

BPSR



Public Service Reformer

Publication of Bureau of Public Service Reforms (The Presidency)

June, 2013

Aviation Reforms

...Dividends of President Jonathan's Transformation Agenda



PRINCESS STELLA ADAEZE ODUAH, OON
HONORABLE MINISTER OF AVIATION

Improving service delivery...
Making public service work better...
Driving reforms for development...

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OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION (OSGF)

Vision

“Ensuring the effective coordination and monitoring of the implementation of Government policies and programmes in all spheres of our national life for the overall development of the country and the benefit of the citizenry”.

Mission Statement

“To serve as the strategic vehicle for the effective communication, coordination and monitoring of the implementation of Government policies and programmes as they affect the public and private sectors of the economy in the best tradition of political and public service loyalty”.

Federal Civil Service

STATEMENT OF OUR COMMITMENT, PURPOSE AND PRINCIPLES ...'STEP'

INTRODUCTION

The civil service is uniquely placed as the engine of Governance. Accordingly, through our vision, mission, shared principles and core values which are stated below, we are reaffirming our commitment to continue to competently serve as the administrative machinery of Government for advancing the welfare and wellbeing of the citizenry. We are, therefore, irrevocably bound to the Statement and Principles outlined below, and we are to be judged by them in the performance of our duties as public officers.

Our Vision

Our vision is to be “a world class service, implementing Government's policies and programme for rapid and sustainable development.”

Our Mission

Our mission is to “attain integrity and merit based civil service that is performance-driven, accountable and committed to continuous improvement in the conduct of Government business.”

CORE PRINCIPLES

Our shared principles, core values and work ethics are embedded in the four principles, outlined below, under the acronym “STEP” which are statements of our commitment to building prosperous nation state anchored on sustainable democracy and good governance.

I) Stewardship

As civil servants, we are accountable to the Nigerian people and the Government of the day. Accordingly, we will fulfill our stewardship role in the judicious use of our time in the efficient management of the material, financial and human resources entrusted to us by the nation for the promotion of the common good. We shall provide timely, accessible, cost effective, and quality service to the citizenry, to meet their varying needs and expectations and implementing Government's policies and programmes with diligence and commitment.

ii) Trust

Good governance is anchored on maintain trust between the Government and the Citizenry. Accordingly, we shall, by our exemplary conduct, uphold the public trust. In this connection, we shall be guided by the following considerations in discharging our duties: sincerity of purpose, respect for diversity and the dignity of all persons, sensitivity to the needs of the citizenry, equity, fair play, social justice, observance of the rule of law/due process and recognition of the right of the citizens to access information without infringing on the law.

iii) Engagement

While the civil service is the engine of Governance, we recognize that the non-state actors, particularly the private sector, the civil society, the media, labour, faith-based organizations, etc are co-partners in the development process. We shall collaborate and partner with these and other critical segments of the society towards addressing the challenges of national development. In this regards, we shall create and nurture platforms to promote public/ private partnership (PPPS) as well as foster partnership across the three tiers of government and with stakeholders.

iv) Professionalism

In our commitment to excellence, we shall continue to display the highest level of professional standards in undertaking our tasks. Accordingly, we shall endeavor individually and collectively to promote the flow of ideas, knowledge and enterprise in the civil service by constantly updating our skills and competencies through individual development and by harnessing the training opportunities provided by the service. We shall refrain from all forms of unprofessional loyalty to the Government of the day; we shall always endeavor to maintain candour to the political office holders and other officials of the Government through objectivity and impartial in advice.

From the EDITORIAL DESK



Dear readers, we are committed to keeping to the quarterly production schedule of the 'Public Service Reformer' Magazine.

The transformation of the Nation's airports and the Aviation sector in general has been the preoccupation of the Hon. Minister of Aviation, Princess Stella Adaeze Oduah, OON. In this second quarter edition, we bring you the details of how this feat was achieved. You will also see how the transformed airports were and how they are now in pictures.

The new Head of Service of the Federation, Alhaji Bukar Goni Aji has settled down to work. One of his priorities is stamping out indiscipline and corruption in the Civil Service. This era therefore calls for dedication and strict adherence to Civil Service Rules by Civil Servants.

Also in this edition are National and International News, essay on achieving growth and stability and reminiscences.

Happy reading.

Editor-in-Chief
Mike Kayode Opemo

Punchline:

Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence. - Helen Keller

ABOUT BPSR

The Bureau of Public Service Reforms (BPSR) was set up in 2004 to drive, coordinate and monitor the Public Service Reforms initiated by the democratically elected government of Nigeria. Previously placed under the supervision of the Secretary to the Government of the Federation, the Bureau is now one of the offices in the Office of the Head of the Civil Service of the Federation. The decision to transfer the Bureau to the Office of the Head of the Head of the Civil Service of the Federation was taken by the Federal Executive Council, to ensure that the implementation of the reform process is carried out by career public servants, under the coordination of the Head of the Civil Service of the Federation.

Because of its role as 'the engine house of reforms', the Bureau also serves as the secretariat of the Steering committee on Reforms (SCR), chaired by the Secretary to the Government of the Federation (SGF), with the Head of the Civil Service of the Federation (HCSF) as vice-Chair.

The core components of the on-going reforms of the Federal Government of Nigeria as articulated in the National Economic Empowerment and Development Strategy (NEEDS) documents 1 and 2 and other policy documents of the present administration are:

- * Economic Reform, among others, Macro - Economic stability and Accelerated Privatization and liberalization of the Economy;
- * Governance Reforms and institutional strengthening;
- * Public Service Reform including Public Expenditure and Budget Reforms; and
- * Transparency, Accountability and Anti-Corruption Reforms

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Publisher's Opening Shot



DR. EZEKIEL O. OYEMOMI, FCA, NPO,
Permanent Secretary CMO/BPSR

One of the sectors that has translated President Goodluck Jonathan's transformation roadmap into concrete development milestones is the aviation arena.

Major airports in the Country have undergone tremendous

transformation in terms of terminal remodeling and renewal of obsolete equipments and facilities. Power supply equipments in some of the airports have also been upgraded to ensure better quality of power supply. Graphic details of real time tracking of aircrafts and statistics of Control issues are also embedded.

The Aerotropolis concept, relatively new, is another innovation by the Hon Minister of Aviation, Princess Stella Adaeze Oduah, OON to ensure that airports impact significantly on host communities and the Nigerian economy.

In another development, the Head of Service of the Federation, Alhaji Bukar Goni Aji kicked off the celebration of the 2013 Civil Service week with an interactive session with Civil Servants at the Public Service Institute in Abuja. At the session, he made known his resolve to take up the challenge of indiscipline in the Civil Service and promote efficient service delivery.

All of these and more, you will find in this edition. Relish the experience.

ABOUT BPSR

Mandate

To initiate, coordinate, monitor and ensure full implementation of government reform policies and programmes.

Vision

Driving change that will position Nigeria's Public Service as an institution of Excellence.

Mission

To facilitate the building of Nigeria's Public service into a highly functional, professional, customer focused and results oriented institution.

Functions

- * Initiates action on reforms at the Public Service level;
- * Elucidates government policy on Public Service Reform;
- * Coordinates, monitors and evaluates the implementation of reforms
- * Serves as a clearing house for information relating to Public Service reforms;
- * Conducts research on implementation efforts and presents "Best Practices" models;
- * Facilitates the orientation and training of MDAs change agents;
- * Provides advisory and technical support services to change management teams or working groups;
- * Engenders an environment of learning from each other;
- * Disseminates information on all aspects of Public Service Reforms;
- * Submits quarterly progress reports to the Federal Executive Council



Editorial Board

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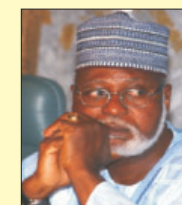
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To communicate to the public the current Public Service Reforms in the classical journalism tradition, presenting news, views and reviews, in lucid prose, exciting style, with impact and appeal that provoke robust stakeholder interest.

This is a publication of the Bureau of Public Service Reforms, the Presidency. All correspondents should be addressed to the Editor-in-Chief, the Public Service Reformer Magazine, Federal Secretariat Complex, Phase 2, Block D, Room 311, central Area, Abuja.

Information contained in this magazine are contributed by Government Agencies implementing reform and other individuals interested in reforms. The magazine is therefore not liable for any material obtained or submitted to it for publications.

F.G. TO SUPPORT NILEST IN ITS EFFORTS TO DEVELOP MODERN LEATHER TECHNOLOGY IN NIGERIA

Minister of science and technology, professor Ita Oko Bassey Ewa has assured the management of the Nigerian Institute of Leather and Science Research Technology (NILEST), Zaria of Federal Government's support in the area of research and development of leather and leather products until technology takes its rightful place in the county.

Speaking when he commissioned three facilities in the Institute in Zaria, namely; the Computer Aided Design Laboratory for Footwear and Leather Products, the NILEST Polymer and Leather Wash Recycle building, and the Advanced Molista Staking Facility and Workshop, the minister said that the Ministry of Science and Technology and all its parastatals are working hard to ensure that the transformation agenda of Mr. President is actualized, and that NILEST is on course in its contribution to the realization of this goal.

He assured the Director General of NILEST and the entire NILEST community that the ministry is aware of the efforts of the Institute in the area of manpower and infrastructural development, and will continue to support these efforts until research and development in the leather and leather products technology takes its place, so as to position it as one of the highest income generating sectors of the Nigerian economy.

While commending the efforts of the Director General and Chief Executive of the Institute, Dr. Isuwa Adamu, for using lean resources to build multi-million naira training and research structure in the institute, the minister noted that innovation should be one of the major tools in the transformation of the Nigeria economy to its rightful place by the year 2020. He stressed that it

was time for the country to think on how it could add innovative value to everything it produces to ensure that goods and services have competitive advantage. According to him "it is high time, we begin to think on how to add innovative values to everything we do in order to ensure that our goods and services have a competitive advantage" The minister who described the Nigerian leather industry in Nigeria and NILEST as the only one of its kind in Nigeria and Africa, admonished the institution to emulate Italy, a country noted for the production of the best leather goods globally.

Earlier, the Director General/Chief Executive of the institute, Dr Isuwa Adamu told his guests that projects slated for commissioning were products of determined efforts of the present administration to ensure that every resources that gets to the institution is put to optimum utilization. He said that four years of the administration had brought unprecedented transformation in terms of infrastructural and manpower development. He also disclosed that the construction of Tannery Effluent Treatment Plant, which commenced in 2011 was at 80% completion stage, and when completed, will be properly managed and environmental pollution will be adequately checked.

Dr. Adamu further disclosed that the institute had other six projects that it was executing, and when completed will provide jobs for the teeming population of our youths that are roaming the streets. He pleaded with the Federal Government to look into the inadequate funding of the institution with a view to increasing the allocation to enable it effectively carry out its mandate of training more youths in leather technology and by extension reduce considerably Nigeria's reliance on imported leather products.

CREED

of the

CIVIL AND PUBLIC SERVANT

I am a Nigerian Civil/Public Servant, totally committed to making Nigeria's Public Service an INSTITUTION OF EXCELLENCE.

I WILL

- Promote **EXCELLENCE** in place of **MEDIOCRITY**
- Put **NATION** before **SELF**
- Be an **ASSET** to my establishment not a **LIABILITY**
- Be **LOYAL** to **CONSTITUTED AUTHORITY**
- Provide **SOLUTIONS** to **PROBLEMS** in place of **SLOGANS**
- **KEEP** the **PROMISES** I make and **EMBODY INTEGRITY**
- Not **DEFRAUD** my **ESTABLISHMENT**

Wholeheartedly embrace our Core Principles:

- S** - Stewardship
- T** - Trust
- E** - Engagement
- P** - Professionalism



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Civil Service of the Federation



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HEAD OF SERVICE OF THE FEDERATION ALHAJI BUKAR GONI AJI VOWS TO TACKLE CORRUPTION AND INDISCIPLINE IN THE FEDERAL CIVIL SERVICE



ALHAJI BUKAR GONI AJI, OON
HEAD OF SERVICE OF THE FEDERATION

The Head of Service of the Federation, Alhaji Bukar Goni Aji, OON has expressed his commitment to decisively take up the challenge of indiscipline in the Civil Service and promote efficient service delivery through proactive measures. He has therefore put the necessary machinery in place towards strengthening the Anti-Corruption and Transparency Units in MDAs and partnering with other Anti-Corruption Agencies so that more enlightenment activities can take place.

The Head of Service made these declarations when he delivered a keynote address at an interactive session with Civil Servants at the Public Service Institute of Nigeria in Abuja in commemoration of the 2013 Civil Service Week Celebration tagged "Service in the age of open Government: Giving voice to the Voiceless". He recalled that during his swearing-in ceremony as Head of Service of the Federation, President Goodluck Jonathan gave him the major challenge of tackling corruption and indiscipline in the Civil Service. He further re-emphasised the need for all Officers to imbibe a new and more positive attitude in the performance of their duties. In the face of daunting challenges, he added, serious minded Officers are known by their exemplary conduct. Alhaji Aji further revealed that the Office of the Head of the Civil Service is presently partnering with the National Orientation Agency (NOA) through a reorientation campaign effort to remind Civil Servants of the shared principles, core values and ethics of the Service.

He finally used the occasion of the 2013 Civil Service Week to call on Civil Servants to re-strategise, re-focus and key into the Reforms and transformation programmes of the Federal Government.

PROFESSOR EWA ENDORSES PLAN TO ERADICATE SLEEPING SICKNESS AND RIVER BLINDNESS IN NIGERIA

Minister of Science and Technology, Professor Ita Okon Bassey Ewa has assured the nation that the 5 year strategic plan being proposed for the research, control and the eradication of Trypanosomiasis and Onchocerciasis, otherwise known as Sleeping Sickness and River Blindness would serve as a platform for collaboration among critical stakeholders in the country.

Speaking when he declared open a 3 day National Conference on Trypanosomiasis and Onchocerciasis Research, Zoonotic/Public Health Implications, control and eradication in Nigeria, today in Abuja, Professor Ewa said "the five year strategic plan for research, control and eradication of Trypanosomiasis and Onchocerciasis in Nigeria, when approved will serve as a guide, not only for NITR, but also as a platform for collaboration among Stakeholders, Ministries and Agencies".

The Minister who was represented by the Permanent Secretary, Federal Ministry of Science and Technology, Hajia Rabi Jimeta noted that the theme of the conference; "Focusing Research and Development Strategies towards a Nigeria free of Trypanosomiasis and Onchocerciasis was apt, and in line with the core objectives of the new National Science, Technology and Innovation (STI) Policy towards the achievement of the Transformation Agenda of the President, Dr. Goodluck Ebele Jonathan".

He also stressed that the major objectives of the conference was to provide platform for Scientists to present and discuss recent research findings in the areas of African Sleeping Sickness in Man and Cattle, and River blindness in Man, which are usually caused by Tsetse and blackflies, as well as the development, presentation and discussion on a five year strategic plan for research, control and eradication of these diseases from Nigeria. The discussion is to be handled by a group of experts on the issue.



Prof. Ita Okon Bassey Ewa,
Minister of Science & Technology

Contributing, the Director General and Chief Executive of NITR, Professor Muhammed Mamman, noted that sleeping sickness in man and animal including river blindness has remained permanent for several decades in Nigeria, causing annually, losses in billion of naira, due to decreased productivity and death, while impaired vision, blindness, body lesions, disability and loss of man hours, continues to trail communities affected by them.

According to him, "Due to the health and socio-economic effects of these diseases, the nation's goal of achieving food security and self sufficiency in agriculture, sustainable supply of animal Protein and milk will remain unfulfilled in decades to come". He added that vast fertile lands infested by tsetse and black fly will remain unutilized for farming, live stock production, human settlement, tourism and other endeavours.

He therefore called for a nationwide surveillance on Tsetse, blackfly and River blindness in the future to check the malaise.



Doppler Weather Radar in Abuja

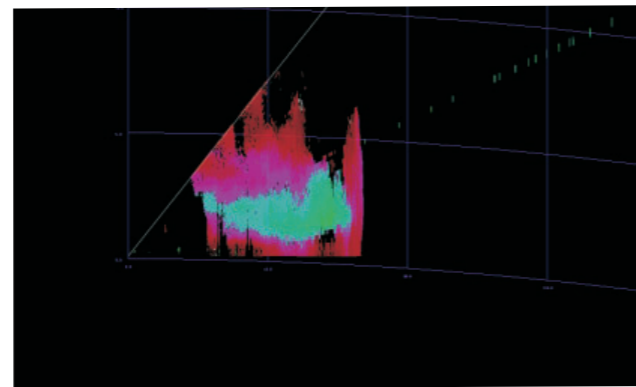
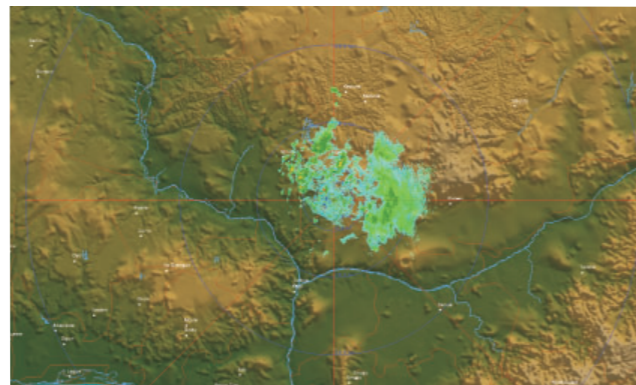
Doppler Weather Radar Image Over Abuja Showing Areas of Turbulence and Windshear

- This Doppler Weather Radar image was captured on the 28th September 2011 at 3:05pm.
- It shows a profile showing the vertical extent of a convective cloud. The sections of the cloud in red indicate unstable conditions capable of causing moderate to severe turbulence for aircraft.

It is a veritable tool for medium range and nowcasting capabilities. It is also very good for public weather and flood forecasting.

(iii) Low Level Wind Shear Alert Systems (LLWAS)

- LLWAS measures wind speed and direction at remote sensor stations situated around an airport. It generates warnings when wind shear or microburst conditions are detected.



- Current wind speed and direction data and warnings are displayed for approach controllers in the Terminal Radar Approach Control Facility (TRACON) and for ground controllers in the Air Traffic Control Tower (ATCT).
- Air Traffic Controllers (ATCs) relay the LLWAS runway specific alerts to Pilots via voice radio communication.
- LLWAS assists pilots during critical times of Take offs and Landing when they must determine whether to attempt to land or take off in hazardous weather conditions (Severe Turbulence).

Aviation Reforms: THE FULL STORY

1.0 Introduction

Air transportation plays a vital role in the global economy. This mode of transport provides the fastest and safest means of movement of goods and services across the world. For instance **in 2011, over 2.8 billion people travelled by air in more than 26 million flights worldwide.** The industry also provides direct and indirect employments worldwide. Over **8.36 million people work directly in the aviation industry** and up to 56 million people are employed worldwide in aviation and related tourism industries. The global turnover in the industry is more than US\$1 trillion.



