception. From being perceived as only the 59th most corrupt in 2008, Nigeria is now perceived as 39th most corrupt. This seems to have been largely as a result of poor communication and weak image management.

Proposed Next Steps

- Anticorruption bodies should make a deliberate effort to regain public support
- Continue to tackle high profile, high visibility, cases of political corruption to win back public confidence that nobody is above the law.

12.National Health Insurance Scheme



Problem

- Many Nigerians could not access healthcare services due to a lack of medical insurance

Reform Action

- Introduction of the NHIS in 2005, following the passage of the NHIS Act in 1999

Main Achievements

- Coverage of 98% of Federal Government employees
- Growing uptake by the private sector
- MDG/NHIS Programme for Pregnant Women and Children has covered 2 million

Key Challenges

- Scheme covers mostly minor ailments and fails to cover chronic diseases
- Low uptake by state and local government and private sector employees (**bottleneck**)
- Lack of free health protection programmes for the poor and vulnerable
- Some doctors under the scheme do not have professional indemnity cover

Assessment

- Overall, more Nigerians now have access to quality healthcare through the scheme. However, uptake by the private sector and sub-regional governments remain low.

Proposed Next Steps

- Scheme should cover major ailments like cancer and organ failure
- FMOH should enforce professional indemnity requirements for doctors.
- Aim for Universal Health Coverage

13. Judicial Sector Reform



Problem

- A number of laws and procedure were outdated, not having been reviewed since colonial times. The judiciary had a reputation for intermediate delays, and was alleged to be corrupt.

Reform Actions

- Enactment of FOI, 2011
- Enactment of a new Evidence Act, 2011
- Enactment of the Legal Aid Council Act, 2011
- Enactment of the Terrorism Prevention Act, 2011

Main Achievements

- The independence and reputation of the Supreme Court remains intact
- New Evidence Act 2011 enacted to admit computer-generated evidence has helped the fight against corruption
- Increased scrutiny on the behavior of judges and on cases of possible misconduct

Key Challenges

- Chronic delays in the trial of cases (**bottleneck**)
- Growing number of awaiting trial inmates
- Absence of clear and consistent sentencing guidelines occasionally leading to loss of public confidence.

Assessment

- Overall, serious efforts have been made in recent years to improve the justice administration system but the system is still very slow.

14. Postal Service (NIPOST) Reforms



Problem

- The quality of service delivered by NIPOST was poor and its level of activity was low

Reform Action

- Comprehensive reform of NIPOST based on the advice of Nethpost Consultancy of the Netherlands

Main Achievements

- Revival of a previously comatose public service
- Regaining public confidence in postal service delivery
- 3000 postal outposts to facilitate financial and economic transactions and aid financial inclusion for the poorest people in the most remote areas.

Key Challenges

- Postal infrastructure is weak and outdated and post offices look dilapidated
- Postal services are constrained by the public transportation system.
- Monopoly on letters below 500g stifles competition but may be key to NIPOST survival

Assessment

- Overall, the reforms that have happened here are worthy of commendation. Other parastatals can learn lessons from these reforms to improve their services.

Proposed Next Steps

- Partially commercialise NIPOST and amend its enabling law accordingly
- Improve postal infrastructure

15. National Identity Management



Problem

- The lack of a robust and credible national identity management system. Many previous efforts failed, largely as a result of corruption.

Reform Action

- Establishment of the National Identity Mgt. Commission in 2007

Main Achievements

- ISO 27001 certification for its information security management system
- Creation of a central National Identity Repository
- Introduction of the National Identification Number (NIN)

Key Challenges

- Apathy on the part of Nigerians and poor citizen turn out
- Public cynicism
- Delays in issuing national identity smartcards to people who have registered (**bottleneck**)
- Focus is more on cards than National Identity Number

Assessment

- This reform is still work in progress but has great potential, especially when linked to other data

Proposed Next Steps

- More robust enlightenment
- There is a need to tie national identity scheme with other state activities and make it a prior condition for opening a bank account, registering a child in school, getting a job, etc.

16. SERVICOM



Problem

- A 2004 report on service delivery in Nigeria found that services were not serving people, and that they are inaccessible, poor in quality and indifferent to customer needs.

Reform Actions

- The establishment of Service Compact with all Nigerians (SERVICOM)
- The development of a three-phased SERVICOM Roadmap
- New SERVICOM mandate and strategic objectives
- Presentation of a paper on the ‘Future of Service Delivery’ to the FEC in 2012

Main Achievements

- Development of a SERVICOM index
- Development of Service Charters in 80% of MDAs with citizen-facing services
- Creation of Ministerial SERVICOM Units in 84 MDAs
- Compliance evaluation in 202 service windows across 24 MDAs.

Key Challenges

- Inadequate continuous funding from government.
- Inability to secure the critical mass and sustained momentum needed for change (**bottleneck**)
- Poor public perception of the effectiveness of SERVICOM

Assessment

- The SERVICOM initiative has demonstrated its potential in many cases but this potential has not been fully realised.

Proposed Next Steps

- Government should re-dedicate itself to service delivery improvements
- SERVICOM Nodal Officers should report to their Perm Secs through the newly created Departments of Reform Coordination and Service Improvement
- Government should properly fund this initiative

17. Performance Management



Problem

- The NSPSR in 2009 found out that Nigeria has no credible means of managing performance at corporate, departmental or at individual levels

Reform Actions

- Development of a harmonised PMS by the FCSC, OHCSF and NPC in 2013

Main Achievements

- Mr. President signed Performance Contracts with Ministers
- NPC has developed KPIs and Ministerial Scorecards
- FCSC, OHCSF and NPC has agreed a harmonised PMS for the civil service

Key Challenges

- Slow development of the a new Performance Management System. It has been in the making for at least 10 years (**bottleneck**)

Assessment

- The Performance Management System in the public service is still weak and will remain so until the new system is approved by Council and implemented.

