UPGRADING PUBLIC SERVICE REFORMS INTO INSTITUTIONAL CULTURE

COMPENDIUM OF REFORMS IN NIGERIA (2018-2020)

Consultant:

Successory NIGERIA LIMITED

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BPSR COMPENDIUM – UPGRADING PUBLIC SERVICES REFORMS INTO AN INSTITUTIONALISED CULTURE

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ABBREVIATIONS AND ACRONYMS

AADI	**AGRIBUSINESS AND AGRO INDUSTRY DEVELOPMENT INITIATIVE**
ABIS	**AUTOMATED BIOMETRIC IDENTIFICATION SYSTEM**
ABP	**ANCHOR BORROWER PROGRAM**
ABU	**AHMEDU BELLO UNIVERSITY**
ACAN	**ANTI-CORRUPTION ACADEMY OF NIGERIA**
ACAS	**ANTI-CORRUPTION AGENCIES**
ACEA	**AGRICULTURAL COMMODITY ECOLOGICAL AREA**
ACTU	**ANTI-CORRUPTION UNIT**
ADRs	**ADVERSE DRUG REACTIONS**
AEDC	**ABUJA ELECTRICITY DISTRIBUTION COMPANY**
AEHE	**AGRICULTURAL EQUIPMENT HIRING ENTERPRISE**
AEPB	**ABUJA ENVIRONMENTAL PROTECTION BOARD**
AfCFTA	**AFRICA CONTINENTAL FREE TRADE AREA**
AfDB	**AFRICA DEVELOPMENT BANK**

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AGC	**AGRO GEO-COOPERATIVE**
AGSM	**ARTISANAL SMALL-SCALE GOLD MINING**
AGSMEIS	**AGRI-BUSINESS/SMALL AND MEDIUM ENTERPRISE INVESTMENT SCHEME**
AHQ DPP	**ARMY HEADQUARTERS DEPARTMENT OF PROJECT AND PROGRAMMERS**
AICs	**AGRIBUSINESS INCUBATION CENTERS**
AIEs	**AGRO-INDUSTRIAL ESTATEs**
ALC	**AVIATION LEASING COMPANY**
AML	**ANTI MONEY LAUNDERING**
AMSIP	**ASSET MANAGEMENT STRATEGIC IMPLEMENTATION PROGRAMME**
AOW	**ACCOUNT OPENING WEEK**
APD	**APPOINTMENT, PROMOTION AND DISCIPLINE**
ARF	**ATHLETE RELIEF FUND**
ATI	**AFRICAN TRADE INSURANCE**
ATMP	**ASSETS TRACKING AND MANAGEMENT PROGRAMME**
AU	**AFRICAN UNION**
AWCN	**ARMY WAR COLLEGE NIGERIA**
AWEP	**ASSOCIATION OF AFRICAN WOMEN EMPOWERMENT PROGRAM**

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AWS	**ATHLETES WELFARE SCHEME**
BESDA	**BETTER EDUCATION SERVICE DELIVERY FOR ALL**
BHCPF	**BASIC HEALTH CARE PROVISION FUND**
BITs	**BILATERAL INVESTMENT TREATIES**
BMIS	**BORDER MANAGEMENT INFORMATION SYSTEM**
BMPIU	**BUDGET MONITORING AND PRICE INTELLIGENCE UNIT**
BOA	**BANK OF AGRIC**
BOI	**BANK OF INDUSTRY**
BPP	**BUREAU OF PUBLIC PROCUREMENT**
BPSR	**BUREAU OF PUBLIC SERVICE REFORMS**
BRW	**BASIC RIGHTS WATCH**
BVN	**BANK VERIFICATION NUMBER**
CAAS	**CREDIT ASSESSMENT ANALYSIS SYSTEM**
CAC	**CORPORATE AFFAIRS COMMISSION**
CAR	**CAPITAL ADEQUACY RATIO**
CBN	**CENTRAL BANK OF NIGERIA**
CCMs	**CLIENT CENTRE MANAGEMENT SYSTEM**
CCT	**CONDITIONAL CASH TRANSFER**