His Excellency
DR. GOODLUCK EBELE JONATHAN, GCFR
President, Federal Republic of Nigeria

With a population of over 160 million people, the economy has an enormous market for aviation. Also, the Country's geographical location makes Nigeria a natural **air transportation hub in West and Central Africa.** This huge aviation market and its economic potentials remained largely untapped prior to the introduction of President Jonathan's Transformation Agenda.

Furthermore there was gross infrastructural deficiency at our airports. The airports were in a state that could neither sustain economic development, nor take advantage of the market potentials within Nigeria and the West African sub-region. It was against the foregoing background that the Ministry of Aviation, at the inception of this Administration evolved a new vision and mission, as well as a Master plan to reposition the air transport industry to play a pivotal role in the economic development of Nigeria as it does in the rest of the world.

The following statistics for the Nigerian Aviation sector are pertinent.

- Average of about 122,700 tonnes of cargo annually
- 2012 Passenger traffic was 14.9 million passengers across the airports.
- Total amount of tickets sales in Nigeria increased from N225bn to N232.5bn in 2012.
- Number of people employed directly by the Nigerian Aviation sector increased from an estimated 60,000 in 2011 to 85,000 in 2012.

2.0 Aviation Sector Vision & Mission

Vision: To be a world class provider of safe, secure and comfortable air transport sector that is self sustaining and pivotal to socio-economic growth.



PRINCESS STELLA ADAEZE ODUAH, OON
HONORABLE MINISTER OF AVIATION

Mission: To transform the aviation industry into an efficient, profitable, self sustaining, effective and a preferred mode of transportation.

The Federal Ministry of Aviation commenced a phased implementation of the Master Plan in 2011. This has resulted in tremendous transformation that is still on-going, in the following areas:

(1) Safety and Security

- Meteorological Services and Infrastructure
- Communication, Navigation, Surveillance Infrastructure
- Accident Investigation & Prevention
- Safety Regulations

(2) Infrastructural Development

- Remodelling of terminal buildings
- Construction of new international terminal buildings
- Construction of perishable cargo terminals

(3) Human Capacity Development

(4) Institutional Reform

- Policy
- Regulatory
- Legal

(5) Socio-Economic Development

- Growing Domestic Airlines
- Development of Aerotropolis
- Development of perishable cargo terminals

HIGHLIGHTS OF ACHIEVEMENTS

CLUSTER ONE: Safety and Security

(A) METEOROLOGICAL SERVICES AND INFRASTRUCTURE

(i) Quality Management Service (QMS) Audit & ISO 9001:2008 Certification of NIMET's Aeronautical Weather Services

▪ With the support of the Ministry of Aviation NIMET commenced a total transformation process to ensure that its weather forecasts and other services meet world class standards. In 2011, the Agency embarked on a process of subjecting its facilities, processes, systems and services to International Standard Organization (ISO) Quality Management System (QMS) audit.

▪ We are pleased to inform Nigerians that NIMET has now received the International Standards Organization Certification (ISO 9001:2008) on Aeronautical Meteorological Services.

▪ *This certification is a confirmation of Nigeria's compliance with international aviation standards and best practices in the provision of weather services for airline operations. This certification boosts the confidence of Airline Operators and other users of meteorological data and products.*



- **NIMET is the first meteorological agency of any West African country to meet the rigorous requirements** and receive the ISO certification. This therefore re-enforces Nigeria's position to become the aviation hub for the entire sub-region.
- This achievement is **unprecedented in the history of meteorological service in Nigeria**. It was made possible by the on-going Transformation of the aviation sector to guarantee quality of service and safety in the Nigerian airspace.

(ii) Doppler Weather Radar

This state-of-the-art equipment is used for:

- Real time detection and tracking of hazardous weather systems such as thunderstorms, wind shear turbulence, dust storms, etc.
- Providing Early Warnings for pilots and the general public of hazardous weather systems.
- Determining the precise location of areas of turbulence and wind shear in the atmosphere.
- Determining the height, amount of precipitation, speed of movement of rain-bearing clouds.
- Accurate and timely weather forecast.

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement & Installation Doppler Weather Radar Systems	Prior to the inception of this administration, Nigeria had no single Doppler Weather Radar Systems. <i>Implication:</i> NIMET had low capacity for real time tracking of movement of hazardous weather systems in the Nigerian airspace. It was also not possible to accurately determine the depth and quantity of precipitation in clouds. All these reduced the accuracy of some of the weather information NIMET could provide.	TWO (2) Doppler Weather Radars have now been completed at Abuja and Port Harcourt. Installations are on-going at Maiduguri, Yola. Kano and Lagos to follow.	<ul style="list-style-type: none"> • Enhances air safety by providing Pilots advanced information and warnings on areas of turbulence and active weather zones such as wind shear and microburst. • The products of the Radar will also be used in other sectors of the economy to estimate the amount of precipitation and predict areas that will experience flooding.

(vi) Upper Air Sounding Equipment

The Upper Air equipment measures the condition of the atmosphere (pressure, wind

speed and direction, dry and wet bulb temperatures, humidity) at different heights. The data is used to produce more accurate weather forecasts for flights.

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Upper Air Sounding Equipment	There was only ONE (1) Upper Air Station located at Abuja airport before the inception of this administration. This was a donation from the European Union (EU) <i>Implication:</i> The only upper air station at Abuja was grossly inadequate to provide the upper air data coverage required to provide enroute weather forecast and therefore safety level was reduced. Foreign airlines were compelled to obtain upper air data and information from their originating airports.	SEVEN (7) additional Upper Air Stations have been constructed and equipment procured. Installation has been completed at five locations (Lagos, Kano, Enugu, Jos and Maiduguri. Two others at Yola and Calabar). Installation at the remaining two is on-going.	<ul style="list-style-type: none"> Upper air data collected is used to determine the stability of the atmosphere and enable pilots identify areas of turbulence in the airspace. Enhanced safety and passenger comfort in the air.



Hydrogen gas shed at Upper Air Station



Indoor Upper Air Equipment

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement And Installation Low Level Wind Shear Alert Systems (LLWAS)	There was ONLY ONE (1) Low Level Windshear Alert System (LLWAS) in Nigeria installed at Nnamdi Azikiwe Airport, Abuja . <i>Implication:</i> Aircraft were operating under high risk of running into windshear during takeoff or landing at all airports except Abuja.	Presently, there are NINE (9) LLWAS installed. EIGHT (8) LLWAS have been <i>procured and installed at Kano, Lagos, Port Harcourt, Benin, Owerri, Enugu, Yola and Sokoto airports.</i>	<ul style="list-style-type: none"> Windshear is a major aviation hazard that contributed to some aircraft accidents in the past. By means of LLWAS the occurrence of low level windshear can now be detected and early warning passed to pilots before takeoff or landing. This project is very relevant to enhancement of safety in the Nigerian airspace. This translates to reduced hazards and increased safety of air travellers in Nigeria.



LLWAS Sensors on Masts



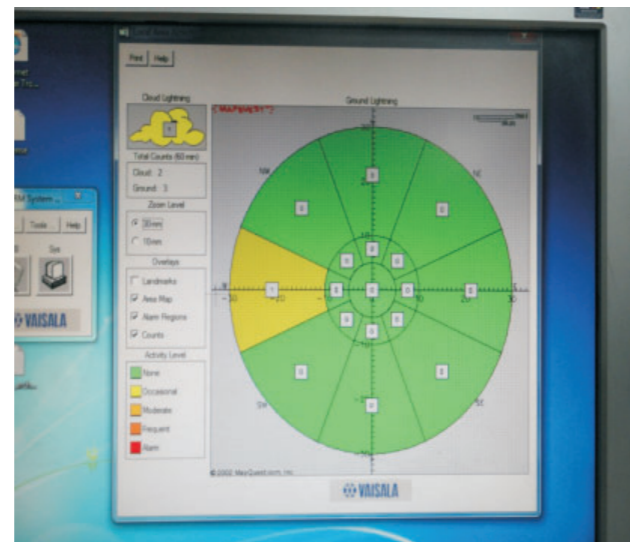
LLWAS Indoor Display Screen

(iv) Thunderstorm & Lightning Detectors

- Thunderstorms and lightning constitute major hazards for aircraft. They are detected by means of specialized sensors in Lightning & Thunderstorm Detectors.

- Since the inception of this administration 22 Nigerian airports have been equipped with lightning and thunderstorm detection equipment.
- NIMET's thunderstorm detectors cover a range of about 200 km.

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Thunderstorm/Lightning Detectors System	<p>Prior to the inception of this administration there were only SIX (6) Thunderstorm/lightning detectors</p> <p><i>Implication:</i> Aircraft in the Nigerian airspace were vulnerable to lightning strike that could disable their electrical and communication systems.</p>	<p>The number of Thunderstorm/lightning detectors has increased to 20 (including one none-airport location at Lokoja).</p>	<ul style="list-style-type: none"> This project is very relevant to enhancement of safety in the Nigerian airspace Improved the safety of aircraft operations and that of the personnel at the aerodromes as adequate lead-time warnings are provided before lightning occurrence



Thunderstorm & Lightning Detector Screen

(v) Instrument Calibration Workshop

The new Instrument Calibration Laboratory is located at the National Weather Centre Complex, Abuja Airport. It is used for calibration and standardization of various field equipment at least once every year in accordance with the International Civil Aviation Organization (ICAO) and World Meteorological Organization (WMO) Standard and Recommended Practice (SARP).

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Calibration Equipment	<p>There was only one instrument calibration workshop at NIMET Complex Oshodi with very limited calibration capacity.</p> <p><i>Implication:</i> Accuracy of measurements and integrity of weather information generated by means of uncalibrated instruments could not be guaranteed. This had negative implication on safety. This was not in compliance with ICAO and WMO Standard & recommended Practices (SARP).</p>	<p>A bigger and better equipped calibration laboratory has been built and equipped with more sophisticated calibration equipment, including Wind Tunnel, Pressure Test Chamber, Temperature Test Cabinet, Humidity Test Chamber, Radiation Calibration equipment, Thermometer Test Bath, Rain Gauge (Precipitation) Test Chamber. With this installation Nigeria is the second country in Africa with this class of instrument calibration facilities.</p>	<ul style="list-style-type: none"> Calibrated meteorological instruments guarantee reliability and ensure weather data reliability. Measurements and observations meet ICAO Standard & Recommended Practices. Accurate and reliable weather information given to the pilot enhances safety.



Thermometer & humidity test chamber



Pressure calibration chamber



Wind tunnel for testing & calibrating wind instruments



Solar radiation calibration

(ix) Air Quality & Ozone Monitoring Station

- This is one of the equipment that was not in existence in Nigeria before the inception of this Administration.
- The Air Quality Monitoring Stations measures the concentration of Green House Gases (GHG) such as CO, SO₂, Co₂,

NO₂, Ozone, PM₁₀, Solar radiation, all conventional meteorological Parameters.

- Estimates the Air Quality Index (AQI). The AQI is an index for reporting daily air quality. It a measure of the level of pollution in the air. The information is valuable for the health sector.

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Air Quality & Ozone Monitoring system	Prior to this administration there was no single air Quality & Ozone Monitoring equipment in Nigeria	Presently we have FIVE (5) installed in Abuja, Enugu, Lagos, Kano, Maiduguri	<ul style="list-style-type: none"> • It will enhance safety by detecting amount of dust haze in the atmosphere which will guide Pilots during poor visibility • It will give information that will reduce flight delays and cancellations as well as air returns due to bad weather. • It will reduce operating cost of airline operators • Some of the products are also useful to the health sector.



Ozone & Air Quality Monitoring Equipment

(vii) Integrated Aviation Weather Observing & Display System (AWODS)

AWODS is an integrated system with Automatic Weather Station, Ceilometers, Runway Visual

Range, Lightning and Thunderstorm Detectors. It is designed to monitor weather conditions along the runway and provide information to the pilot for take-off and landing.

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Automatic Weather Observation and Displays System (AWODS)	There were only THREE (3) of this safety-critical equipment installed at Abuja, Lagos and Port Harcourt airports. <i>Implications:</i> Most of the airports did not conform to the ICAO SARPs with regard to provision of weather conditions at the touchdown zone of runways.	Presently we have FOURTEEN (14) installed in the following airports; Enugu, Owerri, Ilorin, Calabar, Katsina, Maiduguri, Abuja, Zaria, Kano, Sokoto, Lagos, Ibadan, Benin, Port Harcourt	<ul style="list-style-type: none"> • This equipment enhances safety of flight operations as it will provide accurate weather conditions at the runway area. • It facilitates flight plan and flight documentations for efficient economic route planning thus reducing operating costs of airlines



AWODS Sensor on a Mast



AWODS Indoor Display

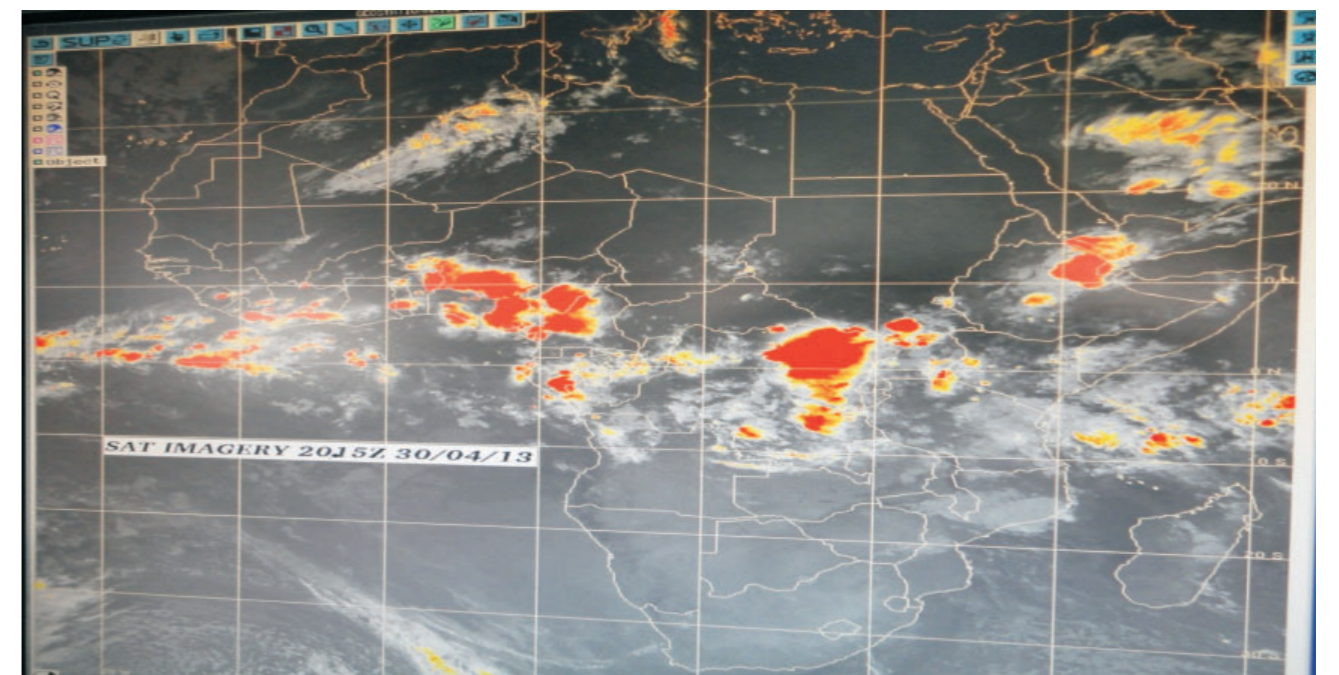


(viii) RETIM Synergy Satellite Image Receivers

Meteorological Satellites, EUMETSAT operated by the European Union.

- RETIM Synergy is used for receiving real time weather images from the

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
RETIM Synergy Satellite Image Receivers	<p>NIMET operated an outdated version of RETIM 2000 at the 4 international airports.</p> <p>Implication: With the migration to a new Meteorological Satellite NIMET could no longer receive satellite images from EUMETSAT. This limited the capacity of NIMET to provide accurate en route weather information to airlines.</p>	<p>The Satellite image receivers at the 4 international airports have been upgraded to the latest version RETIM 5G.</p>	<ul style="list-style-type: none"> It captures active weather zones making it very useful to give en route and destination weather advice to pilots. Gives simultaneously the departure and destination, as well as en route weather information and makes these available to the pilots to choose the most efficient and safe flight paths.



Satellite image over Nigeria and Africa captured with RETIM showing areas of active weather

	repeated occurrence of extreme weather events in Nigeria. Implications: High vulnerability of Nigerians to extreme weather		<ul style="list-style-type: none"> in the Niger Delta areas. The equipment installed will help the Agency provide accurate and timely forecast in the offshore for oil and gas exploration and exploitation as well as safety of ocean going vessels and fishing trolleys. New jobs will be created for the catchment area (Niger Delta) through opening of the centre.
Establishment of FM Radio Station to broadcast weather forecast	There is no functional specialized radio or TV station for disseminating weather and climate information in Nigeria.	Presently the contract for the procurement of a new one to be located in Abuja and resuscitation of the non-functional weather radio station located in Lagos has been processed and awaiting award.	<ul style="list-style-type: none"> The installation will create new jobs for weather broadcasting which is entirely new in the country. Weather information and forecast as well as early warning will be provided round the clock for safety of lives and property. Citizens will be provided the weather critical information for informed decision making in all sectors for improved socio-economic development.

(B) COMMUNICATION, NAVIGATION, SURVEILLANCE INFRASTRUCTURE

(i) Total Radar Coverage of Nigeria (TRACON)

The Total Radar Coverage of Nigeria Project (TRACON) was conceived as a key requirement for the modernization of Nigerian Air Traffic Management Infrastructure. It has automated Approach Area Control components as follows:

- Primary Surveillance Radar (PSR) STAR 2000
- Monopulse Secondary Surveillance Radar (MSSR) RSM 970S
- Integrated Flight and Radar Data processing Eurocat C and other associated equipment at the four major airports – Lagos, Kano, Abuja and Port Harcourt as well as stand-alone MSSR RSM – 970 at five other locations: Maiduguri, Ilorin, Numan, Obubra and Talata-Mafara

PROJECT/PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Maintenance Agreement for TRACON	Being the first major Project with a maintenance agreement run as a project, there were initial teething problems based on misconception.	Project on smooth running with issues of maintenance resolved in good time. Sustenance of strong airspace infrastructure now guaranteed.	Economic: Reduce air traffic delays, thus reducing cost for airspace users. Automatic billing system for NAMA and thus increasing revenue for the Agency and indeed the industry as well as creation of local expertise for continuous maintenance at completion of contract. Safety: Traffic conflict detection capability.

(x) National Weather Forecasting & Climate Research Centre, Abuja

Research Centre, Abuja, is a World Class Meteorological Centre established under President Jonathan's Administration.