Proposed Next Steps

- New PMS should be presented to FEC without delay and piloted once approved.
- BPSR to take the new PMS to scale in the wider public sector once approved, piloted and reviewed.

18. Office of the Head of Service

Problem

- The OHCSF was not providing the civil service with the type of leadership it deserves because the Office itself was disorganized, inefficient and unwieldy.



Reform Actions

- Development of the Strategic Plan for 2013-2017
- Organizational redesign of the OHCSF
- Development of draft OHCSF Civil Service Transformation Strategy
- Federal Integrated Staff Housing Scheme for Public Servants

Main Achievements

- Restructuring and streamlining of the Office for greater effectiveness
- Reduction in operational costs and devolution of functions to others

Key Challenges

- Funding. The office sometimes has difficulty paying PHCN bills which results in frequent, long and embarrassing power disconnections. Cleaners are often on strike for non-payment of salaries.
- Non-implementation of the revised Employee Mobility System

Assessment

- Devolution of powers has reduced cost of governance but it is too early for the reforms to start to show tangible benefits in civil service leadership by the office

Proposed Next Steps

- Implement Pillar 4 of revised National Strategy on Public Service Reforms
- Pursue ongoing efforts to Strengthen Leadership in the Civil Service

19. Fed. Civil Service Commission



Problem

- Disregard for rules, regulations and procedures resulting in arbitrary decisions and general loss of direction.

Reform Actions

- Repositioning of the FCSC

Main Achievements

- Tenure Policy
- Reintroduction of induction courses
- Development of PMS with OHCSF and NPC
- Development of a Strategic Plan for 2013-2015
- Automation of core processes
- Better collaboration with the OHCSF

Key Challenges

- The automation process of the FCSC is currently inchoate and is still at risk of sabotage
- Continuing questions about transparency of the recruitment process
- Legal officers in some MDAs appear to collude with some civil servants to make fraudulent claims against the FCSC in court

Assessment

Some progress has been made but there is still a lot more to do.

20. Electoral Reforms



Problems

- Elections in Nigeria were notorious for electoral fraud, violence and interminable litigation
- No confidence in election results and electoral bodies lacked credibility locally and international

Reform Actions

- Amendment of the Electoral Act in 2010
- Amendment of relevant sections of the 1999 Constitution
- Appointment of a credible Chairman for INEC

Main Achievements

- Appreciable level of independence of INEC in operational and financial terms
- 2011 and 2015 general elections generally regarded as credible, free and fair
- Insulation of INEC from partisanship and quicker dispensation of electoral disputes

Key Challenges

- Credible voter registers and cards are still an issue
- INEC still has project management challenges, particularly getting electoral material to sites
- New perception of “inconclusiveness”

Assessment

- Generally, things have improved with each subsequent election.



Human Capital Development

21. Health Sector Reforms



Problem

- A WHO study in 2000 ranked Nigeria's health system 187 out of 191

Reform Actions

- National Strategic Health Development Plan; Legal reforms including Anti-Tobacco Bill (2011), NAFDAC Act Amendment Bill (2013) and National Health Act (2014),
- Save One Million Lives Initiative; SURE-P Maternal and Child-Health Programme, MSS, etc

Main Achievements

- Polio immunity coverage has increased from 46% in 2010 to over 90% in 2015
- Total eradication of Guinea Worm; Containment of Ebola
- Consistent decline in maternal and child mortality rates until crisis in the North East

Key Challenges

- High maternal and child mortality and malnutrition rates in the North East, particularly in Internally Displaced Persons Camps, corruption and poor coordination of relief efforts (**bottleneck**)
- Incessant strikes by health workers; Lack of compulsory professional indemnity for health workers in case of negligence or malpractice
- Very high cost of tertiary care. Treatment costs for serious ailments prohibitive.

Assessment

- Things are generally improving but the high cost of tertiary care for the most serious diseases excludes the poorest and most vulnerable from care.
- The problem in IDP camps is urgent and serious

Proposed Next Steps

- Strong action needed to forestall future strikes, including revising employment contracts.

22. Nigeria's Response to HIV/AIDS



Problem

- Nigeria has the 2nd highest number of HIV cases in the world. HIV prevalence rate was 5.4% at 1999

Reform Action

- Establishment of NACA and its equivalent at State and LG levels
- Hosting the first African Union Summit on HIV/AIDS
- Presidential Comprehensive Response Plan for HIV/AIDs in Nigeria (2013-2015)
- Hosting the African Union Summit on HIV/AIDS, Tuberculosis and Malaria ('Abuja +12')

Main Achievements

- Nigeria's response to the HIV/AIDS pandemic has been robust and effective
- HIV prevalence rate has dropped significantly from 5.4% in 1999 to 3.2% in 2016, representing a drop of nearly 40%
- The Presidential Comprehensive Response Plan for HIV/AIDS in (PCRP) represents a clear statement of high-level commitment

Key Challenges

- Insufficient funding by State Governments; An over-reliance on donor funding, and too heavy a focus on treatment, rather than prevention.