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CED	**COMMAND ENGINEERING DEPOT**
CEPTG	**CONSTITUENCY AND EXECUTIVEPROJECTS TRACKING GROUP**
CHIPS	**COMMUNITY HEALTH INFLUENCERS, PROMOTERS & SERVICES**
C4I	**COMMAND, CONTROL, COMPUTER COMMUNICATION AND INFORMATION**
CIFI	**CREATIVE INDUSTRY FINANCING INITIATIVE**
CIFM	**COLLEGE OF INSURANCE AND FINANCIAL MANAGEMENT**
CLTC	**CITIZENS AND LEADERSHIP TRAINING CENTRE**
CMET	**COMPLIANCE MONITORING AND ENFORCEMENT TEAM**
CMPS	**CENTRE FOR MANAGEMENT AND POLICY STUDIES**
COAS	**CHIEF OF ARMY STAFF**
CODE	**CONNECTED DEVELOPMENT**
CPAR	**COUNTRY PROCUREMENT ASSESSMENT REPORT**
CPC	**CONSUMER PROTECTION COUNCIL**
CPS	**CONTRIBUTORY PENSION SCHEME**
CPU	**CIVILLIAN PERSONNEL UNITS**
CRIA	**CLEAN REPORT OF INSPECTION AND ANALYSIS**
CRG	**CREDIT RISK GUARANTEE**
CSHS	**CREDIT SUPPORT FOR HEALTHCARE SECTOR**

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CSO	**CIVIL SOCIETY ORGANIZATION**
CSR	**CORPORATE SOCIAL RESPONSIBILITY**
CTD	**COMMON TECHNICAL DOCUMENT**
CVFF	**CABOTAGE VESSEL FINANCING FUND**
DCAIS	**DIRECTORATE OF CORPORATE AFFAIRS AND INFORMATION SERVICES**
DCBC	**DIGITAL CAPACITY BUILDING CENTRES**
DDI	**DOMESTIC DIRECT INVESTMENT**
DEEL	**DIGITAL SKILLS ACQUISITION, EMPLOYABILITY, ENTREPRENEURSHIP, LEADERSHIP AND MENTORING**
DFG	**DIRECTORATE OF FORCE GENERATION**
DEP	**DISTRIBUTION EXPANSION PROGRAMMME**
DICON	**DEFENCE INDUSTRIES CORPORATION OF NIGERIA**
DISCOs	**DISTRIBUTION COMPANIES**
DMBs	**DEPOSIT MONEY BANKS**
DMO	**DEBT MANAGEMENT OFFICE**
DPCO	**DATA PROTECTION CONTROLLER ORGANIZATIONS**
DPR	**DEPARTMENT OF PETROLEUM RESOURCES**
DSO	**DIGITAL SWITCH OVER**

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DSW	**DISCOUNT SOLICITATION WINDOW**
EBES	**ENABLING BUSINESS ENVIRONMENT SECRETARIAT**
ECOWAS	**ECONOMIC COMMUNITY OF WEST AFRICAN STATES**
ECRS	**ENHANCED CONTRIBUTOR REGISTRATION SYSTEM**
E-DMMS	**E-DIVIDEND MANDATE MANAGEMENT SYSTEM**
EDMS	**ELECTRONIC DOCUMENT/DATA MANAGEMENT SYSTEM**
EFCC	**ECONOMIC FINANCIAL CRIMES COMMISSION**
EFT	**ELECTRONIC FUNDS TRANSFER**
e-GP	**e-GOVERNMENT PROCUREMENT**
EIA	**ENVIRONMENTAL IMPACT ASSESSMENT**
EITI	**EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE**
E-LIBRARY	**ELECTRONIC LIBRARY**
EPIC	**EFFICIENT, PRODUCTIVE, INCORRUPTIBLE AND CITIZEN CENTERED**
EPSRA	**ELECTRIC POWER SECTOR REFORM ACT**
EPVC	**ELECTRONIC PASSPORT VERIFICATION SYSTEM**
ERD	**EXCLUSIVE RESTRICTION DESTRUCTION**
EU	**EUROPEAN UNION**
EZZ	**EXCLUSIVE ECONOMIC ZONE**

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FATF	**FINANCIAL ACTION TASK FORCE**
FCC	**FEDERAL CAPITAL CITY**
FCSC	**FEDERAL CIVIL SERVICE COMMISSION**
FCT	**FEDERAL CAPITAL TERRITORY**
FCTA	**FEDERAL CAPITAL TERRITORY ADMINISTRATION**
FCT-WB	**FCT WATER BOARD**
FDI	**FOREIGN DIRECT INVESTMENT**
FEC	**FEDERAL EXECUTIVE COUNCIL**
FEMA	**FEDERAL EMERGENCY MANAGMENT AGENCY**
FGIP	**FISCAL GOVERNMENT AND INSTITUTIONS PROJECT**
FGN	**FEDERAL GOVERNMENT OF NIGERIA**
FINTECH	**FINANCIAL TECHNOLOGY COMPANIES**
FIRS	**FEDERAL INLAND REVENUE SERVICES**
FiTs	**FIT –in- TARIFF**
FMARD	**FEDERAL MINISTRY OF AGRIC AND RURAL DEVELOPMENT**
FMC	**FEDERAL MEDICAL CENTRE**
FMM	**FACILITIES MAINTENANCE AND MANAGEMENT**
FMYSG	**FEDERAL MINISTRY OF YOUTH AND SPORTS DEVELOPMENT**