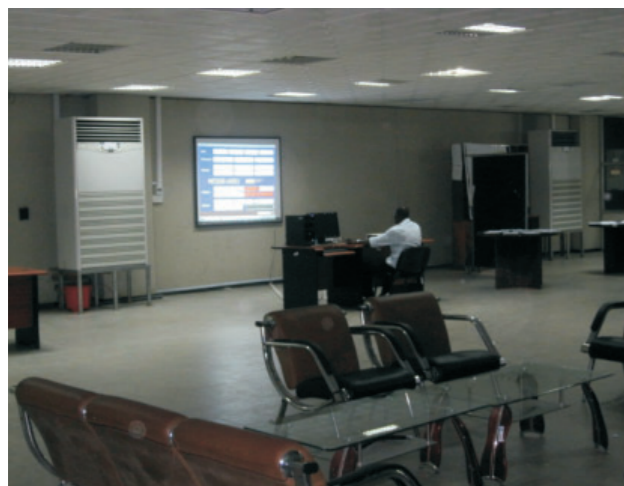
The National Weather Forecasting and Climate

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Construction of National Weather Forecasting & Climate Research Centre Abuja Extension	NIMET administration operated from a rented residential accommodation in Abuja. There were no facilities for research, library, weather studio, forecast office, computer centre, etc <i>Implication:</i> The absence of adequate and befitting infrastructure such as the National Weather Forecasting & Climate Research Centre, Abuja had negative impacts on the coordination of operational, research and administrative activities of NIMET.	A befitting Weather Forecasting and Climate Research Centre has been constructed, expanded with modern weather equipment, analysis room and weather studio installed in the building.	<ul style="list-style-type: none"> The equipment installed will help the Agency provide accurate and timely forecast for safety of aircraft Government will save funds used for rent which will be deployed to other needy sectors of the economy New jobs are created through opening new operational areas and methods such as Numerical Weather Prediction (NWP)



National Weather Centre and Central Forecast Office (CFO) Abuja for Weather Data Analysis and Prediction

(xi) Procurement and Installation Pilot/Crew Weather Briefing Rooms



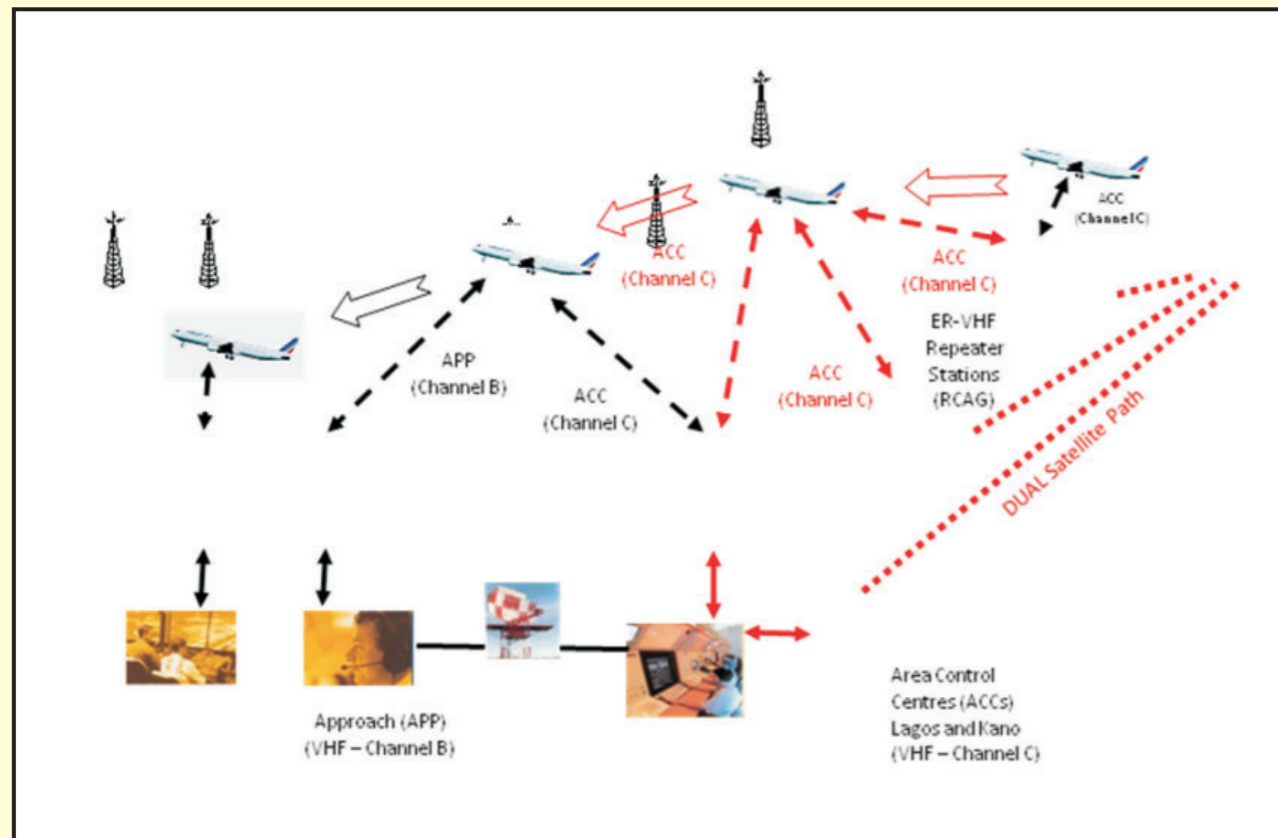
PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation Pilot/Crew Weather Briefing systems	There was no pilot briefing room in any airport in the country. Implication: Non-compliance with international standards.	Presently there are 10 Pilot Briefing rooms at the following airports; Kano, Lagos, Abuja, Port Harcourt, Owerri, Enugu, Calabar, Ilorin, Maiduguri, Jos,	<ul style="list-style-type: none"> The installation will enable Pilots have firsthand interaction with weather Forecasters and areas of active weather systems will be explained to Pilots. This will enhance safety of operations This facility at airports will increase the rating of our airports and attract more flights for increased revenue both foreign and local to the sector

(xii) Other Projects Implemented by the Nigerian Meteorological Agency (NIMET) as Part of Aviation Sector Transformation

TITLE OF PROJECT/PROGRAM	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 st APRIL 2013	HOW DOES THIS CONTRIBUTE TO TRANSFORMATION AGENDA IN TERMS OF SAFETY, SECURITY, ECONOMIC IMPACT, AND JOB CREATION?
(a) Procurement and Installation Aeromet Systems	Installed in 19 airports and aerodromes.	Presently all the 22 airports in the country have the upgraded hardware and software versions of the System for improved operations	<ul style="list-style-type: none"> This project enhances safety through accurate and timely provision of meteorological information to the Control Tower for transmission to the Pilot Enhances easy access to aerodrome weather information to Pilots for safety Ensures good lead time for warning for improved safety

(b) Procurement and Installation of SADIS Weather Briefing System	Only ONE (1) at Lagos airport	Presently we have 9 installed through Federal Government allocation	<ul style="list-style-type: none"> This facility will provide the most economic route for all out bound international flights The project will enhance safety by providing accurate and timely en-route forecasts
(c) Construction of NIMET Synoptic Station Buildings	SEVEN (7) were constructed in the following locations; Uyo, Ado Ekiti, Obudu, Azare, Benin, Abeokuta, Abuja	Presently we have THIRTEEN (13) new synoptic station buildings and 6 were constructed during this administration and they are; Awka, Owerri, Damaturu, Jigawa, Calabar, Zaria,	<ul style="list-style-type: none"> The project provided enough office accommodation for NIMET zonal staff for improved service delivery to aviation sector customers and other customers It has eliminated the annual rent paid by the Federal Government on accommodation.
(d) Construction of NIMET Zonal Offices	Only ONE (1) Zonal Office building at Bauchi	THREE additional Zonal Offices have been constructed at Maiduguri, Enugu and Port Harcourt since the Transformation Agenda bringing the total to FOUR (4).	<ul style="list-style-type: none"> The project provided enough office accommodation for NIMET zonal staff for improved service delivery to aviation sector customers and other customers It has eliminated the annual rent paid by the Federal Government on accommodation.
(e) Procurement and Installation of Weather Data Buoy	Nigeria had no single Marine Weather Buoy.	Presently contract has been awarded and Factory acceptance test and training of operators and maintenance Engineers completed. This will be the first ever in Nigeria.	<ul style="list-style-type: none"> Accurate and timely weather information over the ocean for safety of ocean going vessels, fishing companies, oil and gas off shore activities, etc Boost economic activities in the maritime sector by providing accurate marine weather information Data acquisition for modelling and providing accurate weather service for Public Weather Service
(f) Establishment of Severe Weather Monitoring Center at Otuoke, Bayelsa State	The need for this all-important Centre has never been conceptualized despite the	Preparations are on-going for setting up the Centre.	<ul style="list-style-type: none"> The centre will house modern weather monitoring and forecasting equipment which will monitor severe weather occurrence especially those originating from the sea and issue appropriate early warning for safety of lives and property

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Total VHF coverage of Nigeria	Inability to connect Kano sub sector due to non completion of MAKIA Terminal building, resulting in communication blind spots.	Kano sub sector now fully integrated on the VHF radio and communication now fully restored in Kano FIR	This communication infrastructure makes it possible for traffic to contact our centres 10 minutes before FIR boundary and there is elimination of blind spots within the Kano FIR and therefore enhances safety.



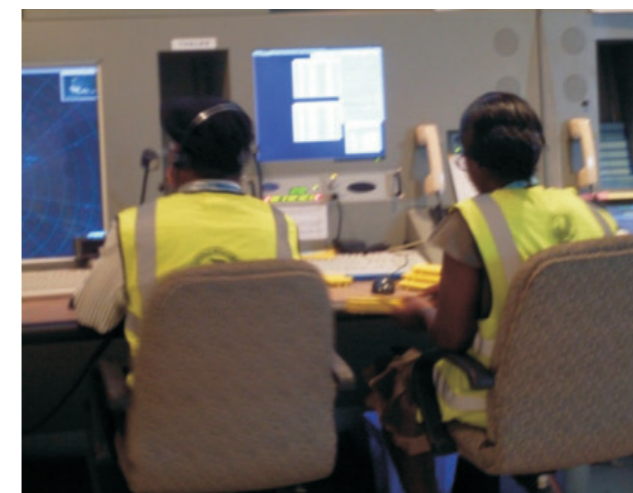
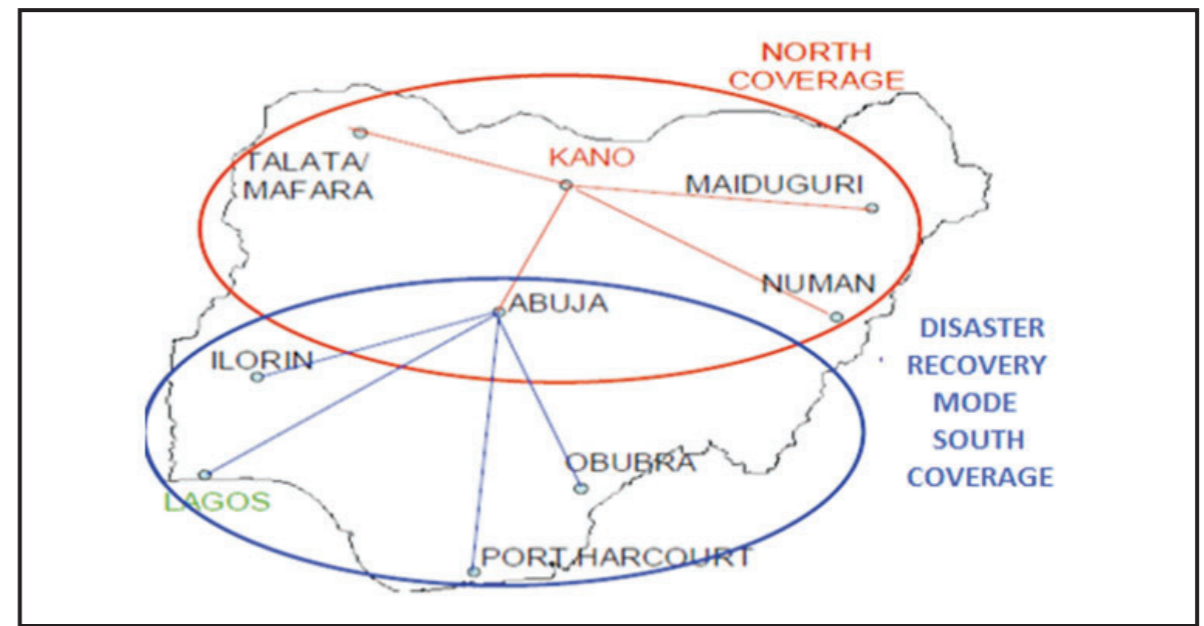
(iv) Air-Field Lighting Project On Runway 18, MMIA Lagos

Implementation of the Expanded Air-field Lighting Project at the MMIA has brought about the following benefits to the operations of airlines in the sector:

- Domestic Airlines now land on the RWY 18L, after sunset, the implication of this is that fuel consumption is saved which translates to more economic operation in terms of funds for the Airlines.

- For the general public, reduces delay in landing after sunset.
- Reduced carbon emission, implies less pollution.
- Reducing pressure on RWY 18R, thereby increasing its lifespan.
- With the commissioning of this system all visual landing aids and radio (Instrument Landing System) aids are fully complimented.

TRACON MOSAIC DRAWING



Air Traffic Controllers at New ACC, Lagos



Radar Coverage on Scope



Radar Head, Lagos Area Control Center



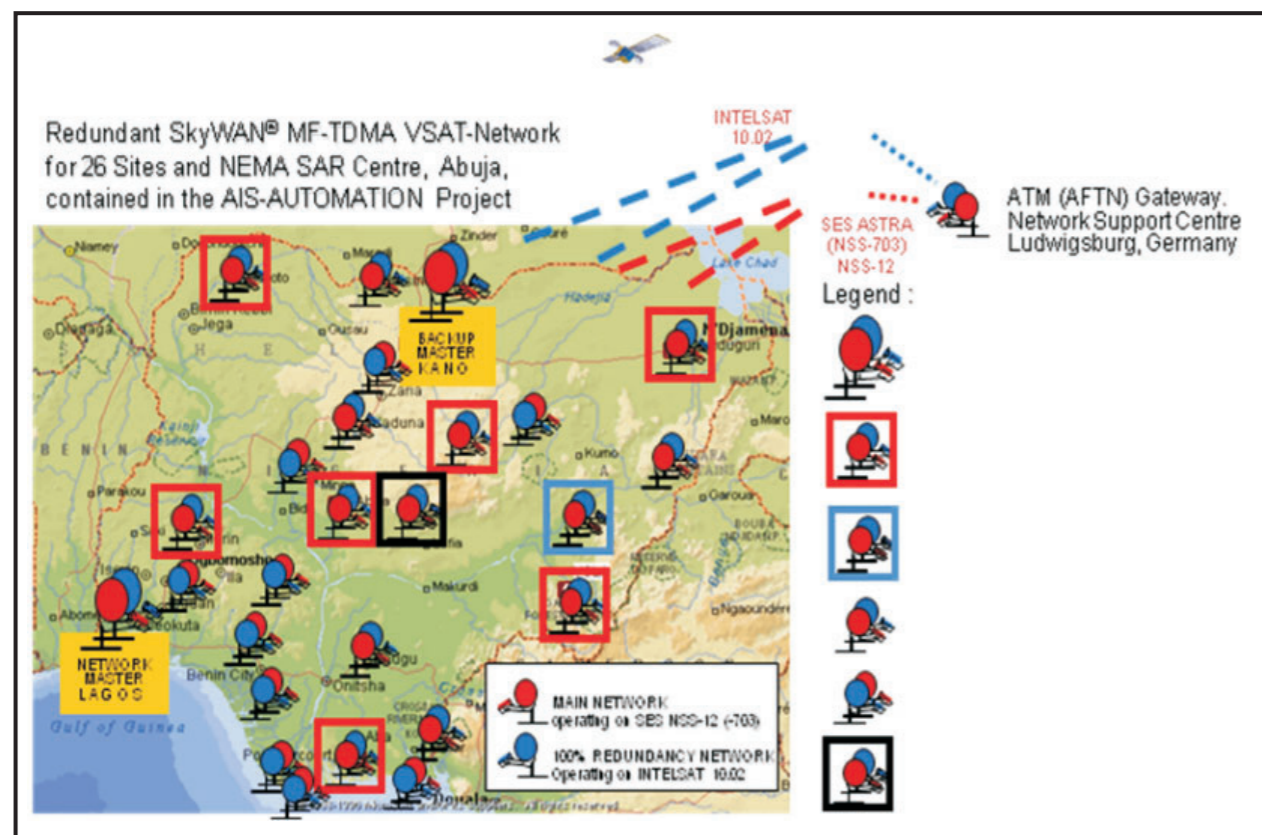
New Area Control Center, Abuja

(ii) AIS Automation

The project is on-going for the automation of Aeronautical Information Service (AIS). Under this project and TRACON, massive V-SAT deployment is going on to provide the

needed backbone to carry the VHF voice, ATS DS, AFTN, Radar Data, AMH capability and Internet. This will set the stage for transition from AIS to AIM (Aeronautical Information Management).

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
AIS/AFTN Automation	Project awarded but procurement could not commence due to delay in funding LC.	Civil works at advanced stage. Commencement of shipment of electronic components almost concluded.	Economic: There will be increase in IGR as airport-users (Airlines, concessionaire etc.) will be connected to the AIS Automation meshed VSAT networks at commercial rate, Distorted aesthetic of airports by hundreds of HF / VHF / UHF systems antennae installed at airports by airlines and concessionaires would be restored. There would also be increased activities due to presence of first class communication infrastructure, thereby creating additional employment.



CORE CAPABILITIES OF AIS AUTOMATION PROJECT (AAP)

- Installation of a highly redundant MF-TDMA SkyWAN VSAT platform on twenty six airport / sites + NEMA Search & Rescue centre Abuja
- Two satellites shall be used (NSS-12 and IS-14?) to avoid any Single point of failure to ensure network availability of 99.999%
- The VSAT network will provide E1 interfaces for highest reliability operation of the total VHS coverage project, incorporating the following eight airports (Lagos, Kano, Abuja, Port Harcourt, Ilorin, Sokoto, Maiduguri, Jos) and one VHS repeater site (Wukari).

- E1 interfaces to support Primary, Secondary and Distress frequencies (SAR operations).
- The VSAT network will provide ATS/DS (Hotline telephone) in 26 airports linking the entire adjacent domestic airports with TRACON ATC Consoles in the area control centers at MAKIA Kano and MMIA Lagos
- Control Zones (NAIA Abuja & PHIA P/H) are provided with ATS/DS to link adjacent airports in their respective zones.
- The VSAT network shall provide the interface for a centralized double-redundant AFTN / AMHS / AIS system.



Two-node VSAT Hub at Kano ACC

(iii) Total Very High Frequency (VHF) Coverage of Nigeria

Nigeria has achieved Total VHF Radio Coverage of her airspace; this has brought our airspace at par with ICAO standards and recommended practices.

- Total VHF coverage of the Nigerian Airspace (Air- Ground/Controller - Pilot), which is now expanded to achieve 100% coverage of the Nigerian

Airspace and beyond into contiguous FIRs. This communication infrastructure makes it possible for traffic to contact our centres 10 minutes before FIR boundary.

ATS -DS (Ground - Ground/Controller -Controller) for intra and inter FIR coordination.

The project is located at eight airports and an offsite location.