Assessment

- Overall, the reforms in the sector has been successful

23. Education Sector Reforms



Problem

- Spaces in tertiary institutions could only accommodate 21% of applicants; in 2010, only 23% candidates passed WASCE with 5 credits and above, and only 9% passed NECO with 5 credits

Reform Actions

- Development of 4-Year Strategic Plan
- Strengthening the institutional Mgt. of Education
- Promoting Access and Equity
- Teacher Education and Development
- N-Power Teach (recruitment of 500,000 teachers)

Main Achievements

- Significant increase in primary and secondary school enrolment
- Increase in students achieving 5 credits and above in WAEC in 2012 and 20% increase in NECO passes
- Increase in carrying capacity at tertiary level from 324,000 in 2010 to 500,000 in 2016.

Key Challenges

- One of the world's highest rate of out-of-school children (**bottleneck**)
- Quality of many graduates from public tertiary institutions remains low
- Incessant and protracted strikes at tertiary level

Assessment

- There have been improvements to access and equity but quality remains a big issue at all levels.

24. Women, Youth & Social Development



Problems

- Marginalization of women, young persons and people with disabilities

Reform Actions

- Policy on Effective Representation of Women in Government
- Establishing Gender Units in Federal MDAs
- Women Empowerment Policy, YouWin and Gwin & Micro-Credit for Women, etc.
- N-Power and Social Investment Programme

Main Achievements

- Increase in appointment of women into key positions in government
- Introduction of social security and social safety nets as part of the Social Investment Programme

Key Challenges

- Rising youth population and rising youth unemployment (**bottleneck**)
- Continued exclusion of people with disabilities
- Lack of coordination of efforts

Assessment

- While more women are in important appointive positions, the number of women in elective positions remain low. Youth unemployment is a serious and urgent problem.

Proposed Next Steps

- FEC approved affirmative action should be backed by legislation

25. Sports Development

Problem

- Nigeria's sporting fortunes declined before and immediately after 2010.

Reform Actions

- Presidential Retreat on Sports
- Code of Governance and Election Guidelines for National Sports Federations

• Main Achievements

- Super Eagles won 2013 African Cup of Nations after 19 years
- Golden Eaglets finished second at the Under-17 African Championships in 2013
- Nigeria qualified for the World Cup tournament in Brazil and got to the last 16
- Super Falcons won the 2016 African Women Cup of Nations

Key Challenges

- Low level of sports science development
- Overbearing influence of government officials on professional coaches
- Low private sector interest in funding sporting activities
- Poor project management and poor preparation.
- Incessant crises within sports federations

Assessment

- Things improved in the sports sector over the last few years but is currently in decline again with Nigeria failing to qualify for major tournaments and failing to impress.

Proposed Next Steps

- Greater effort should be made to encourage private sector investment in sporting activities.



26. Creative Industries Reform



Problem

- Nigeria had a thriving creative industry that failed to fulfill its full potential, largely due to a lack of government support

Reform Actions

- Policy reforms, including protection of intellectual property rights, tax holidays and import duty waivers
- Infrastructure support, including building and equipping three new cultural industry centres
- Special grant of N3billion under the Advancing Technology Project in Nollywood (Project ACT)

Main Achievements

- Phenomenal growth in popularity and profitability of Nollywood and Nigerian music.
- Major source of input for rebasing of Nigerian economy

Key Challenges

- Continued infraction of intellectual property rights
- Under-developed promotion and marketing.

Assessment

- Nollywood is now one of Nigeria's major non-oil exports and Nigerian music is gaining popularity across the world

Proposed Next Steps

- Strengthened legislation on Piracy and sanctions for infringements of intellectual property

27. Addressing the MDGs / SDGs



Problems

- Nigeria ranked low in most measure of human development
- Spending large chunk of its resource on servicing external debt rather investment in human development

Reform Actions

- Securing debt relief from the Paris Club of creditors
- Conditioning Grants Scheme for States
- Roll-back Malaria Scheme
- MDGs Accelerated Framework for Goal 5
- Development of Post 2015 Development Framework etc.

Main Achievements

- Nigeria has improved self sufficiency in food production and, until the recession, had met Goal 1 of MDGs
- Numerous projects in water and sanitation; health, education, power and economic and social development
- Reduction in prevalence of HIV/AIDs from 5.4% (1999) to 3.2% (2016)
- Fall in maternal and child mortality until the IDP crisis in the North East

Key Challenges

- Slow implementation of projects at the sub-national level
- Low capacity for funds utilization at the sub-national level
- Security challenges, etc.



Prudent Public Financial Management, Economic Growth and Poverty Alleviation

28. Public Financial Management Reforms



Problems

- By the return to democratic governance, Nigeria inherited weak fiscal management systems, including huge external debt, poor project management and wasteful spending

Reform Actions

- Adoption of Accounting Transactions recording System
- Implementation of GIFMIS
- Implementation of comprehensive and standardized National Chart of Accounts
- Adoption of International Public Sector Accounting Standard (IPAS)
- Adoption of treasury Single Account (TSA)
- Zero Base Budget put in place

Main Achievements

- Pilot of TSA turned government overdraft of N102 b in 2011 to credit of N86 b in 2013.
- Full implementation of TSA has saved government N5 Trillion during 2016 alone
- GIFMIS provides central control and monitoring of expenditures and receipts, significantly reducing corruption
- Improved ratings by international agencies, like Fitch, Standard & Poor and Moody
- Tax collection improved significantly from N455 b in 2000 to N4.8 trillion by 2013

Key Challenges

- Finance (Control and Management) Act enacted in 1958 is well out of date
- Annual Budget is routinely passed late in the year, impacting expenditure outturn
- New ZBB system not perfect yet and is not yet being applied to Recurrent Expenditure, leading to allegations of “padding.” **(bottleneck)**

29. Banking Reforms



Problem

- Banking sector suffered macroeconomic instability, lack of investor and consumer sophistication, major failures in corporate governance, weak supervision and enforcement, inadequate disclosure and a lack of transparency about the financial health of banks, etc.