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FOI	**FREEDOM OF INFORMATION**
FOIA	**FREEDOM OF INFORMATION ACT**
FRCN	**FEDERAL RADIO CORPORATION OF NIGERIA**
FRS	**FEDERAL REVENUE SERVICE**
FRSC	**FEDERAL ROAD SAFETY COMMISSION**
FUTO	**FEDERAL UNIVERSITY OF TECHNOLOGY**
G2G	**GOVERNMENT TO GOVERNMENT**
GBT	**GLOBAL BENCHMARKING AUDITING TOOL**
GCON	**GRAND COMMANDER OF THE ORDER OF THE NIGER**
GCP	**GOOD CLINICAL PRACTICE**
GDP	**GROSS DOMESTIC PRODUCT**
GENCOs	**GENERATING COMPANIES**
GHG	**GREENHOUSE GAS**
GIFMIS	**GOVERNMENT INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM**
GIFSHIP`	**GROUP INDIVIDUAL AND FAMILY SOCIAL HEALTH INSURANCE PROGRAMME**
GITEX	**GULF INFORMATION TECHNOLOGY EXHIBITION**
GMDSS	**GLOBAL MARITIME DISTRESS SAFETY SYSTEM**

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GMP	**GOOD MANUFACTURING PRACTICES**
GOG	**GULF OF GUINEA**
GPR	**GENERAL PLANNING REVIEW**
GSI	**GLOBAL STANDING INSTRUCTION**
HCF	**HEALTH CARE FACILITIES**
HIUDR	**HEALTH INSURANCE UNDER ONE ROOF**
HMO	**HEALTH MAINTENANCE ORGANIZATION**
HRM	**HUMAN RESOURCE MANAGEMENT**
HSE	**HEALTH, SAFETY AND ENVIRONMENT**
IASB	**INTERNATIONAL ACCOUNTING STANDARDS BOARD**
IATT	**INTERAGENCY TASK TEAM**
ICLD	**INTEGRATED COMMERCIAL LIVESTOCK DEVELOPMENT**
ICPC	**INDEPENDENT CORRUPT PRACTICES COMMISSION**
ICRG	**INTERNATIONAL COOPERATION REVIEW GROUP**
ICSR	**INDIVIDUAL CASE STUDY REPORTS**
ICT	**INFORMATION COMMUNICATION TECHNOLOGY**
IDC	**INDUSTRIAL DEVELOPMENT CENTERS**
IDE	**INNOVATION-DRIVEN ENTREPRENEURIAL**

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IDOM	**INTER-DEPARTMENTAL OPERATION MEETINGS**
IDP	**INTERNALLY DISPLACED PERSON**
IDTRA	**INDUSTRIAL DEVELOPMENT INCOME TAX RELIEF ACT**
IEC	**INFORMATION, EDUCATION AND COMMUNICATION**
IEI	**INNOVATION ENTERPRISE INSTITUTE**
IFFT	**ILLICIT FINANCIAL FLOWS TEAM**
IFOs	**INSPECTORATE FIELD OFFICERS**
IFRS	**INTERNATIONAL FINANCIAL REPORTING STANDARD**
IGR	**INTERNALLY GENERATED REVENUE**
IHR	**INTERNATIONAL HEALTH REGULATIONS**
IIFRWG	**INSURANCE INDUSTRY FINANCIAL REPORTING WORKING GROUP**
IMDG	**INTERNATIONAL MARITIME DANGEROUS GOODS**
IMTOs	**INTERNATIONAL MONDAY TRANSFER OPERATORS**
IMTT	**INTER MINISTERIAL TECHNICAL TEAM**
IOPCF	**INTERNATIONAL OIL POLLUTION COMPENSATION FUND**
iPAID	**INTEGRATED PRIVATE AGRICULTURE/AGRIBUSINESS INVESTMENT DEVELOPMENT**
IPA	**INVESTMENT PROMOTION AGENCIES**
IPPIS	**INTEGRATED PERSONNEL PAYROLL INFORMATION SYSTEM**