(iii) Wreckage Preservation and Reconstruction Hangar

- This hangar serves the purpose of storage of accident aircraft parts for analysis.

- It will serve the purpose of tearing the engine of the accident aircraft for detailed analysis.
- It will also assist for pathological services.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Wreckage Preservation and Reconstruction Hangar	Not in Existence.	Under construction. Approximately 35% executed.	It will improve the quality and timeliness of Accident reports and also provide more employment opportunities.

Pictures taken from Construction Site of above Project



(iv) Accident Prevention Program

- This program involves visitations to airports and other facilities that involves aviation stakeholders to measure the level of compliance towards safety recommendations earlier made.
- Follow-up activities to avoid the reoccurrence of any lapses earlier observed.
- Public enlightenment and sensitization of requirements in the crash sites.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Airfield Lightings	Lack of airfield lighting on RWY 18L Lagos. Cat 1 airfield lightings on RWY22/04 Abuja	Emergency airfield lighting now commissioned on RWY 18L. Cat 1 airfield lightings on Rwy 22/04 in Abuja upgraded to Cat11	<ul style="list-style-type: none"> • In terms of safety, all visual landing aids and radio (ILS) aids are fully complimented. • Aircrafts now land on RWY 18L which leads to reduced fuel consumption and reduced cost of operation. • There is increased economic activity due to the availability of facility for increased hours of operation (Flights after sunset).

RUNWAY 18L, MMIA LAGOS



(v) WGS-84 (World Geodetic Survey-84 Project)

Adoption of Global Navigation Satellite System (GNSS) as a modern trend in air Navigation requires that spatial co-ordinate of points to be established on an ICAO acceptable international terrestrial reference framework known as WGS-84. The future air navigation system will also use communications, navigations, and surveillance (CNS) technologies tied to the WGS-84 platform.

The World Geodetic Survey (WGS-84) and Upgrading project with the associated Performance Based Navigation (PBN) implementation covered 25 Nigerian airports. All the 25 airports have been surveyed and the

associated GNSS procedures drawn. This project was executed in line with ICAO AFI PBN Roadmap; to prepare the Nigerian Airspace for transition from Terrestrial to Satellite based systems with the following deliverables/benefits:

- More flexible and direct routing
- Enables instrument approach where and when NAVAIDS is unavailable.
- No ground based equipment and No electric power required.
- Reduced fuel consumption and emissions
- Increased availability of Airports in poor weather conditions

- Life cycle cost savings.
- Determination of the horizontal coordinates of position of obstacles and their heights/altitude.
- Determination of spot heights (natural and man-made obstacles).
- The Airspace concept for PBN implementation is predicated on the continuous availability of surveillance facility.

In the spirit of "A SINGLE AFRICAN SKY", NAMA - Nigeria has collaborated with contiguous FIRs in the creation of Regional RNAV routes e.g UT149, UT269 and UT365. More will be approved after due safety assessment and CNS/ATM improvements.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
World Geodetic Survey- 84 (WGS-84)	There was no survey database of manmade and natural obstacles in the Nigerian airspace. Performance based navigation could not be implemented.	Airspace is fully surveyed and database now available. Performance based navigation trials already carried out and Nigeria now fully compliant for transition from terrestrial to satellite based systems.	<ul style="list-style-type: none"> • Enables instrument approach where and when NAVAIDs is unavailable. • No ground based equipment and No electric power required. • Reduced fuel consumption and emissions. • Increased availability of Airports in poor weather conditions, no flight cancellation due to weather. • All obstacles sites both Natural and Man-made now surveyed. • Manpower training which has now resulted in capacity availability in NAMA due to the hands-on training during the survey of the 24 airports in the use of the state of the art survey equipment.

(C) ACCIDENT INVESTIGATION AND PREVENTION

(i) Release of 8 Aviation Accident Reports

- Investigation is carried out when there is a report of an accident/serious incident to unveil both the remote and immediate causes.
- At the end of every report, safety recommendations are made based on the findings on how to avoid further occurrences.

- The above recommendations are usually sent to NCAA for implementation.
- There is usually a follow-up to ensure that such recommendations are fully complied with.
- The releases of every completed report are in line with ICAO requirements.
- Releases are in both hard and soft copies for public consumption. The soft copies are available on the AIB official website: www.aib.gov.ng

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Release of 8 Aviation Accident reports	The last accident report was released 2006 (Sosoliso Airlines)	1. Reports released include the following: <ol style="list-style-type: none"> ADC; Bellview NCAT Aircrafts - 2 Nos; Aerocontractors; Bristol Helicopter; DHL Cargo Aircraft; Bellview Aircraft/SAHCOL truck. 2. Thirty two (32) safety recommendations made / implemented.	The implementation of these recommendations eliminated accidents related to the following: <ul style="list-style-type: none"> ✓ Weather, Air traffic services. Improvement on surveillance and efficient air traffic flow.

(ii) Flight Safety Laboratory

- The purpose of this laboratory is to download/analyze flight data from accident aircrafts for investigation purposes.
- It also downloads/analyzes flight data

from healthy aircrafts for accident prevention purposes.

- It can also electronically reconstruct an accident flight (animation). This laboratory is the first and the only one in Africa.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Flight Safety Laboratory	Not in Existence.	Fully installed and working.	It will improve the quality and timeliness of Accident reports and also provide more employment opportunities.



Pictures of Flight Safety Laboratory

replacing airport terminal and service infrastructure despite significant and continuous growth in traffic.

As a result, Nigeria's network of airports had been left to decay, offering obsolescent infrastructure and facilities as well as very poor services to Nigerians and their visitors. The poor state of the airports lent itself as a major reason deter for the Transformation Agenda of the Administration.

Following the approval by Mr President of Hon. Minister of Aviation, Princess Stella Adaeze Oduah's National Aviation Transformation Roadmap in January 2012, the Federal Ministry of Aviation, through the Federal Airports Authority of Nigeria (FAAN), embarked on an accelerated airport infrastructure upgrade and renewal programme, the now well-known Airport Remodelling Projects (ARP).

Apart from the ARP, the Transformation Roadmap also targeted a new and ambitious airport development philosophy in the introduction of the Aerotropolis (Airport Cities) concept in Airport Development. Included in this Aerotropolis project, is the equally ambitious Perishable Cargo Development Programme.

With this green light, the FMA proceeded to execute its action plans in terms of the Roadmap.

THE AIRPORT REMODELLING PROJECTS (ARP)

Divided into 2 phases, phase one included the upgrading / redesign and reconstruction of the following terminal buildings:

- General Aviation Terminal (MMA)
- International Terminal (MMA)
- Nnamdi Azikiwe International Airport Abuja, (International Terminal)
- Nnamdi Azikiwe International Airport Abuja, (Domestic Terminal)
- Kaduna Airport Terminal
- Margaret Ekpo International Airport Terminal, Calabar
- Benin Airport Terminal
- Akanu Ibiam International Airport Terminal, Enugu
- Sam Mbakwe Airport Terminal, Owerri
- Port Harcourt International Airport Terminal
- Yola Airport Terminal
- Yakubu Gowon Airport, Jos

As of April 2013, 4 of the projects have been commissioned, namely:

- General Aviation Terminal (MMA)
- Nnamdi Azikiwe International Airport Abuja, (Domestic Terminal)
- Mallam Aminu Kano International Airport Terminal, Kano
- Benin Airport Terminal

This Transformational intervention is captured in the photo kaleidoscope below...

The old General Aviation Terminal in January 2012 (below)



PROJECT/PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Accident Prevention Program	Was not done in a strategic and structured manner.	Well programmed and structured manner.	Safety improvement by identifying potential Hazards, proposing safety actions, and monitoring implementation of safety recommendations.

- (v) Collaboration with Banjul Accord Accident Investigation Agency (BAGAIA)
- Collaboration activities with other accidental investigation bodies within the sub region have commenced.

- This will provide technical and professional assistance in accident investigations when the needs arise.
- Cross fertilization of ideas and techniques in accident investigation.
- Uniformity of standards within the sub region to meet ICAO recommendations.

PROJECT/PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Collaboration with regional Accident Investigation body (BAGAIA).	Not in Existence	Collaboration with BAGAIA.	In fulfilment of our mandate and also satisfy <small>the ICAO's request on Regional and International Cooperation.</small>

(D) SAFETY REGULATIONS

- This equipment is modern equipment used for Aircraft tracking in the Nigerian Airspace

(I) Aircraft Tracking System (AGPS) Based Flight

PROJECT/PROGRAM	STATUS BEFORE TRANSFORMATION	STATUS AS AT 31 ST APRIL, 2013	IMPACT SAFETY, SECURITY ECONOMY AND JOB CREATION
Aircraft tracking System (AGPS) based flight	Prior to the inception of this administration the country had no tracking equipment	The Project is fully completed and implemented. It's one of the first laudable safety projects since the inception of democracy	It enhances real time weather and aircraft tracking in the Nigeria Airspace. It promotes airspace security and enhances search and rescue operations.

Real Time Tracking of Aircraft in Nigerian Airspace



(ii) Flight Safety Diagnostic Facilities And Cardiology Apparatus

• This is diagnostic equipment used for examination of the health status of pilots and cabin crew.

PROJECT/PROGRAM	STATUS BEFORE TRANSFORMATION	STATUS AS AT 31 ST APRIL, 2013	IMPACT SAFETY, SECURITY ECONOMY AND JOB CREATION
Flight Safety Diagnostic facilities and Cardiology Apparatus	Prior to the inception of this administration, the country had no Diagnostic equipment	This project is completed and fully implemented	This enables the determination of the health status of pilots and cabin crew as well as other workers in the Industry so as to promote safety and ensure healthy officers flying in our airspace.



CLUSTER TWO: INFRASTRUCTURAL DEVELOPMENT
(A) AIRPORT REMODELLING PROJECT

PROJECT/PROGRAM TITLE	STAT US BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Airport Remodelling	Prior to the inception of this administration, there was infrastructural decay that adversely affected passenger facilitation and security at virtually all the airports	Currently, four of the remodelled terminals have been commissioned in Lagos, Abuja, Benin and Kano. Others are at various stages of completion.	<ul style="list-style-type: none"> Facilitation of passengers and cargo now faster and safer. Boost for investment opportunities at airports hence job creation. Face lift for airport terminals. This attracts more businesses to airports.

In today's world, airports are no longer mere departure and arrival points for aviation. They have become big businesses globally, actively driving the development of the air transport industry alongside other key stakeholders.

Apart from providing critical capacity for current demand and future air transport growth, airports are major engines of socio-economic impetus to the regions and countries they serve. They are also symbols of national

pride and prestige when properly managed. That's why they are usually a source of significant public interest to both users and non-users alike.

Unfortunately, at inception, this Administration inherited an airport network that since they were built in the late 1970s and early 1980s, had seen no significant investment in upgrading, renewing or



Newly remodelled MAKIA toilet facilities



The entrance to the new General Aviation Terminal in Abuja, the first of its kind in Nigeria dedicated to premium business jet and high-end charter clientele



The interior of the new General Aviation Terminal in Abuja, the first of its kind in Nigeria dedicated to premium business jet and high-end charter clientele



Murtala Mohammed International Airport, Lagos



The new General Aviation Terminal, now named MMA Domestic



The old General Aviation Terminal, East Wing, January 2012 (below)



The new MMA Domestic Terminal 1 East Wing, March 2013 (below)



The departure lounge of the old General Aviation Terminal, January 2012 (below)



The departure lounge at the new Domestic Terminal 1, March 2013



The VIP lounge at one of the F&B outlets at the new Domestic Terminal 1



The arrival hall at the new MMA Domestic Terminal 1, March 2013



Benin Airport, January 2012



Benin Airport departure lounge, January 2012



Benin Airport, March 2013



Benin Airport departure lounge, March 2013



Benin Airport internal circulation space (high street), March 2013



Mallam Aminu Kano International, newly remodelled International Terminal, March 2013



Newly remodelled MAKIA, Kano, International Check-In Foyer



Newly remodelled MAKIA departure foyer



(iv) Remodeled Yola Airport Terminal nearing completion, April 2013



Remodeled Yola Airport Terminal, interior finishing touches, April 2013



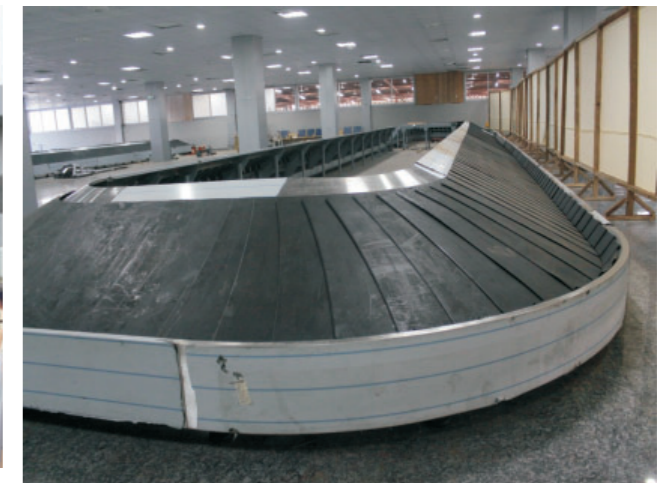
(v) Yakubu Gowon Airport, Jos, remodeling work in progress, April 2013



(vi) Kaduna Airport, remodeling work in progress, April 2013



MMIA Expansion and Upgrade Project- the nearly completed 'E' Wing Extension, May 2013, which together with the 'D' extension, will ease the bottlenecks at MMA, adding much needed capacity to meet demand while changing the passenger experience into a positive one.



The new 'E' extension arrival hall with the new high capacity baggage delivery carousels almost fully installed. This facility will be commissioned at the end of May 2013.



The new 'E' departures Immigration and security screening hall awaiting the installation of immigration counters and FAAN's new security screening equipment

With the commissioning of the new extension arrival halls, Immigration processing capacity through MMA for both departures and arrivals will more than quadruple and baggage delivery capacity will be similar to the experience anywhere else in the world. A giant step for Murtala Muhammed International Airport, given where the airport was just barely a year ago!



A new ambience- the newly expanded and remodelled International Arrival Foyer at the MMA...



A new ambience- the newly remodelled International Departure lounge area at the MMA...



Nnamdi Azikiwe International Airport, Abuja (Departure Hall)



Other airports in the network are getting remodeled and upgraded ... each at various stages of completion



(i) Owerri terminal, January 2012



Newly remodeled Sam Mbakwe terminal, Owerri, nearing completion, March 2013



(ii) Enugu Airport Terminal, January 2012



Enugu Airport terminal as remodeling commences, July 2012



Enugu Airport terminal work in progress, October 2012



Enugu Airport old building disappearing as work progresses, February 2013



Enugu Airport impression when completed (September 2013)



(iii) Port Harcourt International Airport Terminal, remodeling work in progress, April 2013



Port Harcourt International Airport Terminal, remodeling work in progress, April 2013

(E) OTHER PROJECTS IMPLEMENTED IN FAAN WITHIN THE TRANSFORMATION AGENDA PERIOD

TITLE OF PROJECT/ PROGRAM	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	HOW DOES THIS CONTRIBUTE TO TRANSFORMATION AGENDA IN TERMS OF SAFETY, SECURITY, ECONOMIC IMPACT, AND JOB CREATION?
Water Improvement	Most water hydrants at airports had become unserviceable. This affected regular water supply to terminals and hydrants for fire fighting	Most of the fire hydrants have been rehabilitated and entirely new ones installed, in addition.	<ul style="list-style-type: none"> Status of water supply at airports has improved, substantially. This has reduced the likelihood of water shortage during fire fighting operations. Regular water supply for terminal facilities, including toilets, chillers etc.
Removal of abandoned aircraft	Abandoned aircraft littered the airports for over 10years and constituted security/ safety risk, apart from being an eyesore	Abandoned aircraft in Lagos completely dismantled. Work about to start at other affected airports	<ul style="list-style-type: none"> Enhanced safety and security at airports. Dignifying landscape at airports, in line with international standards.

CLUSTER THREE: HUMAN CAPACITY DEVELOPMENT & INFRASTRUCTURE

(i) Purchase of Eads Socata TBM 850 Single Engine Turbo Prop Trainer Aircraft

This trainer aircraft is used for the following:

- Training of aircraft pilots in the Standard Pilot Course for the Private Pilot License(PPL) Commercial Pilot(CPL) and Instrument rating Categories of a single engine training
- It gives the students a feel of the turbo prop engine and familiarisation with the cockpit

PROJECT /PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AT 31 ST APRIL, 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Purchase of EADS Socata TBM 850 Single Engine Turbo Prop Trainer Aircraft	None Existed. This prevented the college from adding value to its flight training curriculum.	One(1) existing and functional	The trainer aircraft adds tremendous value to the flight training component of students standard pilot course.



Kaduna Airport, remodeling work in progress, April 2013

Airport Power Project

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Airport Power Project	Constant power outage at almost all the airports and this constituted considerable hazard to flight and terminal operations	Substantial improvement in power supply to all facilities, including runways, taxiways, aprons and terminals. Drastic reduction in power outage.	<ul style="list-style-type: none"> Better service delivery in airport terminals and airside. Enhanced safety and security, in line with ICAO recommended standards and practices.

The infrastructure transformation in the airports sector goes beyond just terminal remodeling to include the renewal of obsolescent equipment and facilities at key airports. A key element of this transformation is the Murtala Muhammed International Airport Power Supply Improvement Project, which has replaced the Airport's stand-by power supply system for the first time since the airport was commissioned in March 1979.

The power improvement project has replaced the 6 old 2.25MVA diesel electricity generating sets that were commissioned with the airport in 1979, replacing them with 6 new 4.85MVA generators, of which only 2 will carry the electricity needs of the entire airport precinct at any time, leaving 2 redundant, plus a further

2 redundant. These have all come with a brand new, ultra-modern powerhouse and switchboard master panels for the airport.

In addition to this, the capacity provided by these new stand-by generators caters for the massive stand-by electricity requirements of the airport for the next 10 years. The project also provided entirely new cabling between the powerhouse and the international terminal while adding an entirely redundant alternative supply power line (as stand-by) for the first time in the history of the airport.

The MMIA Power Supply Improvement Project is currently in the test phase prior to commissioning.



The new MMIA electrical power plant, May 2013



The new MMIA 4.85MVA generators, May 2013



The brand new electrical switchboard master panels at the new powerhouse, May 2013

(C) AUTOMATION OF REVENUE POINTS

- Electricity consumption metering within the airports for all concessionaires.

- Putting in place access gates to the entrances of airports that will allow for process to track vehicular traffic flow.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Automation of Revenue Points	Loopholes in revenue generation and collection adversely affected revenue profile of FAAN	Automated Access Gate has been commissioned in Abuja as a pilot project. Work on Lagos Access Gate is still in progress..	<ul style="list-style-type: none"> FAAN will become more self-sustaining, financially. FAAN will be better placed to contribute more to the country's GDP.