Reform Action

- Capital injection of N620 to shore up the capital base of nine weak banks
- New banking model
- Establishment of AMCON, etc.
- [Enforcement of Stamp Duties Act, 2004]
- [Restrictions on Foreign Exchange]

Main Achievements

- Banking capitalization has improved average capital adequacy ratio from 4% in 2009 to 18% in 2013, higher than global threshold of 10%
- Fall in Non Performing Loans ratio from 25% in 2004 to 4% in 2016
- Better consumer protection leading to CBN recovery of N8 billion illegally charged to customers by banks in the first quarter of 2013 alone.
- Use of bank cards have grown

Key Challenges

- Sustainability of reforms; and Legal and regulatory enforcement is still weak;
- Striking a balance between stability and reform

Assessment

- Nigerian banks are now much stronger and corruption in the banks is gradually reducing

30. Capital Market Reforms

Problem

- The bank recapitalisation exercise of 2004 occasioned unnatural growth pattern in the Nigeria capital market. Between 2008 and 2009, the capital market lost more than 70% of its value. By 2009, new issues had fallen by 94%.

Reform Action

- Restoring investors confidence through an Investor Protection Scheme
- Deepening and broadening the Capital Market and adopting international best practice in offering securities
- Restoring market integrity by establishing a strong enforcement framework, etc.

Main Achievements

- Administration and supervision of the capital market saved Nigeria from the worst effects of the global financial crisis
- Nigeria's still has one of the highest stock market return in Africa
- Market capitalization grew from N1.4 trillion in 2003 to N13.2 trillion in 2013 but has declined to N8.5 trillion in 2016

Key Challenges

- The enforcement of regulations is still weak and the oversight of brokers and dealers is inadequate
- Low investor confidence

Assessment

- Overall, management of the capital market has been sound.



31. Revenue Administration/Taxation



Problem

- An over-reliance on oil, corruption in revenue and tax administration and government's frequent inability to meet its own terms of the "social contract" meant there was general unwillingness to pay tax among Nigerians.

Reform Actions

- Establishment of Study Group (2002) and Working Group (2003) on the Nigeria Tax System
- Operational Restructuring of the FIRS; Nigerian National Tax Policy
- FIRS Autonomy through the passage of the FIRS Act (2007); Establishment of Tax Appeals Tribunal, etc.

Main Achievements

- Tax collection improved significantly from N455 b in 2000 to N4.7 trillion by 2015
- Following the 2004 reforms, actual collection of N3 trillion in 2008 alone was higher than the collection for the previous 8-year period put together!

Key Challenges

- Many organisations still not in the tax net. Majority of small businesses pay no tax.
- Tax Identification Number yet to be operationalized across the country
- Until recent reforms to introduce an industry-wide waiver regime, there was a lack of transparency in the operation of the waiver system that lost government revenue.
- Multiple taxation and regulations by various agencies and arms of government leading to difficulty in doing business (**bottleneck**)

Assessment

- FIRS reforms one of the deepest, most comprehensive and most successful.

32. Job Creation & Inclusive Growth



Problem

- The unemployment rate in Nigeria grew from 12.7% in 2007 to 21% in 2010

Reform Action

- N220 billion Micro Small and Medium Enterprises (MSME) Fund;
- Agricultural Transformation Agenda
- Community Service Scheme and Graduate Internship Scheme and You-Win Programme
- New social safety net schemes including school feeding programme and unemployment support
- **Main Achievements**
- Meeting MDG Goal 1 (reducing extreme hunger) ahead of 2015 target before recession set in
- Social Investment Programme

Key Challenges

- Unemployment rate is growing faster than job creation rate, especially among the youth **(bottleneck)**
- Inequality gap between rich and poor continues to widen
- Infrastructure development, although improving, is still inadequate

Assessment

- Generally, unemployment is growing faster than the ability of the economy to create jobs. There is also wide income equality.

33. Agriculture Sector Reforms



Problem

- As at 2010, Nigeria was ranked as one of the highest food importing countries in the world, spending about N1.3 trillion annually on the importation of wheat, rice, sugar, and fish
- Huge historical fertilizer fraud and only 11% of farmers were getting the fertilizer distributed.

Reform Actions

- Growth Enhancement Support Scheme (GES); Food Value Chains in Priority Crops
- Strong Private Sector Participation in Agriculture; Better Financing of Agriculture, including the Nigeria Incentive-Based Risk Sharing for Agriculture Lending (NIRSAL), etc.

Main Achievements

- Growth Enhancement Support Scheme has drastically reduced fertiliser fraud
- The innovative E-wallet system reached 6 million genuine farmers in just 2 years
- \$5 billion in new investment in the agriculture sector and more promised
- Decline in food and animal import bill from N2.4 trillion in 2011 to N1.5 trillion in 2012

Key Challenges

- Initial challenges with the mobile handset system of sharing fertilisers and GSM availability in remote areas
- Farmers still complain about fertilizer availability and there is still low adoption of usage **(bottleneck)**
- Lack of investment in agric science and underperformance of research agencies
- It is still difficult to attract the younger generation to farming as a career.

Assessment

- Initial enthusiasm about Agriculture over the last few years seem to be waning now.

34. Solid Minerals Reform



Problem

- As in 2010, the contribution of the solid minerals sector to GDP was an abysmal 0.29% despite the existence of more than 34 different mineral types across 450 locations in the country.