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IPSAS	**INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARD**
IRDS	**INTERNATIONAL RELATIONS AND DIASPORA STUDIES**
ISIC	**INTERNATIONAL STANDARD INDUSTRIAL CLASSIFICATION**
ISM	**INTERNATIONAL SAFETY MANAGEMENT**
ISPS	**INTERNATIONAL SHIP & PORT SECURITY**
IT	**INFORMATION TECHNOLOGY**
ITC	**INTERNATIONAL TRADE AND COOPERATION**
ITF	**INDUSTRIAL TRAINING FUND**
ITPC	**IT PROJECT CLEARANCE**
JAN	**JUNIOR ACHIEVEMENT NIGERIA**
JEE	**JOINT EXTERNAL EVALUATION**
JTB	**JOINT TAX BOARD**
LEAD P	**LEADERSHIP ENHANCEMENT AND DEVELOPMENT PROGRAMME**
LDR	**LOAN-TO-DEPOSIT RATIO**
LFSCN	**LAND FORCES SIMULATION CENTRE NIGERIA**
LFN	**LAWS OF THE FEDERATION OF NIGERIA**
LMR	**LOAN MANAGEMENT, REPAYMENT AND RECOVERY**
LOMIS	**LOGISTICS MANAGEMENT INFORMATION SYSTEM**

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LR	**LIQUIDITY RATIO**
MAP	**METER ASSET PROVIDER**
MARAD	**MARITIME ADMINISTRATION**
MCO	**MINING CADASTRAL OFFICE**
MDAs	**MINISTRIES, DEPARTMENTS & AGENCIES**
MDGs	**MILLENNIUM DEVELOPMENT GOALS**
M&E	**MONITORING AND EVALUATION**
MFBs	**MICROFINANCE BANKS**
MIC	**MILITARY INDUSTRIAL COMPLEX**
MIDAS	**MIGRATION INFORMATION AND DATA MANAGEMENT SYSTEM**
MIT REAP	**MASSACHUSETTS INSTITUTE OF TECHNOLOGY-REGIONAL ENTERPRENEURSHIP ACCELERATION PROGRAM**
ML/TF	**MONEY LAUNDERING/FINANCE OF TERRORISM**
MOD	**MINISTRY OF DEFENCE**
MOU	**MEMORANDUM OF UNDERSTANDING**
MPP	**MICRO PENSION PLAN**
MRA	**MEDIA RIGHTS AGENDA**
MRAP	**MINE RESISTANT AMBUSH PROTECTED**
MRO	**MAINTENANCE, REPAIR AND OVERHAUL**

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MSA	**METER SERVICE AGREEMENT**
MSERS	**MOBILE STRENGTHENING EPIDEMIC RESPONSE SYSTEM**
MSMEs	**MICRO, SMALL AND MEDIUM ENTERPRISES**
MSUs	**MINISTERIAL SERVICOM UNITS**
MTCC	**MARITIME TRANSPORT COORDINATION CENTRE**
MVA	**MOTOR VEHICLE ADMINISTRATION**
MWS	**MOBILE WEB SERVICE**
MYTO	**MULTI-YEAR TARIFF ORDER**
NA	**NIGERIAN ARMY**
NACN	**NIGERIAN ARMY COLLEGE OF NURSING**
NACWC	**NIGERIAN ARMY CYBER WARFARE COMMAND**
NAF	**NIGERIAN AIR FORCE**
NAFARL	**NIGERIAN ARMY FARMS AND RANCHES LIMITED**
NAFDAC	**NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL**
NAHCON	**NATIONAL HAJJ COMMISSION OF NIGERIA**
NAIC	**NIGERIAN AGRICULTURAL INSURANCE CORPORATION**
NAICOM	**NATIONAL INSURANCE COMMISSION**
NAICWS	**NIGERIAN ARMY INTELLIGENCE AND CYBER WARFARE SCHOOL**