(D) IMPROVEMENT OF FIRE COVER/ PROCUREMENT OF FIRE TENDERS

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Improvement of Fire cover/ Procurement of Fire Tenders	Many airports had unserviceable and old fire tenders that adversely affected the status of the fire cover as recommended by ICAO. Their capacities for fighting fires was reduced	Modern fire tenders have been procured and sent to most airports, especially the major ones, to improve their level of fire cover, as recommended by ICAO and NCAA	<ul style="list-style-type: none"> Fire cover at all airports is now better guaranteed, in line with international best practice. The ability of the Aerodrome, Rescue and Fire Fighting Services Department to fight fires has been greatly enhanced. More fire fighters have been employed and trained to manage the new fire tenders.



(v) Procurement and Installation of 360 Degrees Visual Tower Simulator for ATC Training

- A state of the art, practical computer-based training facility for the training of Cadet Air Traffic Controllers
- Simulates Landing scenarios and air traffic procedures
- Reduces training time for ATC Cadets etc

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of 360 Degrees Visual Tower Simulator for ATC Training	There was no 360 ⁰ visual tower simulator for ATC training. It extended the number of training weeks for ATCs.	There now exists one (1) 360 ⁰ visual tower simulator for ATC training.	It facilitates training of more ATCs and reduces the number of training weeks.



(ii) Procurement of Aerodynamics (Wind Tunnel) Trainer

- This a practical teaching equipment in the Aircraft Maintenance Engineering School

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AT 31 ST APRIL, 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement of Aerodynamics (Wind Tunnel)Trainer	None existed. No value was added to aircraft maintenance engineering training.	One(1) now existing and functional	Further providing practical life experience training for our students in the Aircraft Maintenance Engineering School



(iii) Procurement and Installation of (2 Nos) ALSIM ALX Simulator

- This practical teaching equipment used to simulate flying experience and scenarios.
- It facilitates the training of flying and air traffic control students
- It reduces the risk and cost of flying live aircraft

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AT 31 ST APRIL, 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of ALSIM ALX Simulators	Simulators existed but became obsolete years back	Two new state of the art simulators now existing and functional	Further providing simulated training experience for our students in the Flying School and Air Traffic Services/Communication School



(iv) Upgrading of English Language Laboratory for ATS/Communication School

- These are practical teaching equipment made up of hearing aids and other language facilities.
- Facilitates the training of Air Traffic Control (ATC) and Communication students in international languages.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Upgrading of English Language Laboratory for ATS/Com. School	The English Laboratory existed but didn't have modern facilities.	The Laboratory has been upgraded to modern standards	<ul style="list-style-type: none"> • The level of competence of ATC and Communication Students has been elevated. • The competitive edge of ATC and Communication Students has been sharpened.



CLUSTER FOUR: SOCIO-ECONOMIC DEVELOPMENT

Major achievements include the following:

- Development of 4 Aerotropolis Centres in Lagos, Kano, Abuja and Port Harcourt to transform airports into major centres of commerce, leisure and business.
- Designation of airports into groupings of economic potential.
- Classification of Investment Clusters within each aerotropolis.
- Designation of 5 airports (Lagos, Port Harcourt, Asaba, Enugu and Kano) as Special Economic Zones.
- Development of perishable and non perishable cargo terminals in Akure, Asaba, Owerri, Calabar, Yola, Jos, Makurdi, Jalingo, Ilorin,.
- Construction and Commissioning of GAT for private jets operations in Abuja

Transformation Road Map. The Aerotropolis concept represents government's determination to ensure that the Nation's airports impact significantly not just on their host communities and States, but also on the National economy.

The Aerotropolis or airport city is a relatively new urban concept that places airports in the centre of carefully and deliberately developed cities around them. Aerotropolis are attractive locations for time-sensitive manufacturing concerns, distribution facilities, hotels, entertainment, retail, conventions, trade and exhibition complexes, office buildings and residential housing.

Lagos, Abuja, Port Harcourt and Kano are the starting points of Nigeria's Aerotropolis development. So far, initial conceptual designs have been introduced for Lagos and Abuja, while those of Port Harcourt and Kano are still being developed.

THE AEROTROPOLIS PROJECTS

The Nigeria Aerotropolis projects represent a key element of the National Aviation Industry



The Lagos Aerotropolis initial concept



The Abuja Aerotropolis initial concept

(vi) Procurement of Auto-Pilot Training Station

* This is a completely new facility for the training of Flying Students on Auto-piloting

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AS AT 31 ST APRIL 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Helicopter Mock-Up for Maintenance Training	None Existed. This prevented the college from adding value to its flight training curriculum.	We now have one (1)	The facility adds tremendous value to the flight training component of the standard pilot course.



(vii) Procurement of Gas Turbine Trainer

This a practical teaching equipment in the Aircraft Maintenance Engineering School

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AT 31 ST APRIL, 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement of Gas Turbine Trainer	None existed. Value that should have been added to aircraft maintenance engineering in meeting industrial needs was lacking	One(1) now existing and functional	Further providing practical life experience training for our students in the Aircraft Maintenance Engineering School



(viii) Procurement and Installation of Helicopter Mock-Up for Maintenance Training

- A practical training facility for the training of aircraft maintenance engineers in Helicopter Maintenance Engineering.

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AT 31 ST APRIL, 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Procurement and Installation of Helicopter Mock-up for Maintenance Training	None Existed. Value that should have been added to aircraft maintenance engineering in meeting industrial needs was lacking.	One Helicopter Mock-up now existing and functional	Further providing practical helicopter maintenance experience training for our students in the Aircraft Maintenance Engineering School



Helicopter Mock-up for Maintenance Training

(ix) Rehabilitation of Executive students Hostel

- This facility has been rehabilitated and upgraded to enhance the capacity of the college to train aviation professionals.
- It provides above average comfort and serenity for students of such calibre

PROJECT/ PROGRAM TITLE	STATUS BEFORE TRANSFORMATION AGENDA	STATUS AT 31 ST APRIL, 2013	IMPACT ON SAFETY, SECURITY, ECONOMY AND JOB CREATION
Rehabilitation of Executive Students Hostel	Most of the facilities were rusty and out of use	A newly rehabilitated and functional facility is now in place	Students can now learn in a comfortable hostel that meet their status





FG APPROVES \$3.7BILLION TO ACHIEVE 20,000MW

The Federal Government has approved the sum of \$3.7 billion dollars to improve power transmission with the aim of achieving 20,000mw.

Vice President Mohammed Namadi Sambo disclosed this at a meeting with the Nigeria Canadian Association in the Greater Toronto. At the interactive session attended by a mammoth crowd, the Vice President took time to explain new developments in Nigeria in terms of infrastructural and social development.

He noted that the President Jonathan administration was committed to the development of infrastructure and that efforts were being exerted in the areas of power supply, Transportation, Aviation, ICT, Agriculture, healthcare delivery, Education as well as in the area of good governance.

He called on Nigerians in the Diaspora to come home and contribute their quota. He appreciated their contributions to national development and said that it was in recognition of their contributions that a Diaspora bond of one billion naira was set up and requested them to key in to such a laudable initiative.

Earlier the President of the Nigeria Canadian Association, Mr Fabian Nwoha expressed the desire of the association to contribute positively to the development of the nation but said they were reluctant due to the reported negative information coming from Nigeria.

He noted that with the new development being witnessed they were confident in the ability of government to deliver on their promises. He used the occasion to remind government of its promise to provide a consular office in Toronto so as to help ease emerging diplomatic issues.

The Nigerian High Commissioner to Canada Chief Ojo Madueke was full of encomiums to the association stating that they represented the future



President Goodluck Jonathan, GCFR

Nigeria that will export their talent and know how to their Fatherland.

Highlights of the events were questions and answer sessions which focused on security, voting rights, women's rights, corruption and infrastructural development.

Present at the occasion were the Governors of Akwa Ibom and Kaduna States and the ministers of education, internal affairs, state works and the PDP national chairman.

The Aerotropolis has elicited huge interest from both local and international investors thus far, with two 5-star hotels and a multi-storey car park development already signed for Lagos. Construction on these projects will commence very soon.

GROWING DOMESTIC AIRLINES

- Removal of import duties and charges on commercial aircrafts and spare parts;
- Promotion of partnership between domestic airlines and major foreign carriers;
- Revision of BASA to create opportunities for domestic carriers to fly international routes;
- Standardisation of licensing and certification.
- Installation/Upgrade of infrastructure at various airports to improve night operations
- Development of a business model that will drive Flag Carriers.
- Guidelines for accessing Aviation Intervention Fund for re-fleeting by domestic airline operators.

CONSUMER PROTECTION

- Development and issuance of Passenger Rights Regulation
- Creating awareness and Publication of the Passenger Statement of Rights;
- Establishment of Call Centres and Complaints centres at airports nationwide

INSTITUTIONAL REFORMS

A) CROSSCUTTING REFORMS

- Completion of Diagnostic review and System audit of the Aviation sector.
- Staff audit, Biometric Data Capture and professionalization of the Agencies.
- Reform of financial management systems to enthrone self-sustainability.
- Development of an automated revenue collection platform in collaboration with IATA & SITA. This is aimed at improving revenue collection, eliminating leakages and enthrone transparency.
- Developed a strategy for Air force as back-up

B) POLICY REFORMS

- Review of National Civil Aviation Policy
- Policy on pilgrim flight operations
- Policy and Strategy on Aviation Security
- Policy on General Aviation

- Policy for Cargo operations and management
- Policy on Bilateral Air Services
- Policy for non-schedule and foreign registered aircraft operations
- Commercialisation policy of all Agency activities for sustainability.
- Policy of automation of revenue collection.

C) REGULATORY REFORMS

- Regulation for Helicopter operations
- Regulations for Helipad construction and operation
- Developed a model for economic regulations

D) LEGAL REFORMS

- Review of existing legislations establishing various Agencies: NCAA, NAMA, NIMET, FAAN, AIB, NCAT
- Review of concessionary agreements to conform to global standards.

DEVELOPMENT OF NEW BUSINESS MODELS FOR AGENCIES

- Removal of import duties and charges on commercial aircrafts and spare parts;
- Promotion of partnership between domestic airlines and major foreign carriers;
- Revision of BASA to create opportunities for domestic carriers to fly international routes;
- Standardisation of licensing and certification (less cumbersome).
- Installations/Upgrades of infrastructure at various airports to improve night operations
- Development of a business model that will drive Flag Carriers.
- Guidelines for accessing Aviation Intervention Fund for acquisition of new aircraft for domestic airline operators
- Development of non-aeronautical sources of revenue
- Automation of revenue collection points – common platform for electricity, fuel and toll gates.
- Establishment of templates for the new national carrier.



AFRICA MUST CHECK ILLICIT FUND FLOWS

- President Jonathan



PRESIDENT Goodluck Jonathan has stressed the need for Africa to check the huge funds being illegally taken out of the continent.

President Jonathan spoke to a delegation of the United Nations' high level panel on illicit financial flows from Africa, at the State House, Abuja, on Monday 20th May, 2013.

The President stated that huge funds being illicitly taken out of Africa can solve our infrastructural and other problems, so we must look within and check this haemorrhage.

President Jonathan stressed that Africa needs robust assistance from the developed world to check this outflow, because "corruption would be minimised if there are no places to hide the illicit funds."

He challenged oil refineries worldwide to ask questions about the source of the crude they refine, adding that his administration was taking steps to check crude oil theft from Nigeria.

The President called on the panel to carry out comprehensive study of the issue and produce a template that would help the continent combat the menace.

Earlier, Mr Thabo Mbeki, former president of South Africa and chairman of the UN panel on Illicit Financial Flows from Africa, said the continent currently loses at least \$50 billion every year through illicit fund flows, and that the panel was determined to study the problem and propose solutions.

He concluded that the panel would like to meet relevant members of the National Assembly, in view of the need for legislation to check this potent threat to the survival of the continent.

PRESIDENT JONATHAN CHALLENGES BANK TO FUND INFRASTRUCTURAL DEVELOPMENT IN AFRICA

President Goodluck Jonathan has challenged banks in the country to fund infrastructure development in Africa.

The President was speaking to the Group Chief Executive Officer and Managing Director of Ecobank Transnational Inc., Mr Thierry Tanoh, at the State House, Abuja recently.

The president said the private sector must play a more robust role to quicken the development of the continent.

Earlier, Tanoh had told the President that Ecobank was formed in response to a challenge by the ECOWAS Chamber of Commerce.



He said the bank was celebrating its 25th anniversary of operations and wanted more equity investments from the region.

He said Ecobank was ready to support the planned construction of the Lagos-Abidjan highway.

NO GOING BACK ON POWER SECTOR REFORMS

The Federal Government has assured prospective investors in the ongoing privatisation process of the power sector that there is no going back on the Reforms.

Minister of Power, Professor Chinedu Nebo, made this disclosure at a road show by Niger Delta Power Holding Company (NDPHC) in Lagos to kick off the privatisation process of the 10 power plants built by the company.

Industry experts had raised fears over the Reforms being undertaken by the Federal Government, especially as labour issues lingered on for so long and remained unresolved till date.

However, Nebo, who was among the key speakers at the road show said the privatisation process was maturing and there was no room for abortion.

He urged private investors to take the opportunities in the 10 new power plants offered by the NDPHC by assuring them that the Federal Government would do everything to make sure an accountable, transparent process was put in place, and the process would be implemented using the best practices in the world.

According to him: "President Goodluck Jonathan has showed his key commitment to ensure power delivery to Nigeria in order to unleash prosperity in all sectors of our economy."

"He added that the President believes very strongly that with the private sector participation, the power sector will thrive and drive Nigeria's economy as well as emancipate our people.

"The government will neither tolerate half measure, nor it is an idea that is subject to abortion. This vision is maturing. The entire process of privatising the power sector is irreversible. We are moving in the right direction to ensure that we give maximum support to the organised private sector to bring revolution to our power industry," he added.

The Minister added that what is about to happen in the power sector will surpass what happened in the telecoms industry. It is expected to be a greater exponential success and will eventually revolutionise the economic situation in Nigeria, emancipate our people, reduce poverty, create jobs, bring about industrial revolution and also the revival of our Small and Medium Enterprises (SMEs) that are eventual moribund today.



Professor Chinedu Nebo
Minister of Power

Delta State governor, Emmanuel Uduaghan, urged potential investors to embrace opportunities in the sector, assuring them that all the states where power plants were situated were safe for investment.

He enjoined them to partner the governors of the states immediately after winning the bid, so that they could work out a security master plan.

Benue State governor, Gabriel Suswan, said over 200 investors had already indicated interest in the power plants.

He, however, emphasised the need for private investors, particularly Nigerians, to venture into the sector, considering the vast opportunities inherent in it. He said 20,000 Mega Watts would not be enough for Nigeria to be an industrialised

country.

Also at the event was Director-General of Bureau of Private Enterprise (BPE), Benjamin Dikki, who described the transaction as a 'unique one' because the process involves the NDPHC and BPE.

It may be recalled that NDPHC, owners of the NIPP plants, had announced plans to sell 80 per cent stake of the 10 power plants to local and foreign investor in

BE A GOOD CITIZEN

LOVE NIGERIA

BE PROUD OF HER

UPHOLD HER VALUES

DEFEND HER INTEGRITY

RESPECT HER PRINCIPLES

PROMOTE HER PEACE AND SECURITY

LIFT HER UP, SUPPORT THE REFORMS!

- (a) Performance planning being driven by the National Planning Commission to facilitate consensus building on national vision, mission and strategies including the formulation of key performance indicators (KPIs) across MDAs in line with the four perspectives.
- (b) Performance contracting is a two-way process being drawn up for Ministers, Permanent Secretaries, Directors and supervisory staff, cascading down the administrative echelon. Such performance contracts shall be instituted so as to hold officers accountable for...

achieving performance targets and demonstrating appropriate competency level and ethical behaviours by relevant parties. For example, the President and Ministers, the President and the Head of the Civil service, the Ministers and the Director-Generals / Executive Secretaries of Parastatals.

- (c) Performance measurement, monitoring and reporting which involve effective implementation of programmes, projects, policies by Permanent secretaries in all MDAs. The National Planning Commission in collaboration with the office of the Head of Civil Service of the Federation shall also prepare quarterly, half yearly and annual performance reports. Performance shall be measured against targets as indicated in key performance indicators (KPIs) for Sectoral, MDAs and individual staff. These will form the bases for staff performance assessment report.

In order to lay credence to the entire process of balanced score-card implementation, performance audit should be carried out on annual basis analysis and evaluation on the four perspectives. The report could then be submitted to the Presidency through the Head of the Civil Service of the Federation and the National Planning Commission with a view to improving public service delivery premised on economy, efficiency and effectiveness.

2.3 Programme logic performance audit model

All public works, programmes, policies, projects and other intervention measures designed to impact on the citizenry could be assessed on the framework of logical flow of objectives, inputs, processes and outcomes. Outcomes are divided into two; results (immediate changes that flow from intervention) and impacts (long term effects of the intervention). The use of logic models could help the audit team identify and set out the performance audit process with ease of professionalism. Programme logic performance audit model is shown in fig. 3

The Programme logic performance audit model is the framework used in this study due to several reasons as follows:

- (i) the model makes it possible for performance audit to scrutinise all components and relationships without losing track of focus on economy, efficiency and effectiveness which are the hallmarks of performance audit;
- (ii) the European Court of Auditors(ECA, 2013) manual on performance audit is premised on the logic model; and
- (iii) the model makes it possible to assess, evaluate and analyse all aspects of any public intervention, regardless of its nature.

4.0 Performance audit perspectives

Performance audit may adopt any of the following perspectives; top-down or bottom-up perspective (ISSAI, 3000).

- (i) Top-down perspective focuses on the requirements, intentions, objectives and expectations of the entity being audited. The auditor examines any shortcomings in the laws or strategy provisions and the impacts of such provisions on outcomes.
- (ii) Bottom-up perspectives focuses on the effects of the activity on the audited entity and the larger community.

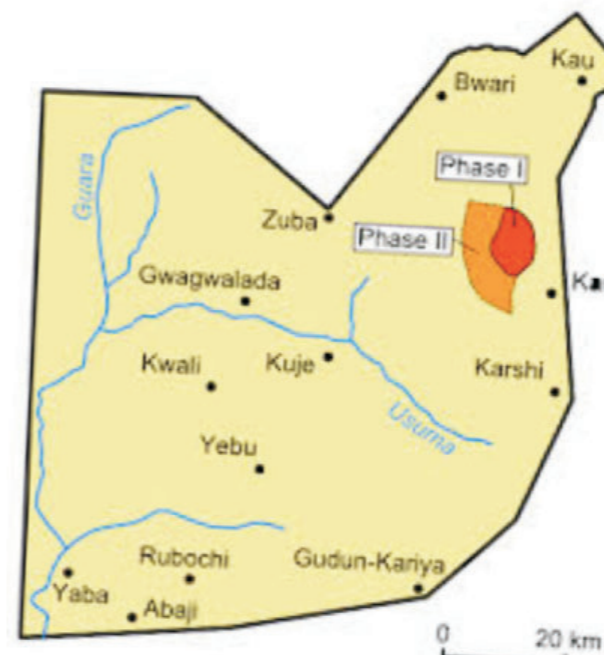
Whichever perspective is adopted by the auditor, the audit process must provide a basis for an objective assessment of the programme or intervention programme being audited so as to inform the legislature on such matters with a view to improving programme implementation so as to achieve economy, efficiency and effectiveness (3Es).