Reform Actions

- New Mineral Policy and Minerals and Mining Act (2007)
- 'Commerce 44' initiative to promote the export of 11 solid minerals
- Creation of the Mining Cadastre office
- Fiscal incentive scheme to attract private sector investment
- New clear strategy for accelerating Solid Mineral Development

Main Achievements

- Geosciences data generation
- Discovery of 10 new minerals in commercially viable quantities
- Enforcement of compliance with Nigerian Mining and Minerals Act 2007

Key Challenges

- Illegal mining is still prevalent in the country
- Investment in this sector is still low
- Weak regulation of some mining activities leading to lead poisoning in some states

Assessment

- Things are improving. The right steps are being taken and it is only a matter of time before the sector starts to fulfill its huge potential

35. Housing And Urban Development



Problem

- Nigeria has a huge housing deficit, standing at 18 million units in 2015

Reform Action

- National Housing policy and National Urban Development Policy
- Establishment of Nigeria Mortgage Refinancing Company
- National Building Code & National Physical Development Plan
- Sale of Government Houses & Presidential Technical Committee on Land Reform
- 10,000 Mortgages for 10,000 Homes Scheme
- Federal Government Staff Housing Loans Board
- Federal Integrated Staff Housing (FISH) programme

Main Achievements

- National Housing Fund has built 61,800 housing units in the 6 geopolitical zones
- Access to mortgage financing is slowly increasing, particularly with 10,000 homes scheme
- FGSHLB has provided facilities for public servants to own their own homes
- N40bn budgeted in 2016 to build 250,000 homes, increasing to N141 bn proposed in 2017 Budget

Key Challenges

- Huge housing deficit of at least 18 million units (**bottleneck**)
- Tortuous process of obtaining a mortgage, with interest rate of more than 20%.
- The middle class has a very limited chance of owning a house, talk less of low-income earners
- Building materials are very expensive and their quality cannot always be guaranteed

Assessment

- Things are not yet improving. Much more still needs to be done but it is beginning to be done

36. Manufacturing and Trade

Problem

- The manufacturing sector had been on steady decline for decades. As at 2010, the sector contributed only 4.2% to GDP and was growing at only 7.6% per annum.



Reform Actions

- National Industrial Revolution Plan (NIRP), Sugar Master Plan
- National Automobile Policy, Growth in Foreign Investment
- New Policy on Cotton, Garments and Textiles, New Leather Transformation Policy, etc.

Main Achievements

- Nigeria has achieved self sufficiency in cement production. Now a net exporter
- Increasing Foreign Direct Investment - \$8b in 2011 and 2012 alone.
- National Automobile Policy means that vehicles are now being produced in Nigeria
- Reforms here are creating jobs for many Nigerians

Key Challenges

- Poor power supply, Infrastructure deficit
- High cost of doing business and multiple regulations that obstruct business (**bottleneck**)
- Local production has not led to reduced costs

Assessment

- Things are improving but costs are not yet coming down for consumers. The cost of cement is still very high and local production has not led to cost reductions.
- It needs increased local competition to force down prices

37. Communication Technology



Problem

- The monopoly of the state-owned NITEL meant that this sector was characterized by inefficiency, ineffectiveness, fraud, lack of access and a complete lack of focus on service delivery to citizens.

Reform Actions

- Privatization of the telephone industry and the auction of the GSM licenses in 2001
- Creation of the new Ministry of Communication Technology

Main Achievements

- The number of Nigerians with mobile phones has increased from 8.5% in 2004 to 93% in 2013
- Tele-density has increased from 0.04 per 100 people in 1999 to 110 per 100 in 2016
- Telephone subscription has grown from 500,000 in 1999 to 222 million in 2016, growth of xxxxxxxx%.

Key Challenges

- Access to the internet is still low at 38%
- Nigerian ICT industry heavily dominated by foreign companies
- Call quality remains poor across all networks
- Government internet provision through Galaxy Broadband is poor

Assessment

- Represents one of the most significant success stories in Nigeria's reform history.

38. Transportation Sector

Problem

- Nigeria's transportation system has been characterized by many years of neglect and decay

Reform Action

- Aviation Sector Reforms, including the Aviation Master Plan
- Reform of Inland Waterways; Ports Reform and Road Infrastructure Development
- National Integrated Infrastructure Master Plan

Main Achievements

- Massive refurbishment of airports and updating of equipment for greater safety
- Trains running again for the first time in decades
- Increasing use of inland waterways, particularly for the movement of goods
- Aggressive improvements in road infrastructure

Key Challenges

- Poor budget process constrains efforts at infrastructure development
- It is difficult for growth infrastructure to keep pace with growth in population
- Citizens still receive poor services from airlines with virtually no opportunity for redress (bottleneck).

Assessment

- Things are improving slowly but improvements are not keeping pace with demand on the infrastructure

Proposed Next Steps

- Implement National Integrated Infrastructure Master Plan in partnership with state govts.



39. Power Sector Reforms



Problem

- Lack of investment in the power sector and stalled expansion of Nigeria's grid capacity over many years decades led to low and erratic electricity supply. This stifled growth, increased the cost of production and frustrated citizens.

Reform Actions

- Road Map for Power Sector Reform; Presidential Action Committee on Power
- Presidential Task Force on Power; Unbundling of the PHCN; Strengthening of the NERC
- New Tariff Regime, Consumer Assistance Fund; Reform of the Rural Electrification Agency, Contracting out and Privatization of New Business Units, etc.

Main Achievements

- Unbundling of PHCN and privatization of power generation and transmission
- Power generation is slowly improving
- New 13-Point Agenda for Power

Key Challenges

- Electricity supply to citizens is still very low; Sabotage and vandalism (**bottleneck**)
- Funding. Financial needs are beyond federal government budgetary provision
- Challenges with gas supply to power stations

Assessment

- The reforms have not yet translated into visibly improved availability of power for majority of citizens and businesses, although the right things are finally being done. Things appear to be improving in some places, such as Lagos.