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NAISET	**NIGERIAN ARMY INSTITUTE OF SCIENCE EDUCATION AND TECHNOLOGY**
NA ORBAT	**NIGERIAN ARMY ORDER OF BATTLE**
NAUB	**NIGERIAN ARMY UNIVERSITY BIU**
NAVSA	**NATIONAL ADOPTED VILLAGE FOR SMART AGRICULTURE**
NAMS	**NEITI AUDIT MANAGEMENT SYSTEM**
NAS	**NIGERIA ACTUARIAL SOCIETY**
NASFS	**NIGERIAN ARMY SPECIAL FORCES SCHOOL**
NASP	**NIGERIAN ARMY SPECIAL PROJECTS**
NAWC	**NIGERIAN ARMY WOMEN CORPS**
NBC	**NIGERIA BROADCASTING COMMISSION**
NBCS	**NIGERIA BANKERS' CLEARING SYSTEM**
NBS	**NIGERIA BUREAU OF STATISTICS**
NCAM	**NATIONAL CENTER FOR AGRICULTURAL MECHANIZATION**
NCC	**NATIONAL COMMUNICATION COMMISSION**
NCDC	**NIGERIA CENTRE FOR DISEASE CONTROL**
NCeRS	**NIGERIAN COPYRIGHT e-REGISTRATION SYSTEM**
NCP	**NATIONAL COUNCIL ON PRIVATIZATION**
NCPP	**NATIONAL COUNCIL ON PUBLIC PROCUREMENT**

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NCCS	**NATIONAL CONSULTATIVE COMMITTEE ON STATISTICS**
NDCEICN	**NATIONAL DIRECTORY OF CERTIFIED ELECTRICAL INSTALLATION CONTRACTORS IN NIGERIA**
NDIC	**NIGERIA DEPOSIT INSURANCE CORPORATION**
NDPHC	**NIGER DELTA POWER HOLDING COMPANY**
NDPR	**NIGERIAN DATA PROTECTION REGULATION**
NEDEP	**NATIONAL ENTERPRISE DEVELOPMENT PROGRAM**
NEITI	**NIGERIA EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE**
NELMC	**NIGERIAN ELECTRICITY LIABILITY MANAGEMENT COMPANY**
NELTP	**NIGERIA FIELD EPIDEMIOLOGIST AND LABORATORY TRAINING PROGRAMME**
NEMCHIC	**NATIONAL EMERGENCY MATERIAL AND CHILD HEALTH INTERVENTION CENTER**
NEMSA	**NIGERIAN ELECTRICITY MANAGEMENT SERVICES AGENCY**
NEOC	**NATIONAL EMERGENCY OPERATION CENTER**
NERC	**NIGERIAN ELECTRICITY REGULATORY COMMISSION**
NERICC	**NATIONAL EMERGENCY ROUTINE IMMUNIZATION COORDINATING CENTRE**
NESG	**NIGERIA YOUTH INVESTMENT FUND**
NESI	**NIGERIA ELECTRICITY SUPPLY INDUSTRY**

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NESP	**NIGERIA ECONOMIC SUSTAINABILITY PLAN**
NFIU	**NIGERIAN FINANCIAL INTELLIGENCE UNIT**
NGEA	**NIGERIA GOVERNMENT ENTERPRISE ARCHITECTURE**
NHF	**NATIONAL HOUSING FUND**
NHIS	**NATIONAL HEALTH INSURANCE SCHEME**
NIBSS	**NIGERIA INTER-BANK SETTLEMENT SYSTEM**
NIDB	**NATIONAL IDENTITY DATABASE**
NIIA	**NIGERIAN INSTITUTE OF INTERNATIONAL AFFAIRS**
NIIEV	**NIGERIA ICT INNOVATION AND ENTREPRENEURSHIP VISION**
NIMASA	**NIGERIAN MARITIME ADMINISTRATION AND SAFETY AGENCY**
NIMC	**NATIONAL IDENTITY MANAGEMENT COMMISSION**
NIN	**NATIONAL IDENTITY NUMBER**
NIS	**NIGERIA IMMIGRATION SERVICE**
NIPC	**NIGERIA INVESTMENT PROMOTION COMMISSION**
NIPOST	**NIGERIA POSTAL SERVICES**
NIRSAL	**NIGERIA INCENTIVE-BASED RISK SHARING SYSTEM FOR AGRICULTURAL LENDING**
NISPSAS	**NIGERIA INTERNAL SECURITY AND PUBLIC SAFETY ALERT SYSTEM**
NITDA	**NATIONAL INFORMATION TECHNOLOGY DEVELOPMENT AGENCY**