5.0 Objectives of performance audit

As earlier noted, for any approach or perspective the performance audit takes, the overarching aim would be to examine the performance of the audited entity while paying specific attention to economy, efficiency, compliance and impact assessment (ISSAI 1000).

- (i) Economy – Are things being done with the common sense to achieve minimum possible cost in mind?
- (ii) Efficiency – Are those things that are being done at the minimum possible cost the right things?
- (iii) Effectiveness – Are those things that are being done at the minimum possible cost, the right things done the right way?
- (iv) Compliance and financial matters – This deals with the aspects of the audited entity's compliance with established legislation and financial regulations.
- (v) Impact assessment – The concern here is to find

FG DETERMINED TO CREATE VIBRANT PRIVATE SECTOR



government agencies to assist them in the execution, operation and attraction of patronage from both local and foreign investors.

He added that the Federal Capital Territory Administration has displayed a high sense of responsibility and responsiveness in the implementation of the Transformation Agenda. The collaboration with Messrs. Zeberced Limited for the establishment of an industrial Park is therefore in line with our National Implementation Plan under the Nigeria's Vision 20: 2020.

In his remarks, the host of the occasion and the Minister of FCT, Senator Bala Mohammed said that the initiative was a fallout from President Goodluck Ebele Jonathan's 2011 State visit to Turkey. He noted that the project is wholly private sector-driven and factored under the FCT Land Swap Policy.

Vice President Mohammed Namadi Sambo has said that the President Goodluck Ebele Jonathan led Administration is determined to create a vibrant private sector in the country.

Vice President Sambo stated this recently when he performed the ground breaking ceremony of the Idu Industrial Park in Abuja.

To this end Vice President Sambo said government had instituted series of reforms and incentives that would create competitive advantages for the private sector in the country particularly in the face of rapidly increasing globalisation.

He mentioned the incentives to include 3-5 year Tax moratorium, 100% Repatriation of Profit (100%), 140% Capital Allowances on Research & Development, 20% Capital Allowances for 5 years on local raw materials utilization and 30% tax relief on expenditure in respect of public infrastructure.

While commending the Federal Capital Territory Administration and Messrs Zerberced Limited for the laudable initiative, ingenuity, altruism and for promoting the Transformation Agenda, he directed relevant

He added that the Project when completed would provide over 40,000 jobs and over 170 small and medium scale industries. While calling on investors to take advantage of the opportunities that abound in the FCT he said "those who sit back and drag their feet will have a rude awakening in no distant time, when the early birds begin to count their grains." In his remarks the Managing Director of Zeberced and the project investor, Mr. Adil Kurt said that the project situated on 250 hectares of land would provide an integrated infrastructure to the tune of 200 million dollars. He said the project which is all encompassing would boast of road network, sewage system, natural gas pipeline, a rail link to the national rail corridor and independent power supply. He further said that the project involves 177 factory plots and other sundry facilities.

Present at the occasion were the Minister of Trade, Industry and Investment, Dr. Olusegun Aganga and the Minister of State, FCT, Mrs Olajumoke Akinjide. Others were members of the National Assembly, traditional rulers and numerous other dignitaries.

IMPLEMENTING REFORM GUIDELINES FOR PERFORMANCE AUDIT IN THE PUBLIC SECTOR

By: Bakari Wadinga, PhD(Econ), M.SC (Econ), MBA,ACA,CTI

1. Introduction

Phase one of the National Strategy for Public Service Reforms (NSPSR,2010) categorically states that by the end of 2013,all civil servants would have institutionalised effective performance management system, this is anchored on pillar four of the reform structure. By extension, the public sector audit should also be reformed to ensure that its erstwhile orthodox financial reporting and control tools are galvanised for use on performance audit platform. It is in this regard that this paper addresses the need to understand the implementing guidelines towards effective institutionalisation of performance audit in the public sector. This effort is in no doubt intended to take the reform efforts of the Head of Civil Service of the Federation to higher pedestal. The contents of the paper entails performance audit concept, models, perspectives, objectives, process, quality control and conclusion.

2.0 Concepts

There are three relevant concepts to look at when discussing performance audit guidelines; performance audit, financial and compliance, and comprehensive audit. Performance Audit is defined (ECA, 2011) as an independent and objective examination of undertakings, systems, programmes or organizations undertaken or supervised by Ministry, Department or Agency (MDA) with a view to ascertaining the attainment of economy, efficiency and effectiveness while using public funds for the common good of all.

Performance auditing guidelines on the other hand prescribes the signposts leading to sound financial management. The concept of sound financial management further comprises the principles of economy, efficiency and effectiveness (ECA, 2013) based on sound established system of adequate internal control and due process mechanism.

Performance audit is different from financial and compliance audit. The main differences could be summarised in table1 below (ECA, 2011).

Table 1: Performance, Financial and Compliance audit compared



Bakari Wadinga, PhD(Econ), M.SC (Econ), MBA,ACA,CTI

Item	Performance audit	Financial and compliance audit
Objective	Examine if MDA funds have been used with economy, efficiency and effectiveness	Examine if financial transactions have been properly executed and all records and accounts are accurate and reliable
Area covered	Policy, programme, system, organization & activity	Financial transactions, accounting records, key control procedures
Academic base	Economics, political science, management, sociology, etc.	Accountancy, Taxation and Law
Methodology	Depending on mandate, and audit engagement peculiarity	Based on Standard format
Audit judgement	More of value judgement involving individual auditor	More rigid, based on law and audit guidelines issued by relevant professional bodies
Report type	Reports are ad hoc, based on needs and terms of engagement	Reports are annual and are statutory

Comprehensive audit, on the other hand, is defined as the normal pure financial and compliance audit (ECA, 2011) but goes further to include environmental considerations in the context of sustainable development. To carry out either a performance audit or comprehensive or financial and compliance audit, will all depend on the terms of audit engagement. Any particular audit to be undertaken must therefore be clearly stated *abinitio* in the Audit Planning memorandum and the Audit programme.

3.0 Performance audit models

The approach to be chosen in performance audit

will largely depend on the relevant performance management paradigm in application. From the available literature, three relevant performance audit models could be identified, namely; the management systems model, score-card model and programme logic model.

3.1 Performance management based audit model

This model is put forward by the office of the Head of Service of the Federation (OHCSF, 2012) which was meant to chart a way forward towards professionalising the public sector. This model involves cascading of decision making process, beginning from the Presidency down along the bureaucratic echelons of Ministries Departments and Agencies (MDAs).

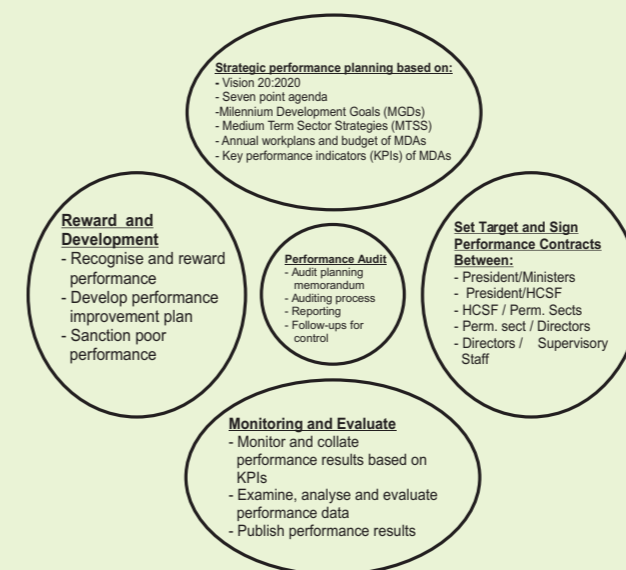


Fig 1: Performance management audit based model

The strategic performance planning is a process driven by the National Planning Commission (NPC), of which the President of the Federal Republic of Nigeria serves as the Chairman. The commission facilitates the development of long term National plans and key performance indicators (KPIs) for all sectors through periodic workshops involving MDAs. The NPC also develops performance contracts in conjunction with MDAs; ensuring consistency standardisation in the application of performance management, including the periodic presentation of score-card performance reports by Ministers based agreed KPIs mechanism.

The Office of the Head of the Civil Service of the Federation (OHCSF) on the other hand, is responsible for operations and individual performance measurement and evaluation within the civil service. The OHCSF also signs performance contracts with Permanent Secretaries who in turn sign performance contracts with Directors, while the Directors also sign with

supervisory staff under their jurisdictions. Such performance contracts signing will cascade down the chain of command in all MDAs. The OHCSF ensures that agreed policies are adhered to with respect to individual performance management while rewards and sanctions are similarly defined for MDAs. The role of performance audit in this framework is to independently and regularly examine programmes, policies, projects or administration with a view to determining economy, efficiency and effectiveness.

3.1 Performance score-card model

The balanced score-card was developed by Kaplan and Norton (1992) in order to provide a framework to link corporate plan (vision,mission

and strategy) to both financial and non-financial measures of performance (customer satisfaction, return to shareholders, internal business processes and employee satisfaction). The balanced score-card illustration is presented in fig.2

Fig 2: The Balanced score-card: four perspectives



From the balanced score-card of fig. 2, the four perspectives pose four basic questions on public sector framework:

- (i) Stewardship perspective – how should Executives serve the Nigerian electorates?
- (ii) Consumer perspective – how should MDAs serve the Nigerian public?
- (iii) Staff training and development – how should MDAs recruit, train, motivate, discipline and reward employees to spur productivity, growth and sustain desired change?
- (iv) Work and method process perspective – how should MDAs render good service in according with global best practice?

Using the balanced score-card for performance management in the public sector will require the following processes.

FG HAS SPENT N1.39 TRILLION ON ROADS, REQUIRES N921.4BN TO COMPLETE 195 ONGOING ROAD PROJECTS



Arc. Mike Oziegbé Onolememe, Honourable Minister of Works

The Federal Government of Nigeria has so far spent N1.39 trillion on roads and will require N921.4 billion to complete 195 ongoing road projects across the country in which only about 65,000 kilometers out of 200,000 kilometers of road networks, representing 54 per cent that are paved with bitumen.

This was disclosed at a media briefing hosted by the Minister for Information, Labaran Maku, the Minister of Works, Mike Onolememe and Minister of State for Works, Bashir Yuguda, on the outcome of the weekly Federal Executive Council (FEC) meeting presided by President Goodluck Ebele Jonathan at the State House, Abuja on Wednesday, April 24, 2013.

Onolememe stated that as at the turn of the century, starting from 2001, the Ministry grossed up a project portfolio of road projects in the six geopolitical zones of the country to the tune of about N1.397 trillion with a detailed breakdown as follows,

North-Central Zone, 31 projects of 1,054 km at the cost of N262.3 bn.

North-East had 30 projects of 1,464 km at the cost of N332.9 bn.

North-West had 23 projects of 1,028 km at the cost of N255.5 bn.

South-East had 40 projects of 978 km at the cost of N149.6 bn.

South-South had 34 projects of 876 km at the cost of N159.4 bn.

South- West had 37 projects of 1,230 km at total cost of N236.5 bn.

He noted that with the volume of work and financial commitment of the Federal Government in other

sectors, it is no longer feasible that road constructions will continue to be financed through annual budgetary provision.

He stated that to ensure timely completion of all the projects, a multilateral approach was under way as well as a Public Private Partnership (PPP) scheme that will add about 6,000 kilometers of road nationwide is being explored.

The Minister of Works said that if Government was to depend solely on annual budgetary allocations, the completion of ongoing roads would take another eight years adding that in order to navigate through the challenge; his ministry was exploring various options to fund projects across the country.

He disclosed that of N143.5 billion capital budget approved for the Ministry in 2012, only N111 billion was released, out of which N110 was spent and 32 projects completed during the year under review while N85.5 billion from the Subsidy Reinvestment and Empowerment Programme, (SURE-P), was being used to fund six projects, including the Lokoja- Abaji-Abuja road.

He expressed delight at the support the ministry has enjoyed from the President noting that in the last two years; the road sector has received direct attention from Mr. President.

Yuguda, in his presentation disclosed that the ministry no longer paid contractors on presentation of certificate but on completion of a section of the road project to ensure that government gets value for money.

The Minister of Information, Labaran Maku, who described the 2012 performance report of the Ministry of Works as heartwarming said Council expressed satisfaction with the level of zeal, dynamism and creativity that have been brought to bear on the operation of the Ministry by its current political leadership, noting that the country can be sure that the Federal Ministry of works is moving ahead to deliver major roads in the country.

Speaking further on the ongoing performance reviews of Ministries, Departments and Agencies (MDAs) Maku, disclosed that the Council turned down a ministerial report brought by the Health Minister, Prof. Onyebuchi Chukwu, on the resolution of the leadership crises of confidence rocking the various labour unions within the sector.

The Council according to him directed that an independent high-powered technical committee be raised to do a better job of harmonising all the contending issues rocking the various stakeholders in the health sector.

out, if any, the impact of the regulatory or institutional framework on the performance of the entity being audited.

To achieve these objectives, auditors are required to apply their own professional standards to varied matters arising in the course of the audit (ISSAI 400, ISSAI 3000 and ISSAI 100). There are “no one cap fits all” standards for performance audit. The overriding questions in achieving performance audit objectives however are: are the right things being done? And are things being done in the right way at the minimum possible cost? To illustrate the usage of the 3Es, take for example to kill a fly, one goes ahead to purchase a sledge hammer, used it and killed the fly. Now was there economy in the decision to purchase the sledge hammer as the minimum cost tool available to kill a fly? The answer is no. The next question is was the sledge hammer efficient in killing the fly in other words, is sledge hammer the desirable tool in killing a fly? The answer again is no. But when it comes to the question of effectiveness, it could be asked thus, was the sledge hammer effective in killing the fly? The answer is yes. In this situation the auditor may need to issue an adverse or qualified audit report after discussing with the entity's managers.

6.0 The performance audit process

Performance audit process entails audit topic selection, audit planning, conducting the audit, report writing, follow-up and quality assurance considerations.

(i) Selecting audit topics

In selecting audit topics, auditors should choose audit areas that are significant financially, socially and politically, auditable and must be in line with audit mandate so as to maximize the expected impact from the audit while taking cognisance of audit capacities. Performance audit topics should be selected on the basis of problem and or risk arising from the implementation of public policies. Performance audit is not usually done like other statutory audit as required by the Acts of National Assembly, but rather on the need to assess impact of public policies or programmes / interventions.

(ii) Planning the audit

The audit must be properly planned to guarantee high quality and to be performed in an economic, efficient and effective way to be delivered timely too. The audit planning documents should contain background knowledge of the audited entity; the audit objective, hypotheses, criteria, scope and time covered; staff requirements; and audit cost estimate.

(iii) Conducting the audit

The audit is conducted on the basis of audit

planning contents, then carrying out the audit examination with due diligence, care and professional sense of judgement, taking each step by the way. The audit makes use of both primary and secondary data, ensuring that all audit conclusions must be supported by audit evidence. The audit findings should be discussed with those in charge of corporate governance in a form of management letter or draft report before final print of audit findings or audit report are made available for public consumption.

(iv) The audit report

Performance audit reports specifically on the economy and efficiency with which resources were acquired and used and the effectiveness with which objectives were met avoiding general statement of opinion. The audit report shall also mention any limitations or difficulties encountered in the course of the audit. The audit should also include the audit objective, scope, criteria, methodology, and sources of data, findings and conclusions. Audit report should be clear, unambiguous, balanced and fair; addressed to the entity having responsibility and competence for implementation or the National Assembly as provided by statutes.

(v) Follow-up on audit report

The purpose of follow-up on audit report is to ensure that audit recommendations are implemented by those responsible. Follow-up is to be made after giving reasonable time for the audited entity to prepare responses for the legislature before summoning the accounting officers of the audited entity/MDA. Audited entities are also expected to put corrective measures in place.

(vi) Quality assurance

Performance audit should be subject to system of quality assurance by adopting the following: audit should be a team work carried out by competent, qualified and independent staff; all audit work should be documented in either permanent audit file or working paper audit file as the case may be; and incorporating good audit work supervision by audit seniors and peer review mechanisms.

7.0 Conclusion

This paper has endeavoured to lay out the fundamental guidelines for implementing performance audit in the public sector. Performance audit is an imperative offshoot of the newly evolving performance management disposition as a paradigm shift from the orthodox financial and compliance audit.

FEC APPROVES DOMESTICATION OF 2006 MARITIME LABOUR CONVENTION

The Federal Executive Council (FEC) approved the domestication of the Maritime Labour Convention 2006 to transform the nation's maritime sector.

The Maritime Labour Convention (2006) is an international labour treaty, which regulates the terms and conditions of employment of Seafarers in the shipping industry.

The code of the convention contains five titles: minimum requirements for seafarers to work on a ship; conditions of employment; accommodation; recreational facilities; food and catering; health protection; medical care; welfare and social security protection as well as compliance and enforcement.

The convention has already been ratified by 39 countries including four African countries, namely Gabon, Benin, Liberia and Togo.

Confirming the approval, the Minister of Information, Mr Labaran Maku, who briefed newsmen on the outcome of the weekly FEC meeting, said the council's approval followed a joint memorandum submitted by the ministers of Labour and Transport, Chief Emeka Nwogu and Idris Umar, respectively.

He observed that in the past seven years, Nigeria was unable to domesticate the agreement in spite of the obvious advantages.

Maku, however, stated that the ratified convention would be forwarded to the office of the Minister of Justice and Attorney-General of the Federation to prepare the legal instrument for its domestication.

According to him, "Council devoted its discussion to a robust debate on the need to domesticate the 2006 Maritime Labour Convention, which the ILO adopted as far back as that time in Geneva.



Labaran Maku
Hon. Minister of Information

That year 2006 Nigeria, among several countries of the world debated and adopted a new Maritime Labour Convention for the world.

In the course of this period of seven years, Nigeria has been unable to domesticate this convention in spite of its manifest advantages for the maritime sector in Nigeria. And so, today the Minister of Labour, in collaboration

with the Minister of Transport, presented a joint memo asking the Federal Executive Council to take the right step by giving the go-ahead for the Attorney-General to prepare the instruments for domestication of this convention."

Also speaking on the advantage of the agreement to Nigeria, the Minister of Transport, Sen. Idris Umar, said the convention, when fully operational, would boost the nation's seafaring business.

According to him, there are already 4,362 Nigerians currently working on board international ships across the world and domestication will further give them coverage on all the items in the convention's code.

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Memorable Quotes

Whenever the people are well-informed,
they can be trusted
with their own government.

- Thomas Jefferson

Knowledge will forever govern ignorance; and a people who
mean to be their own governors must arm themselves
with the power which knowledge gives

- James Madison

”

people by maintaining law and order. The survival and progress of the people depend on the proper enforcement of laws against violators. This is the primary responsibility of public administration. In the event of failure to perform this function effectively, the law of the jungle will prevail in a state

ATTRIBUTES OF GOOD GOVERNANCE AND THE NEXUS BETWEEN GOOD GOVERNANCE AND PUBLIC ADMINISTRATION

The World Bank [1989] identified the following as the features of good governance.