40. Petroleum Sector Reforms



Problem

- The Petroleum sector has traditionally been characterised by opacity, lack of environmental responsibility, unavailability of refined products and allegations of large-scale oil theft.

Reform Actions

- Partial removal of oil subsidy in the marketing of petroleum products
- Deregulation of the industry

Main Achievements

- Disappearance of long queues at petrol stations
- Ongoing rehabilitation of refineries
- Identification and ongoing prosecution of fuel subsidy fraudsters
- Ongoing price adjustments

Key Challenges

- Kerosene is still not available at the official price, cooking gas expensive (**bottleneck**)
- Organised oil theft, pipeline vandalisation, gas flaring and oil spillage continue
- Issues of transparency remain, as evidenced by NEITI reports
- Non-passage of the PIB

Assessment

- Some progress has been made, particularly in the availability of petrol and some infrastructural benefits, but significant challenges remain.

41. Water & Sanitation



Problem

- Insufficiency in water availability
- Nigeria has one of the highest rates of open defecation in the world

Reform Actions

- Re-establishment of Federal Ministry of Water Resources in 2010
- Presidential Retreat on Water
- Revitalisation of River Basin Authorities

Main Achievements

- 37 abandoned water projects completed by the Jonathan Administration
- Completion of major dams, including Gurara, Kashambilla, Zungeru and Mambilla Hydro Dam
- Increased access to potable water from 58% to 65%
- Improved sanitation facilities from 32% to 41%

Key Challenges

- 65% of urban water unaccounted for
- Nigeria has the highest rate of open defecation in Africa and one of the highest in the world
- Many rural schemes by subnational governments do not tend to work for long

Assessment

- There have been some improvements but these have been marginal. The focus of the current administration on the development of major water infrastructure is expected to start to yield major results shortly.

42. Niger Delta



Problem

- Historical neglect of the Niger Delta Region, leading to restiveness and the forceful shutdown of up to 40% of Nigeria's oil production capacity.

Reform Actions

- Establishment of NDDC and its restructuring in 2014
- Amnesty programme for militants
- Establishment of Ministry of Niger Delta Affairs
- Ogoni Oil Clean Up Scheme

Main Achievements

- Increase in oil output from 700,000 bpd at the height of the restiveness to 2.5m bpd
- Reforms have brought peace in the Niger Delta
- Ongoing infrastructural improvements, including work on the East-West road

Key Challenges

- Inadequate coordination between NDDC and Min of Niger Delta Affairs
- Weak programme and project management
- Late and inadequate release of funds for projects
- Militancy, oil theft and destruction of pipelines

Assessment

- The reforms here have calmed the restiveness in the region. Efforts should be made to restructure the NDDC and reposition the Min of Niger Delta Affairs to start to deliver tangible benefits for the people of the Niger Delta.

43. Federal Capital Territory



Problem

- Historical reputation for land fraud, neglect of the FCT Master Plan, poor sanitation unbefitting of a federal capital.

Reform Actions

- Abolition of the Ministry of FCT and creation of FCT Administration
- Demolition of non-conforming structures and upholding of the Master Plan
- Computerisation of Land Administration and creation of AGIS

Main Achievements

- Improved compliance with the Abuja Master Plan
- Massive infrastructural development, including a number of major roads
- Reduction in incidence of multiple landownership

Key Challenges

- Rapidly expanding population putting pressure on infrastructure
- Growing vehicular traffic
- Street trading, begging and prostitution
- Declining levels of street cleanliness
- Land administration process remains difficult and expensive and impedes growth (**bottleneck**)

Assessment

- Major improvements have been made. However, the explosion in population coupled with weak enforcement means that the FCT Administration appears to be struggling to manage the territory effectively.

44. Safety and Security



Problem

- Various insecurity problems such as armed robbery, kidnapping, ritual killings, communal conflict, ethnic conflict, religious conflict, militancy in the Niger Delta and Boko Haram

Reform Actions

- Declaration of Amnesty in the Niger Delta
- Declaration of State of Emergency in some trouble spots
- Community Policing
- Equipping of security agencies with modern facilities and weapons

Main Achievements

- Peace in the Niger Delta
- Improvement in the capacity of security personnel and the provision of equipment to them
- Reduction in the incidence of kidnapping, particularly in the South East

Key Challenges

- Boko Haram insurgency remains a significant challenge
- Tensions between religious and ethnic groups remain and frequently flare up
- CCTV system in Abuja and Lagos are not yet fully mobilised for full operation [Ongoing NASS probe]

Assessment

- The security agencies were unprepared for the Boko Haram insurgency in the North East, particularly the very rapid escalation of the sect's capabilities. Their response is gradually improving. Significant challenges remain.

45. Road Safety Management



Problem

- In 1999, Nigeria was reputed to have the second highest rate of road accidents and fatalities from them in the world.

Reform Actions

- Establishment of Federal Road Safety Corps
- Revamping of the National Uniform Licensing Scheme
- Launching of new Biometric Drivers License

Main Achievements

- National Uniform Licensing Scheme tying the identity of drivers to specific vehicles
- Reduction in road crashes in 2010 and 2016
- Establishment of modern emergency call centre
- Linkage of drivers license database to banks

Key Challenges

- Lack of driver testing before the issuance of licences
- Lack of vehicle testing
- Weak enforcement of regulations, leading to a culture of impunity by reckless drivers
- Opacity, delays and allegations of corruption in the process of obtaining drivers licenses
(bottleneck)

Assessment

- While a number of improvements have been made, the FRSC is underperforming in its core functions, as the rate of accidents and fatalities from them continues to increase. Improvements in 2010 have not been sustained.