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NMFB	**NIRSAL MICROFINANCE BANK**
NMTS	**NATIONAL METER TEST STATION**
NN	**NIGERIAN NAVY**
NNAS	**NIGERIA NATIONAL ACCREDITATION SYSTEM**
NNPC	**NIGERIAN NATIONAL PETROLEUM CORPORATION**
NOCOPO	**NIGERIA OPEN CONTRACTING PORTAL**
NOYA	**NIGERIA ONLINE YOUTH ASSEMBLY**
NPA	**NIGERIAN PORTS AUTHORITY**
NPLs	**NON-PERFORMING LOANS**
NOMCN	**NATIONAL POSTGRADUATE MEDICAL COLLEGE**
NREEEP	**NATIONAL RENEWABLE ENERGY AND ENERGY EFFICIENCY POLICY**
NRL	**NATIONAL REFERENCE LABORATORY**
NRSS	**NIGERIA ROAD SAFETY STRATEGY**
NSDP	**NATIONAL SEAFARERS DEVELOPMENT PROGRAMME**
NSIPF	**NIGERIA SMART INITIATIVES POLICY FRAMEWORK**
NSITF	**NIGERIA SOCIAL INSURANCE TRUST FUND**
NSPSR	**NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS**
NSS	**NIGERIAN STATISTICAL SYSTEM**

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NTF	**NATIONAL TASK FORCE**
NVIS	**NATIONAL VEHICLE IDENTIFICATION SYSTEM**
NYAP	**NIGERIA YOUTH AGAINST RAPE**
NYSC	**NIGERIA YOUTH SERVICE CORP**
OCI	**ONLINE COPYRIGHT INSPECTION**
OGP	**OPEN GOVERNMENT PARTNERSHIP**
OHCSF	**OFFICE OF HEAD OF CIVIL SERVICE OF THE FEDERATION**
OLOP	**ONE LOCAL GOVERNMENT ONE PRODUCT**
OPRC	**OIL POLLUTION PREPAREDNESS, RESPONSE AND COOPERATION**
OPSR	**OFFICE OF PUBLIC SERVICES REFORMS**
O&M	**OPERATION AND MAINTENANCE**
OS	**OPERATING SYSTEM**
OSCAR	**ONE-STOP CLAIMS SHOP FOR MOTOR VEHICLE INSURANCE**
OSGF	**OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION**
OSIC	**ONE-STOP INVESTMENT CENTRE**
PA	**PUBLIC AFFAIRS**
PAGMI	**PRESIDENTIAL ARTISANAL GOLD MINING DEVELOPMENT INITIATIVE**

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PCR	**POLYMERASE CHAIN REACTION**
PEBEC	**PRESIDENTIAL ENABLING BUSINESS ENVIRONMENT COUNCIL**
PENCOM	**NATIONAL PENSION COMMISSION**
PenOp	**PENSION OPERATORS ASSOCIATION OF NIGERIA**
PFA	**PENSION FUND ADMINISTRATOR**
PFE	**PORTS AND FOREIGN EXPLOITATION**
PHC	**PRIMARY HEALTH CENTRE**
PHCN	**POWER HOLDING COMPANY OF NIGERIA**
PH-P3	**PRIMARY PRODUCTION AND HARVEST, PRIMARY PROCESSING, PRIMARY TRANSPORT, AND PRIMARY STORAGE**
PIDCAMS	**PORTS INSPECTION DATA CAPTURE AND RISK MANAGEMENT SYSTEMS**
PMRO	**PROJECT MONITORING, REPORTING AND REMEDIATION OFFICER**
POCR	**PROCUREMENT OFFICER CONVERSION REGISTRATION**
POMS	**PROCUREMENT OFFICER MANAGEMENT SYSTEM**
PPA	**PUBLIC PROCUREMENT ACT**
PPDC	**PUBLIC AND PRIVATE DEVELOPMENT CENTRE**
PPE	**PROPERTY PLANT AND EQUIPMENT**
PPP	**PUBLIC PRIVATE PARTNERSHIP**

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PPRC	**PUBLIC PROCUREMENT RESEARCH CENTRES**
PRA	**PENSION REFORM ACT**
PSBs	**PAYMENT SERVICE BANKS**
PSI	**PIONEER STATUS INCENTIVE**
PSN	**PHARMACEUTICAL SOCIETY OF NIGERIA**
PTAD	**PENSION TRANSITION ARRANGEMENT DIRECTORATE**
PTRC	**PERSONNEL TRAINING RESOURCE CENTRE**
QA	**QUALITY ASSURANCE**
QMS	**QUALITY MANAGEMENT SYSTEM**
R2K	**RIGHT TO KNOW**
RBA	**RISK BASED AML/CFT**
RE	**RENEWABLE ENERGY**
REA	**RURAL ELECTRIFICATION AGENCY**
REFiT	**RENEWABLE ENERGY FEED -in- TARIFF**
RES	**RENEWABLE ENERGY SOURCE**
RES-E	**RENEWABLE ENERGY SOURCED ELECTRICITY**
RMRCC	**REGIONAL MARITIME RESCUE COORDINATION CENTRE**
R-O-W	**RIGHT –OF-WAY**