- An efficient public service
- An independent judicial system and legal framework to enforce contract
- The accountable administration of public funds
- An independent public auditor, responsible to a representative legislature
- Respect for the law and human rights at all levels of government
- A pluralistic institutional structure and
- A free press

In the same vein, Sir Kenneth Stove [cf Faradaus and Khan, 2006:92], identified the following as features of good governance:

- Political freedom including free speech and a freely elected parliament
- Constitutional and judicial protection for the rights of the individual
- Maintenance of the rule of law by an independent judiciary
- Maintenance of stable currency
- Development of a society as a whole by education and health care and
- Executive accountability to a freely elected legislature.

According to Faradaus and Khan [2006], good governance is characterized by the following:

Participation: This involves the participation of all and sundry in decision making either directly or through their elected representatives. Such broad participation is built on freedom of association and speech as well as capacities to participate constructively.

Accountability: It requires not only government institutions but also both private sector and civil society organizations to be accountable to the public. Accountability is guaranteed by the process by International Journal of Politics and Good Governance which public decision making processes and the results they produce are held up

Public administration lies at the heart of modern state. It is a recognized fact that it plays crucial role in all societies-developed or developing In modern state, public administration has become so important that our development, upliftment and progress depend mainly upon the efficient functioning of it.

Management Effectiveness and Efficiency: Effectiveness concerns the ability of public bureaucracies to skillfully and efficiently transform public resources into services and infrastructure that correspond to public determined priorities. The concept of efficiency covers the sustainable use of natural resources and the protection of environment.

Equity and inclusiveness: This attribute requires all groups particularly the less privileged ones to have opportunities to improve or maintain their wellbeing. All human beings are born free and equal in dignity and rights.

Transparency: This built on the free flow of information, process, institutions and information are directly accessible to those concerned with them and enough information is provided to understand and monitor them.

Consensus Orientation: It requires mediation of different interests in society to reach a road consensus on what is in the best interest of the country and the way this can be achieved.

Responsiveness: It requires that institutions and processes serve all stakeholders within a reasonable time frame.

Having examined the attributes of good governance, it is important to examine the relationship between good governance and public administration. As we all know, public administration does not exist in a vacuum, it is influenced by a number of factors among which is the political values [Adeosun, 1999]. By political values, it means basic beliefs and assumptions not only about politics and the political system but also about appropriate government relationship to private activity, especially economic activity

NIGERIA@50: THE ROLE OF GOOD GOVERNANCE AND EFFECTIVE PUBLIC ADMINISTRATION TOWARDS ACHIEVING ECONOMIC GROWTH AND STABILITY IN FLEDGELING DEMOCRACY

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ABSTRACT

Nigeria, a country endowed with abundant natural, mineral and human resources is grappling with problem of development, fifty – one years after flag independence. She has been overtaken in development by some other developing countries notably Indonesia, Malaysia and Venezuela. Today, she is faced with myriad of problems prominent among which are poverty, corruption, insecurity, kidnapping, ethno - religious crises and many more. These problems can be attributed to bad governance. This paper examines the role of good governance and effective public administrative system in ensuring economic growth and stable polity. The paper contends that good governance is crucial to economic growth because it enhances human development which in turn is the pivot around which other developmental

activities revolve. The paper further argues that only an efficient and effective public administrative system can deliver the dividends of democracy. The paper concludes that adherence to basic tenets of good governance and a combination of well trained and carefully recruited and motivated public servants as well as an enabling environment can ensure economic growth and stable polity.

INTRODUCTION:

Nigeria, the heart of Africa and the world's most ethnically numerous state [Adeosun, 2010] has been described by some scholars as an “unfinished state [Joseph, Taylor and Agbaje, 1996] and as “a truculent African tragedy” [Ayittey, 2006] in the midst of abundant human and natural resources, which are propelled in the vicious cycle of poverty and autocracy [Fagbadebo, 2007]. The country two years ago celebrated her Golden Jubilee [Fifty

years] of attainment of independence from Britain against the backdrop of poverty, unemployment, insecurity, infrastructural decay, ethno-religious crises, etc, confronting the nation. These numerous problems have been attributed to bad governance and bad leadership. This paper examines the role of good governance and public administrative system towards achievement of economic growth and stable polity. In this paper greater attention will be given to civil service as an instrument of public administration. The reason for this is because, it is crucial in the planning and execution of public policies as well as in the making of resource allocations. As rightly noted by Gboyega and Abubakar [989], “no part of the public service is beyond the reach of the arm of the Federal Civil Service” [1989:11].

The paper is structured into seven sections. The first section focuses on conceptual clarification of good governance and public administration. This is closely followed by the role of good governance and public administration in development. The third discusses the attributes of good governance and the nexus between good governance and public administration, while the fourth segment delves into the state of governance in Nigeria from 1999 to date. The fifth section examines the evolution of Nigeria Civil Service. The sixth section takes a cursory look at the obstacles to good governance and effective public administration and the last section gives the concluding remarks and recommendation.

CONCEPTUAL CLARAFICATION:

To enhance our understanding and appreciation of this paper, it is imperative to clearly define and explain the concepts of good governance and public administration.

Good Governance

Before defining good governance, it is important to define governance in order to fully understand good governance. But before defining governance too, it is also important to differentiate it from government. The words governance and government are sometimes used interchangeably but do not mean the same thing. Government is a collective body of elected and appointed institutions empowered to legislate and adjudicate for the good of the society [Natufe, 2006]. While the concept of governance means different things to different people.

The World Bank [1989] defines governance as the manner in which power is exercised in the management of a country’s economic and social resources. Yaqub and Abubakar [2005] defined

governance as the totality of the process of constituting a government as well as administering a political community. Similarly, Ninalowo [2005], defined governance as the totality of executive or administrative functions of the state, with a view of fulfilling terms of social contract or constitutional obligations to the citizenry. Igho Natufe [2006], defined governance as the process and system by which a government manages the resources of a society to address socio-economic and political challenges in the polity. For erstwhile governor of Lagos state, Bola Ahmed Tinubu [2008], governance is the process of decisions making and the process by which decisions are executed or not implemented. Therefore, governance is the sum total of ways by which the general affairs of the commonwealth is managed in the interest of all.

It is imperative at this juncture to define good governance. The concept of good governance has been extensively used within the international community in the last seventeen years and has acquired what Ladi [2008] described as a “container concept” which incorporates a variety of principles and is as general as concepts such as globalization or global governance.

Good governance refers to competent management of a country’s resources or affairs in a manner that is open, transparent, accountable, equitable and responsive to the yearning and aspirations of the people. According to Tinubu [2008], good governance means participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency and accountability. Healy and Robinson defined good governance as “the use of legitimate authority exercised in the application of government power and in the management of public affairs” [cf Obaidullah, 2001, p 9]. For Ekpu [2009:11], good governance means “respect for the rule of law, accountability, transparency, delivery on election promises, and creation of an atmosphere for the flowering of freedom and for the achievement of the greatest good for the greatest number of our people”.

Good governance refers to competent management of a country’s resources or affairs in a manner that is open, transparent, accountable, equitable and responsive to the yearning and aspirations of the people

Public Administration

Before defining public administration, it is imperative to define administration. According to M.J. Balogun [1983], administration is a 'universal phenomenon' which as a concept and as a process 'can exist in “government, in business, in churches, mosques, in families and in other interactions”’. Adebayo [1982] sees administration as “the organization and direction of persons in order to accomplish specified ends”. For Pfiffner and Presthus[1960], administration refers to an activity or process concerned with the means for carrying out prescribed ends.

Public administration, by extension has been defined as “the marshalling of human and material resources in order to achieve the objectives of public policy [Balogun, 1983:10]. L.D. White [1955] sees public administration as consisting of all those operation having for their purpose the fulfillment or enforcement of public policy. For Herbert Simon [1960] public administration are the activities of the executive branches of national, state and local government. M.E. Dimock and G.O. Dimock [1958] see public administration as the area of study and practice where law and policy is recommended and carried out. Therefore, public administration refers to both the activities concerned with the management of government business as well as the study of those activities.

THE ROLE OF GOOD GOVERNANCE AND PUBLIC ADMINISTRATION IN DEVELOPMENT

Good governance plays an important role in the advancement of sustainable development. It promotes accountability, transparency, efficiency and rule of law. Besides, it allows for sound and efficient management of human resources for equitable and sustainable development. According to former United Nations Secretary General, Kofi Annan [1998], “Good governance is perhaps the single most important factor in eradicating poverty and promoting development”. Good governance enhances human development and human development is the pivot around which other developmental activities revolve. Human development is the channel through which other forms of development are achieved.

Similarly, Kayode, Oyejide and Soyode [1994], contend that a successful development effort requires good governance, managed by an enlightened political leadership operating in a stable political system that creates an enabling

environment in which capable people have the incentive to work effectively. In the same vein, Diamond [2004:222], contends that the root cause of development failure is not a lack of resources or international isolation. Rather, it is lack of good governance. Good governance promotes development by generating and defending broad commitment to the public welfare.

Public administration lies at the heart of modern state. It is a recognized fact that it plays crucial role in all societies-developed or developing. In modern state, public administration has become so important that our development, upliftment and progress depend mainly upon the efficient functioning of it. It serves as the basis of government. A government can exist without other arms of government such as legislature and judiciary. But no government can exist without administrative machinery. All countries irrespective of their system of government need some sort of administrative machinery for implementing public policies.

Public Administration is also responsible for implementing the law and policies of government. By implementing laws, it regulates the behavior of the people in the society. By executing policies and programmes, it delivers the promised goods and services to the intended beneficiaries. The importance of an efficient public administration is underscored by the fact that policies and programmes of government may not be realized without an efficient public administration. Put differently, the best policies and laws of government may remain as mere paper declaration of intent, if the administrative machinery does not function efficiently. An efficient public administration avoids waste, correct errors; limits the consequences of incompetence, while executing laws and public policies.

In modern state, public administrators participate in policy making by giving advice to ministers and providing them with necessary information which will assist them in formulation of policies. It also acts as a great stabilizing force in the society. It settles social tension and conflicts and thus creates social unity and harmony in a country.

In addition, it provides continuity in government. In other words, it carries on government when rulers change every now and then owing to elections or coups. It protects the lives and property of the

National News in Pictures



President Goodluck Jonathan receives annual report of Presidential Technical Committee on Land Reforms

PRESIDENT GOODLUCK JONATHAN ATTENDS CENTENARY MAY DAY CELEBRATIONS



President Goodluck Jonathan (3rd r) and labour Minister Emeka Wogu (2nd L) with Labour leaders cutting the cake to mark the centenary May Day celebrations



L-R: President Jonathan, NLC President Abdulwahab Omar and Labour Minister Emeka Wogu

Good governance and administration demand that citizens be able to contribute their views on issues of importance to them. Put differently, good governance and public administration ensure citizen participation in governance.

Another element of good governance is responsiveness. The public officials are expected to be responsive to the yearning and aspirations of the people. Their ability to do this depends on several factors present in governmental processes. The first is the people assumption of what is and what should be the conduct of government and public policy making; secondly, responsiveness requires access to right decision makers and a legitimate opportunity to be heard; government and its agencies have to be able to respond to policy and programme demand.

Holding government official, accountable for their actions is crucial to good governance, more so, when responsibility is entrusted to non-elected personnel. Governmental openness to public scrutiny is a key to accountability for official conduct.

In the same vein, Adamolekun [2002] contends that a public administrative system that functions in an environment of transparency, with officials fully aware that they would be held accountable for their actions, is likely to perform more efficiently and effectively than one that operates in an opaque environment where the rulers are not accountable to the ruled.

STATE OF GOVERNANCE IN NIGERIA

As already indicated in the introductory part of this paper, this segment will focus on state of governance from the time that democratic civil rule was restored to date.

After over three decades of military rule, from 1966-1999 [with the exception of 1979-1983 and eighty-two [82] days in 1993 when the Interim National Government held sway], Nigeria transited to democratic civil regime on May, 29, 1999. Unfortunately, since restoration of democratic rule, Nigerians is nowhere near the realization of the ideals of good governance.

In the area of the rule of law, Nigeria is replete with abuse of rule of law. The judicial arm of government which is the one saddled with the responsibility of protecting the rights of the people has either assisted or impeded course of good governance in areas such as revenue allocation, status of local government, intrigues associated with impeachment of certain political office holders, human rights, etc [Ayodele,2008].

The issue of “absentee executives” also characterized governance in the period under review. The Obasanjo’s administration was guilty of this. According to late Gani Fawehinmi [cf Agbaje and Adebaniwi,2005], Obasanjo travelled out of the

country 93 times spending 340 days abroad in his first-three years. This did not include the 354 days he spent visiting and touring the 36 states of the federation. Also, two governors –one in the South-South and the other in the North-West were more or less governing their states from Western capitals.

The National Assembly has failed to utilize its enormous power to ease the economic and social hardship confronting the people of this country. It is impossible to pin-point any concrete achievement of this body. When its members have not fought themselves over leadership positions, they have been busy devising ways for their pecuniary benefits. At a time, when most Nigerians could not afford three square meals, the legislators were growing fat allocating to themselves juicy salary and retirement benefits.

In the area of security, the country has not fared well. The country is in the state of insecurity and this can be seen in the increase in crime rate, the emergence and spread of politically motivated violence and assassinations, increased importation of arms and ammunition, an upsurge in ethnic, communal and conflicts; proliferation of ethnic and sectional militias and the deteriorating standard of living of the people [Tyoden,2005]. Only recently, kidnapping and bombing are the new dimensions of crime in the country.

There has not been any significant improvement in the living standard of Nigerians since restoration of democratic rule. Presently, 70% of Nigerians earn below one dollar a day, with 66-70% living below the poverty line. Thus, poverty provides the main catalyst for heightened conflicts and communal unrest in the country [ibid].

EVOLUTION OF NIGERIA CIVIL SERVICE

The Nigeria Civil Service evolved from the Colonial Service which was set-up by the British Colonialists as the administrative machinery for governing Nigeria. The merger of the then Northern and Southern protectorates in 1914 under Lord Frederick Lugard led to the establishment of what seemed like a unified service. The upper stratum of the Colonial Service was dominated by Europeans on whom were vested executive, judiciary and legislative powers. Traditional rulers were co-opted into the colonial power structure.

With the adoption of federal system of government in 1954, the then regions established their own civil services. A Public Service Commission was also established at the centre and in each of the three regions within the same period. The Federal and Regional Services thereafter nurtured a career Civil Service within their respective domains. At the attainment of independence status in

1960, the role of the civil service shifted from the colonial form of maintaining law and order to that of facilitating the realization of the country's development aspirations. Consequently, the civil service became more active both in the formulation and implementation of development policies and programmes [Adegoroye, 2006]. With increased oil revenue in the 1970s, and the successful prosecution of the Nigeria 'Civil War (1967-1970), greater commitment to the expansion of the economy and the creation of states to replace the Regions, the Federal Civil Service and its state counterparts witnessed unprecedented growth to match the increased responsibility of both the federal and state civil services. Military incursion into politics and their inexperience in governance especially between 1966 and 1975 allowed permanent secretaries to become more visible and powerful. The visibility of the civil service during this period created resentment for the service by subsequent administrations, which is exemplified in the sacking of over 10,000 civil servants in what has been described as the great purge.

OBSTACLES TO GOOD GOVERNANCE AND EFFECTIVE PUBLIC ADMINISTRATION

As it is today in Nigeria, good governance and public administration are facing some obstacles. These obstacles are examined critically in this segment.

One of the obstacles standing in the way of good governance in the country is corruption. According to Ologbenla [2007], corruption is one of the three-monsters the country is grappling with. Others are bad leadership and bad governance. Nigeria continues to feature prominently amongst the most corrupt countries in the past three decades. According to a survey result on corruption index, conducted by the Transparency International, Nigeria is ranked 2.4 same as the Philippines, Sierra-Leone, Togo, Ukraine, and Zimbabwe, out of possible 10.0 [occupied by Denmark], the world's No 1 ranked less corrupt nation [Daily Trust , 2010: 31]. The effects of corruption on the nation's development cannot be overemphasized. It prevents a fair distribution of national resources and broadened the gap between the 'haves' and the 'have not'.

The inefficiency of the bureaucracy is another obstacle in the way of good governance. Bureaucracy is inevitable in any country and inseparable part of an organized society. But Nigeria bureaucracy is not efficient in management and administration. Put differently, Nigeria bureaucracy is no longer the engine room for governance. It is an ineffective institution for checks and balances as well as continuity. Bureaucrats are not accountable, responsive and transparent to the people. Lack of bureaucratic accountability can be attributed to bureaucratic corruption. But there is no effective mechanism to make them accountable, responsive and transparent.

Nepotism is another stumbling block in the realization of good governance in Nigeria. The rulers in this country pursue nepotism. They give privileges and undue advantage to their family members, friends and associates, kiths and kins in the distribution of public resources. Similarly, Ekpo [2009, p.11] identified non-legitimacy of government due to election malpractice, corruption, violence, tribalism, poverty, illiteracy, impunity and oath-taking as impediments to good governance in Nigeria. At this juncture, it is imperative to examine the impediments to effective public or civil service in Nigeria. Following Okafor [2005], the structural problems confronting the Civil Service in Nigeria can be categorized as: personnel regulations, personnel qualifications, organizational structure and work environment.

The personnel regulations state requirements for entry into the bureaucracy as well as the procedure for promotion and dismissal. Public Service rules in Nigeria state a long list of requirement for entry, including federal character [Nnoli, 1980]. In theory, positions are supposed to be filled based on merit but in practice, political, family, ethnic and religious considerations are important factors in Civil Service appointment [Mohr 1987; Adebayo 2001; Yesufu 1992].

Promotion in Nigeria Civil Service is based on seniority. Rules for promotion fail to differentiate between productive and non-productive workers. Dismissal is uncommon except during the mass purge of Murtala-Obasanjo Administration in 1975-1976. As regards personnel qualifications, workers entering the Civil Service through the use of political or family influence may lack the required technical skills for their positions. Besides, on-the-job training programmes are weak and ineffective [Otobo, 1992]. Also, compounding the skills problem is the emphasis on filling slots rather than matching workers skills with the need of the position. Thus, many of the skills that public servants have are wasted [Okafor, 2005] The Civil Service tends to be overstaffed with workers who lack the requisite skills for their positions [Jike, 2003; Otobo, 1992; Nwachukwu, 1998].

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The problem of Public Service in Nigeria is worsened by the difficulties of gaining the confidence of the general people. Public Servants tend to be objects of doubt and suspicion. According to Okafor (2005), much of the doubt and suspicion directed at public servants also reflects age-long traditions of ethno-religious hostilities in Nigeria.

Moreover, Public Servants are poorly paid. Most of them earn just a little in the face of rising inflation brought about by deregulation policies of government [Onyeoruru, 2004]. Because of this state of affairs many have resorted to multiple job-holding in the informal sector, thereby impacting negatively on their attitude and commitment to work.

Furthermore, poor and outdated equipment, lack of office space and poor filing systems in the work place act as impediments to the effectiveness of the civil service in Nigeria [Okoh, 1998].