46. Food & Drug Admin



Problem

- In 2003, 80% of the drugs on sale in Lagos were counterfeit and 41% of all drugs sold in Nigeria were fake or substandard.

Reform Actions

- Restructuring and reorganisation of NAFDAC
- Improving NAFDAC operations
- Enforcing discipline, including naming and shaming offenders and destroying fake drugs

Main Achievements

- Reduction in the incidence of fake drugs from 41% in 2003 to less than 10% in 2014 and 4% in 2016
- Local and international recognition as one of the best food and drug administrations in the world.
- ISO 17025 accreditation for two of NAFDAC's laboratories.

Key Challenges

- Abuse of off-the-shelf medication, such as cough syrups, by young people
- Weak regulation of herb-infused alcoholic drinks ('paraga')
- Decline in frequency of unannounced raids on pharmacies

Assessment

- The reform of NAFDAC has been one of the most successful in Nigeria. The reforms have focused squarely on the core business of the agency and is worthy of emulation.

Summary



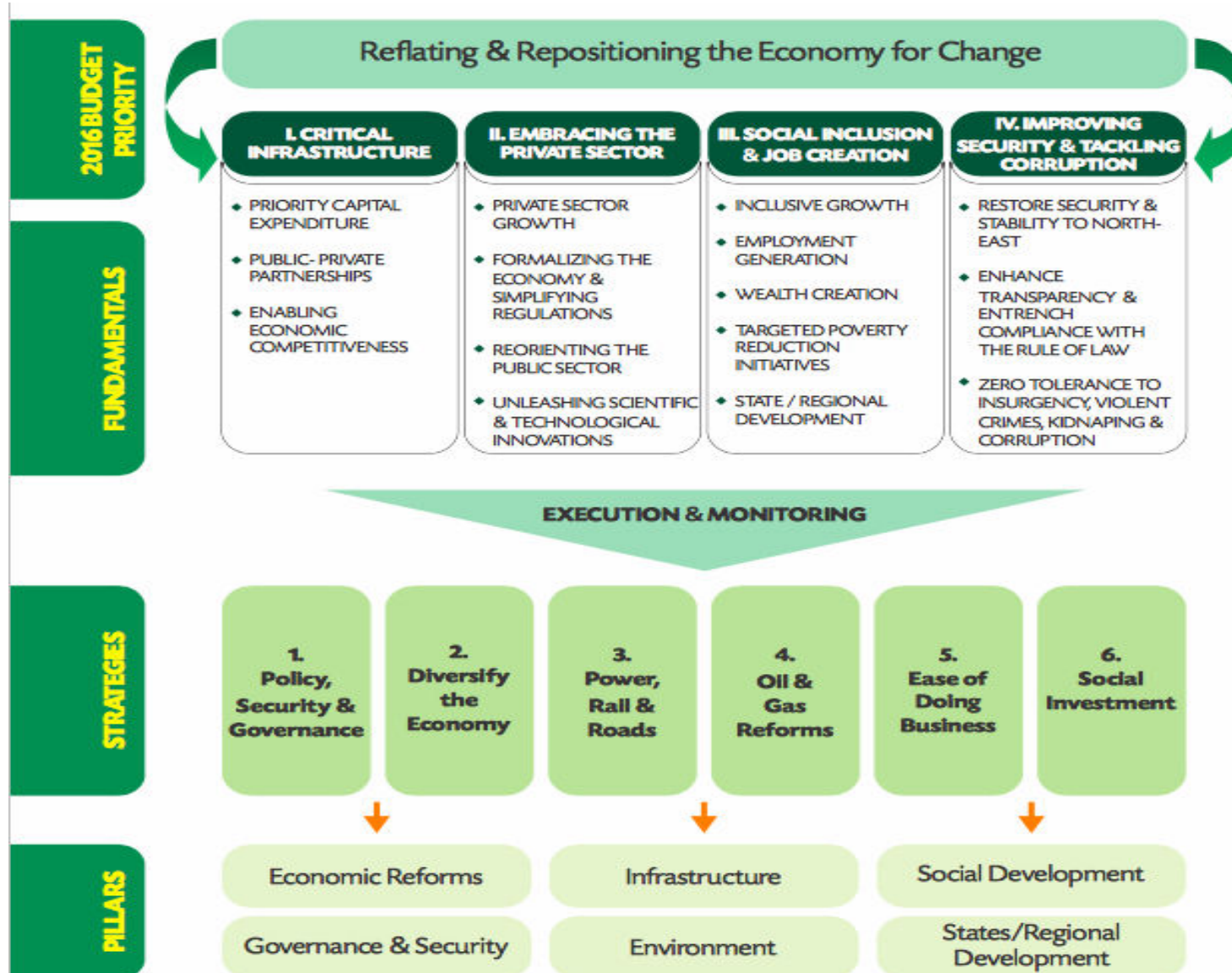
- The reforms have been largely successful but that success has been uneven.
- Initial reforms post-1999 were successful in establishing rules of behaviour in the public service, but they were mostly internal reforms that were largely invisible to citizens
- The new direction of reforms must focus more heavily on tangible improvements in citizens' lives and emphasizes Performance, Outcomes and Efficiency.
- The dual strategies to be followed will be cutting waste and reducing the cost of governance, and increasing productivity.