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RSA	**RETIREMENT SAVINGS ACCOUNT**
RTA	**RSA TRANSFER SYSTEM**
RTC	**ROAD TRAFFIC CRASH**
SANEF	**SHARED AGENT NETWORK EXPANSION FACILITIES**
SAR	**SEARCH AND RESCUE**
SAT	**SELF-ASSESSMENT TOOL**
SATS-C	**SECURED AGRICULTURAL COMMODITY TRANSPORTATION AND STORAGE CORRIDOR**
SBT	**SERVICE BASED TARIFF**
SCR	**STEERING COMMITTEE ON REFORMS**
SDI	**SERVICE DELIVERY INITIATIVE**
SERVICOM	**SERVICE COMPACT**
SFs	**SUBSTANDARD AND FALSIFIED MEDICINES**
SID	**SERVICE INNOVATION DIVISION**
SIDF	**SECURITY AND INSURANCE DEVELOPMENT FUND**
SIOG	**SPECIAL INTELLIGENCE OPERATIONS GROUP**
SLA	**SERVICE LEVEL AGREEMENT**
SMEs	**SMALL MEDIUM ENTERPRISES**

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SMEDAN	**SMALL & MEDIUM ENTERPRISE DEVELOPMENT AGENCY OF NIGERIA**
SoM	**SMUGGLING OF MIGRANTS**
SON	**STANDARDS ORGANIZATION OF NIGERIA**
SOP	**STANDARD OPERATING PROCEDURE**
SORMAS	**SURVEILLANCE OUTBREAK RESPONSE MANAGEMENT AND SYSTEM**
SPOF	**SINGLE POINT OF FAILURE**
TCC	**TAX CLEARANCE CERTIFICATE**
TCF	**TARGETED CREDIT FACILITY**
TCN	**TRANSMISSION COMPANY OF NIGERIA**
TIN	**TAX IDENTIFICATION NUMBER**
TIP	**TRAFFICKING IN PERSON**
TMS	**TRADE MONITORING SYSTEM**
TRCN	**TEACHERS REGISTRATION COUNCIL OF NIGERIA**
TRM	**TRIANGULAR REVIEW MODEL**
TSA	**TREASURY SINGLE ACCOUNT**
TUGAR	**TECHNICAL UNIT ON GOVERNANCE & ANTI-CORRUPTION REFORMS**
TWP	**TEMPORARY WORK PERMIT**

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TYB CTC	**TUKUR YUSUFU BURATAI COUNTER TERRORISM CENTRE**
UAT	**USER ACCEPTANCE TEST**
UN	**UNITED NATIONS**
UNCTAD	**UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT**
UNDESA	**UNITED NATIONS DEPARTMENT FOR ECONOMIC AND SOCIAL AFFAIRS**
UNDP	**UNITED NATIONS DEVELOPMENT PROGRAMME**
UNHCR	**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES**
UNODC	**UNITED NATIONS OFFICE ON DRUGS AND CRIME**
VAC	**VISA ACQUISITION CENTRE**
VAD	**VETERAN AFFAIRS DIRECTORATE**
VAIDS	**VOLUNTARY ASSETS AND INCOME DECLARATION SCHEME**
VAsT	**VIRTUAL ASSET TITLE**
VAT	**VALUE ADDED TAX**
VAW	**VIOLENCE AGAINST WOMEN**
VoA	**VISA ON ARRIVAL**
VOARS	**VOLUNTARY OFFSHORE ASSETS REGULARISATION SCHEME**
VON	**VOICE OF NIGERIA**
WAHO	**WEST AFRICAN HEALTH ORGANIZATION**

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WAISA	**WEST AFRICAN INSURANCE SUPERVISORS ASSOCIATION**
WAPMC	**WEST AFRICAN POSTGRADUATE MEDICAL COLLEGE**
WEP	**WORK EXPERIENCE PROGRAMME**
WHO	**WORLD HEALTH ORGANIZATION**
WOTCLEF	**WOMEN TRAFFICKING AND CHILD LABOUR ERADICATION FOUNDATION**
WPV	**WILD POLIO VIRUS**
YPG	**YOUNG PHARMACISTS GROUP**

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FOREWORD

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY



The control and administration of public policy to build a system that works, be it at the national, state, or local level, and to continue to improve on the systems to adapt to global reality to the benefit of the citizens, is the responsibility of government. When systems work, the government gets the praise, and when otherwise, the government

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takes the blame because everything rises and falls on leadership. This is why governments worldwide embark on reforms as a strategy to deliver on their manifesto to people.