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CONCLUSION AND RECOMMENDATION:

In this paper, attempts were made to explain concepts such as good governance and public administration, their importance, the nexus between them as well as the attributes of good governance. The state of governance in the country was critically examined and some of the issues raised were the inability of those at the helm of affairs to adhere strictly to the tenets of good governance, namely, rule of law, inefficient institutions, insecurity, etc. The evolution of Nigeria Civil Service was also discussed and obstacles to good governance as well as effective public administrative system were critically examined. The paper identified such factors as corruption, inefficient bureaucracy and nepotism as obstacles that stand in the way of good governance in Nigeria. Also, personnel regulations, personnel qualifications, organizational structure, work environment, etc, as impediments to effective public administrative system were thoroughly analysed. The question to ask is, what is the way forward? This forms the recommendation of this paper.

The government should as a matter of urgency, address the issue of corruption in the country. The existing institutions saddled with the responsibility should be strengthened and any public official found to have corruptly enriched him self or herself should

be dealt with seriously. In this regard, I will suggest the confiscation of the property of such a person and in addition, he or she should be banned for life from holding any political position.

One of the cornerstones of good governance is accountability. Government should be made accountable to the people through free and fair election. A government not well constituted through the provision of the law of the land should not be recognized by the people. Besides, those at the helm of affairs should carry the people along in their major decisions especially those that affect all of us.

There is need for attitudinal change on the part of the ruler and the ruled. We need to do away with nepotism in our public life and embrace excellence. For the effectiveness of the Public Service, far reaching measures must be taken. First, the recruitment process must be looked into. Recruiting personnel on the basis of federal character is to sacrifice efficiency and effectiveness. Therefore, recruitments should be based on merits, competence, etc. Secondly, the Civil Servants and other categories of staff must be well motivated in order for them to discharge their duties without fear or favour. Thirdly, the behaviour of the civil servants must change. It must not be business as usual. They must be trained and re-trained to imbibe the spirit of innovation, ingenuity, efficiency, achievement, prudent use of scarce resources and to do away with all forms of wastes that have characterized Nigeria public administrative system over the years. There should also be public enlightenment in order for the masses to appreciate what the public servants are doing.

In the final analysis, if the above recommendations are implemented by those at the helm of affairs, they would go a long way in solving some of the problems confronting our public service and also improve the quality of governance in the country. International Journal of Politics and Good Governance.

**“
No man is good enough to govern another man without the other's consent.
-Abraham Lincoln
”**

VISIT OF SOUTH AFRICAN PRESIDENT JACOB ZUMA



President Goodluck Jonathan welcoming President Jacob Zuma to the Presidential Villa, Abuja



President Goodluck Jonathan and President Zuma addressing a joint media briefing



Workers of the National Union of Electricity Employees, FCT chapter, on taking their turn in the march past



A cross section of Nigerian workers who turned out for the centenary May Day celebrations

International News in Picture

PRESIDENT GOODLUCK JONATHAN ATTENDS INAUGURATION OF UHURU KENYATTA IN NAIROBI



President Goodluck Jonathan salutes the crowd as he enters the Moi Sports Complex in Kasarani, Nairobi, for the inauguration



L-R: President Salva Kirr of South Sudan, President Jonathan and President Jacob Zuma of South Africa



President Uhuru Kenyatta acknowledging cheers from his countrymen after his swearing in

VISIT OF POLISH PM DONALD TUSK TO THE PRESIDENTIAL VILLA



President Goodluck Jonathan receiving the Prime Minister of Poland, Mr. Donald Tusk during his visit



President Jonathan and Polish Prime Minister Mr Tusk joined by their spouses, Dame Patience Jonathan and Mrs Malgorzata



President Jonathan and Mr Tusk addressing a joint news conference



President Jonathan introducing his cabinet members to the Polish Prime Minister

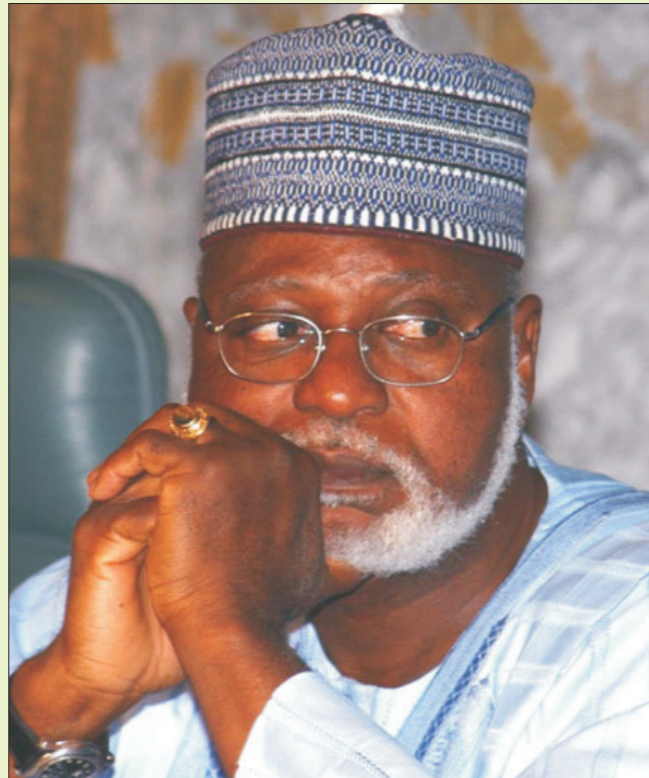
development. Whether as members of the media, the judiciary, the private sector, the clergy, or as public servants, academics, youths and, indeed, as plain ordinary Nigerians, we have a role to play in the building of this country. All hands must be on deck. We must not allow any dichotomy between the rulers and the people.

I challenge all Nigerians, irrespective of what we are and who we are, not to abandon the values and traditions around which our rebirth will be attained and sustained. I challenge all of us to continue to show fidelity to and rededicate ourselves to those values, of honour, courage, right conduct and belief in family and God, on which our society and republic are built. We must remember too, that it is how honest and principled we are, that will determine whether Nigeria attains that true greatness for which we all yearn.

My fellow Nigerians, today we are at the dawn of a new and exciting era. To us all, beckons the historic opportunity to break, once and for all, the cycle of instability and mistrust that have wracked our political life since independence. In this enterprise, our politicians who are taking over the reins of government, have a vital role to play. On them, devolve the duty and responsibility of making a success of our collective efforts.

Our constitution which has just been promulgated, is the embodiment of our yearnings for democratic governance, under the rule of law. They must, in word and deed, make it work. I am confident that they will not betray the hopes and aspirations of our people. I am confident that they will be agents of dialogue and national unity. I am confident that they can rise to this challenge. I am confident that they will be bridges of understanding and, with consummate skill, help to conciliate the varying viewpoints in the country.

There is nothing wrong in having differences. It is how we manage the differences that is important. Democracy, it must be said, is not a gathering of people with the same views. It is not about uniformity of ideas, about the governance of the state. Democracy is about the resolution of differences that exist in society, in such a manner, that the state retains its focus and strength and is able to move forward to attain greater heights. Democracy is about working for the people and respecting their will and the rights of others. Democracy is about accountability, about decency and elevating conduct. That is what democracy is all about.



My fellow Nigerians, in the next few hours, the ceremony heralding the return of democratic and constitutional rule in our country, will take place. But we must also understand that democratisation, as a process, is a continuous and unfinished business. It is a journey, not a destination that has been reached. In this next phase of the journey, we will be led, happily for the nation, by an experienced, patriotic and tested man. He had, in an earlier era, after assuming the leadership of this nation, readily bequeathed it, in that democratic spirit. We are fortunate that, at this critical point in our history, providence has again entrusted to him, the stewardship of our country. No country can ask for more. While we turn-over the running of our nation to a new crop of leaders, it remains for me to wish them the very best. But, I cannot end this address without paying tribute to those dedicated men and women who served with me during the brief period. I pay tribute to those who served in visible positions of government. I also pay deserved tribute to all those who served behind the scene, giving us support and encouragement at every stage.

But above all, I wish to pay special tribute to you, the ordinary men and women of this country, who gave your unflinching support that enabled us to achieve the little that has made it possible to turn-around the fortune of our nation.

While I say good-bye to you, my fellow Nigerians, I wish you the best and I wish our country continued peace and prosperity. Our best days are yet to come.

Thank you and God bless Nigeria.

GEN. ABUBAKAR'S LAST ADDRESS TO NIGERIANS.

TIME TO BREAK CYCLE OF INSTABILITY AND MISTRUST

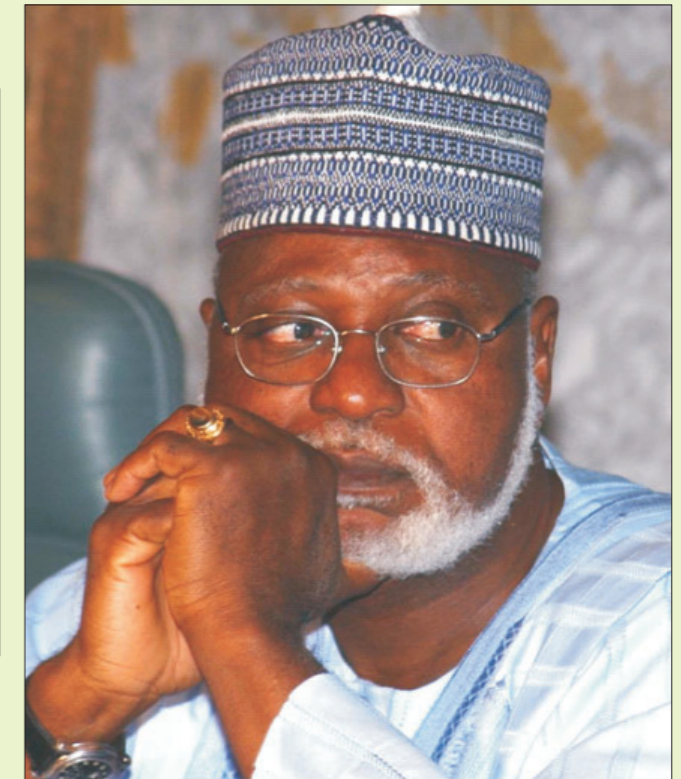
Being Gen. Abdulsalami Abubakar's address to the nation, on the eve of the hand-over of government and inauguration of the presidency of Olusegun Obasanjo on May 29, 1999.

I thank the Almighty God that I am able to address you today. This will be my last address to you as Head of State, Commander-in-Chief of the Armed Forces. But it is especially gratifying, that it should take place on the eve of a great national triumph. In a matter of hours, the inauguration of a democratically elected president, would have been held. And the process of restoration of civil rule to our beloved country would have been completed.

Even though the time has been short, we have, indeed, come a long way. The event that we are about to celebrate, represents for us, profound achievement. When others doubted us, we knew we would come through. Together as Nigerians, diverse but one, united and sharing the same vision to this present height. Our success attests to our indomitable and resolute will and unswerving faith in the promise of our future that is limitless. It is this strong sense of who we are; it is this determination to move this country forward, that indicates, more than anything else, that the dream of a great Nigeria, secure of its place in an increasingly competitive world, is truly within our grasp.

My fellow Nigerians, you may recall the fateful event that thrust the leadership of our nation on me, in June last year. Prior to that tragic event, our country was in the depth of despair. We were buffeted from within, by divisions and a frightening uncertainty about the direction we were headed. From the outside world, our country faced near total isolation, even from traditional friends and allies.

Thus, from the moment of its inception, this administration was faced with immediate, clear and grave challenges. We accepted the challenge. We accepted our responsibility, even though we recognised that time, resources and profound distrust were major constraints. Even in those difficult times, service to the nation was, to us, a matter of honour and privilege.



In my first major address to the nation on 20th July 1998, I set out the administration's broad policy agenda. We were determined to open up the political process and return our country to democratic rule in the shortest possible time. We were determined to put in place, measures that would lead to the social and economic regeneration of the country. We were determined to foster dialogue and national reconciliation among our peoples. We were particularly determined that the civil liberties and the human rights of our citizens would receive our fullest attention.

On the external front, we committed ourselves to re-establish relations with all nations, on the basis of equality and mutual respect. We were determined that Nigeria should regain its traditional pride of place in the comity of nations.

My fellow Nigerians, our approach to governance has been marked by accountability, transparency and openness. Equally, it has been marked by a willingness to listen to all views and shades of opinion. Thus, broad consultations with the citizens of this country, preceded the transition programme which we carefully formulated. This reflected our determination that the political process should be democratic and all-inclusive.

It was important that the institutions that would manage the process, should not only be independent but must be seen to be so. We, therefore, established the Independent National Electoral Commission (INEC) and insulated it from any interference. We gave it all the resources that it required to ensure its integrity and the credibility of its actions. INEC has been truly independent, in words and in deed. I am proud that it has justified the confidence of our people. We are proud that its performance has brought honour and respect for our country.

It was equally important that the political parties themselves, should evolve from the people, reflecting their hopes and aspirations for a strong, virile and united country. The Administration's only interest lay in ensuring an even playing field for all who aspired to lead the nation at all levels. Our predominant concern, was to ensure the unity of our country. This was our resolve and no more.

All we asked for, was your trust, as well as your cooperation. We wanted you to give us a chance. And you did. With your wise counsel and overwhelming support, the administration mapped its political programme, with a promise to have a democratically-elected president sworn-in on 29th May, 1999. I am grateful to you all that you have made this possible.

My fellow Nigerians, right from the start, the administration took steps that would help create an environment in which democracy could thrive. In opening up the political process, we promised to release all political detainees and others convicted of political offences.

We did so. We promised to drop all politically related charges against our countrymen on self exile. We did so. We urged them to return home, guaranteeing them safe and unmolested return. And they did so. We promised to abrogate legal provisions and statutes that inhibited political debate and interaction. Again, we did so. We promised to protect freedom of speech. We did so. We sought to expand the boundaries and the enjoyment of human rights and fundamental freedoms. The administration also fully kept its word on this.

In this respect, I am happy to say that during its valedictory session held on the 26th May, 1999, the PRC approved the consequential repeal or amendment of existing decrees, whose tenors are incompatible with the provisions of the 1999 Constitution. Among the decrees repealed is Decree No.2 of 1984. Similarly, the Failed Bank Decree No 18, has been amended to transfer the jurisdiction of the existing tribunals to the Federal High Court, which has constitutional authority to adjudicate over these matters.

Fellow Nigerians, while the country's political situation, naturally, was a primary focus of the administration's attention, we also recognised the serious economic and social problems which we faced.

We, therefore, took steps to upgrade and modernise our infrastructures and public facilities.

The objective was to provide an environment in which the economy could profitably receive and utilise investments. In order to ensure effective management of our external debts, we entered into dialogue with the creditor countries and relevant multilateral financial institutions. To remove distortions in the allocation of foreign exchange, we eliminated the dual exchange rate of the naira. We believe that this was necessary for serious and long term investments in the country.

We re-examined the legal framework guiding the operations of the Central Bank of Nigeria (CBN). We made amendments that have strengthened the autonomy of the nation's apex bank.

This, we have done, out of conviction that an Independent Central Bank would be better placed to provide more efficient management of our monetary policies. We also divested the Central Bank of its commercial banking operations. The aim is to strengthen its supervisory and oversight role, in relation to the operation of other banks and financial institutions in the country.

While some of our economic policies and actions were designed to bring medium and long term relief to the nation, our salaries and wages policy was intended to bring immediate financial relief to workers. Despite the regrettable reaction that the implementation of the policy generated, the administration stands by the honest principle that informed its decision to review salaries and wages upward.

Still on the economic front, we did our best to turn around the oil industry as the engine of development. For a long time, we went through the pains of long queues at petrol stations. This was truly embarrassing, but you demonstrated exemplary patience. Happily, the situation has since vastly improved. Not only have the queues shortened considerably, it is gladdening to note that all the four refineries in the country, have resumed production.

On the socio-political and economic fronts, we have endeavoured to do our best, given the enormous constraints which we faced. Never in the history of this nation, was an administration expected to do so much in so short a period. Nevertheless, with your unflinching support and cooperation, we are satisfied that we have made our contributions, however modest, in moving our country forward.

But we recognise that there is still much distance to cover. We recognise that there is still a lot to be done, for instance, in the area of continuing rehabilitation and maintenance of our infrastructures; in the area of fighting crimes and poverty; in the area of promoting social justice and in the area of modernising our industries and revamping our economy.

My fellow Nigerians, a key objective of our foreign policy in the last one year, has been the re integration of Nigeria into the mainstream of international affairs. We have done this, by cultivating new friends, while retaining old friends and development partners. I am pleased to state, in this regard, that we have achieved considerable success. Out of a state of near-total isolation, Nigeria is, once again, a proud and respected member of the international community.

Our relations with the United States and major countries of the world, have never been better. Our misunderstanding with the Commonwealth has been resolved, with the lifting of suspension from the association. Our relations with the European Union are being restored to their traditionally robust state. The European Union has lifted most of the sanctions it imposed on our country.

For the past three years, Nigeria has been the subject to criticism at the United Nations' Commission for Human Rights in Geneva. This is no longer the case. Indeed, only this April, the mandate of the Special Country Rapporteur, charged with monitoring and investigating the situation of human rights in Nigeria, was terminated. This is in recognition of our achievements in the area of human rights. What is more, as vote of confidence, Nigeria has been elected member of the commission.

Within the Non-Aligned Movement and the Group of developing countries (G-15), our voice is once again heard, loud and clear. I participated at the 12th NAM Summit in Durban, South Africa and the 9th Summit of the G-15, in Montego Bay, Jamaica, as a demonstration of our commitment to South South co-operation and solidarity.

We have remained firm and resolute in our commitment to the peace, security and stability of our sub-region. In the process, we have made sacrifices and called on our resources in men and materials. We have willingly done so, not only because it is the right thing to do, as good neighbours, but also because it is in our enlightened self-interest. A sub-region that is at peace and thriving, is in the interest of our economic growth and stability.

Fellow Nigerians, at this unique moment in our national history, it is only right, that I should say a word or two to the officers, men and women of our Armed Forces and Police.

Yours, has been a noble calling and you have performed gloriously. You have played important roles in the life of our nation. In moments of great national crises, you have been the anchor on which the very survival of our fatherland had rested. You have been in the forefront in forging and defending the unity of our nation. And, at times, you have paid the supreme sacrifices for your endeavours and in the performance of duty. I commend you. The nation commends you for your bravery and patriotism.

Abroad, you equally have projected a proud image of our nation through your exemplary and active participation in peace-keeping operations in the sub-region, Africa and in many parts of the world. You are, indeed, first rate peace-keepers and peacemakers. But, just as we work for peace in our sub-region and in the world, we also must be ready to meet any threats to our nation's security. You must continue to be the guarantors of our security and peace through commitment to professionalism.

Now, therefore, is the time for the military to return to its constitutional role of defending the country's territorial integrity and sovereignty. We must, forever, resist and renounce the seduction and temptation of political power and office. We must subject ourselves completely to civil authority. This is a sacred duty to which we must bind ourselves. It is our best guarantee to earn and retain the respect of our people. It is also your best chance for earning the approbation of the rest of a fast, changing world, in which new political and social values are transcendent.

Fellow Nigerians, every segment of our society has a vital role to play, as we face the daunting challenges of national integration and