Issues, Issues Everywhere... The Need for Prioritisation

FGN Economic Policy







34 Priorities, including...

1. Intensify implementation of PFM to grow revenue and cut costs
2. Intensify Procurement Reforms to obtain VFM and cut costs
3. Achieve self-sufficiency and become net exporter in rice (2018), tomato paste (2016) and wheat (2019)
4. Resolve all issues on Gas Pricing, Tariff and Payment Assurance
5. Move 20 places up the Ease of Doing Business Rankings
6. Fast Track Visa Application and Issuance Process
7. Implement Social Intervention Programme and Specific Health/ Education projects in the budget
8. 10,000 Primary Health Care Centres nationwide



DEVELOPING NIGERIA'S ECONOMIC RECOVERY AND GROWTH PLAN



MINISTRY OF BUDGET AND NATIONAL PLANNING
UPDATE FOR ECONOMIC MANAGEMENT TEAM
ABUJA | 28 NOVEMBER 2016



5 Thematic Areas of ERGP

- Macro-Economic Stability
- Economic Growth and Diversification
- Competitiveness
- Investing In Our People
- Governance and Security

34 "Must Win" Initiatives, Including...



1. Increase tax revenues by improving tax administration
2. Increase customs revenues by reducing leakages (introduce single window to drive customs efficiency)
3. Reduce overheads and strengthen IPPIS (payroll) and Continuous Audit initiatives
4. Transform Agriculture by facilitating access to inputs, speed up land reform, integrate agric value chain, improve market access and strengthen commodity exchange
5. Fast track Nigeria Industrial Revolution Plan by growing agro-processing through export zones and revitalising industrial hubs
6. Improve Ease of Doing Business to top 100 by 2020 (up from 169)
7. Establish at least 1 functional Primary Health Centre per ward (10,000 total) to achieve 70% reduction in stock outs by end of 2017 and improved service delivery
8. Enroll 60,000 trainees in Vocational Training annually
9. N-Power: Place 500,000 graduates between 2016 and 2018; and provide credit to 1 million beneficiaries annually under the Government Enterprise and Empowerment Programme (GEEP)

34 "Must Win" Initiatives, Including...



10. Train 100,000 youth annually under N-Power Knowledge to improve employability
11. Implement and scale-up social safety net programmes (provide cash transfer to 1 million beneficiaries annually and feed 6 million pupils annually)
12. Implement Public Service Reforms (cut cost of governance and increase productivity)
13. Enhance anti-corruption and transparency efforts (Implement commitments under the Open Government Partnership and set up Whistleblower hotlines).
14. Accelerate initiatives in the North East and the Niger Delta
15. Enhance Centralised Identity Management for people, cars, houses, etc.

Initial Long List of Issues



1. Cutting Cost of Governance and Reducing Leakage (Oronsaye, IPPIS, Customs, Tax)
2. Pension Administration
3. Administrative Reform Issues (Pay Reform, Performance Management, Budget Reforms)
4. Chronic Delays in Trial of Cases
5. Universal Health Coverage
6. Identity Management
7. Service Delivery Issues (Drivers Licence, Passports, Pensions, Utilities Tarriffs and Pricing, Poor Service from Airlines, Poor Attitude to Work, Bureaucratic Corruption, etc)
8. High Maternal and Child Mortality in IDP Camps
9. High Rate of Out-Of-School Children
10. Unemployment, particularly Youth Unemployment
11. Ease of Doing Business and Multiple Regulations
12. Agriculture (achieving self sufficiency and becoming a net exporter for some foods)
13. Housing Deficit
14. Electricity Supply
15. Availability of Kerosene and Cooking Gas to the Poor
16. Land Administration
17. Primary Health Care
18. Corruption



Shortlisting Criteria

- Follow the Policy
- Follow the Money
- Follow the Voice
- Follow other Potential Benefits



Follow the Policy

- Issue is sufficiently articulated in existing policy thrust of government (NERGP; SIP; Party Manifesto; Sector Plans)
- Issue is already being addressed, i.e. government is already doing something to resolve the problem (existing or ongoing project)
- There is some interest from other tiers of government on the issue (inter-governmental significance)
- Issue is a catalyst for development, i.e. it has multiplier effect on multiple sectors



Follow the Money

- Issues that have budgetary provision in 2017 federal budget (or 2017-2019 MTEF/FSP).
- Substantial private sector investment and/or donor funds have been (or can be) accessed
- Issue had been provided for in the previous year's budget, and is being funded or funding is discontinued

“The budget is the skeleton of the state, stripped of all misleading ideologies.” - Schumpeter

Capital Expenditure of Key Ministries (NGN'BN)			
Ministry	2017	2016	% Growth
Works, Power & Housing	529	423	25
Transportation	262	189	39
Special Intervention	150	200	-25
Defence	140	131	7
Water Resources	85	46	84
Interior	61	63	-3
Healthcare	51	29	78
Education	50	35	41



Follow the Voice

- Issue resonates with the clear majority of citizens (National Assembly; National Conference; Citizens groups; Media [*electronic, print & social*])
- Issue is national in perspective/coverage, rather than regional or state-specific

#IStandWithNigeria protest

Other Potential Benefits?

- Potential for substantial improvement in citizen's/beneficiaries lives
- *Clear link to core governance systems and processes*
- No evidence of potential harmful impact / side effects ('do no harm') – on the environment, gender equality and social inclusion, conflict



A New Approach!

“Remember not the former things, nor consider the things of old. Behold I will do a new thing.”

- *Isaiah 43:18*

“Surely ALLAH does not change the condition of a people unless they change what is in themselves.”

- *Surah 13(Ar R'ad):11*



THANK YOU!

**For more information,
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