Reform is simply an amendment of what is wrong, corrupt, and unsatisfactory. It is instituted to change to a better state by alteration or abolition of what currently exists or its substitution for something with better prospects and promises. In Nigeria, the culture of reform is part of our political history and has become more pronounced since the return to democracy in 1999. The Office of the Secretary to the Government of the Federation (OSGF) and Bureau of Public Service Reforms (BPSR) have been at the vanguard of coordinating and preparing the compendium of public service reforms in Nigeria and were responsible for publishing 1999-2014 and 2015-2017 compendiums respectively.

This compendium- "Upgrading Public Service Reforms into an Institutionalized Culture" summarizes public service reform initiatives implemented by the Buhari led administration between 2018 and 2020. It covers the major achievements, key challenges, and proposed next steps. By highlighting what has gone well and what has not gone as expected, the compendium aims to provide lessons and direction on where future reform actions should be concentrated. The previous compendium (2015-2017) has systematically captured in cumulative terms, the records of public service reforms in Nigeria since 1999. By layering the reforms between 2018 and 2020 on the content of the previous compendium, this compendium becomes an updated document that provides a glance into the chains of public service reforms that have been implemented in Nigeria since its return into democracy.

In terms of structure, this compendium does not depart much from the previous except for merging and unmerging of some chapters, introduction of new chapters to account for emerging developments in reform actions of certain government agencies. it retains the seven broad parts but contains only 50 chapters as opposed to 52 chapters in the previous compendium. The seven parts are Introduction (Part 1 featuring Background, Methodology, and Stakeholder Validation); Good Governance and Institution Building (Part 2 containing eighteen chapters); Human Capital Development and Poverty Alleviation (Part 3 containing seven chapters); Prudent Public Financial Management and Economic Growth (Part 4 containing eight chapters); Infrastructure Development and Services (Part 5 containing eight chapters) Safety and Security (Part 6 containing eight chapters also) and conclusion and Next steps (Part 7 containing one chapter).

The reforms under Part 2 include those of The Central Administrative Agencies of Government, Integrated Payroll and Personnel Information System, Pension, Public Procurement, Privatization of Government Enterprise, Pay Reform, National Statistical System, Administration of Justice, Nigerian Postal Service, National Identity Management, Transparency and Accountability, Anti-Corruption, Health Insurance, SERVICOM, Reform in Government Information Dissemination, Electoral Reforms, Performance Management & Reforms in Structure of Government and Monetization Policy.

The Part 3 of the compendium covers reforms in Health Sector/ Response on COVID 19, Education Sector, Social Investment and Poverty Alleviation, Women, Youth and Social Development, Sports, Creative Industry and Job Creation and Entrepreneurship Development. The Part 4 comprises of reforms in Public Financial Management, Banking, Capital Market, Revenue Administration and Taxation, Agricultural Sector, Solid Minerals, Housing and Urban Development, Manufacturing &Trade and Insurance.

The reforms detailed in Part 5 include those implemented in relation to transportation sector: aviation, inland waterways, ports, roads and rail; power sector; petroleum sector; water and sanitation; Nigerian ICT sector; Niger Delta Affairs, FCTA, Science & Technology and Ease of Doing Business. The Part 6 elucidates on reforms related to Ports Administration, Nigeria Police Force, Defence Sector, Paramilitary Organizations, Foreign Affairs, Road Safety Management and Food & Drugs Administration.

Clearly, the reforms have precipitated positive changes in the way things are done in the public sector in Nigeria which have culminated in better service delivery to the citizens and great impact on the economy. Out of the 50 reform segments diagnosed, remarkable improvements were observed in 43 of them representing 86%. This is a sign of progress as it represents an increase of 5.6% above what was reported in the last compendium. It also revalidates a progression in the commitment of the MDAs under the Buhari administration.

Apart from the conclusion on the observed results of the reforms, part 7 of the compendium also contains suggested next steps. Moving forward, the focus of the government should be to institutionalize the process of reform through review and operationalization of the National Strategy for Public Service Reforms (NSPSR). The identified next steps in this compendium will suffice as basic ingredients for review of the NSPSR which can be enriched by key leaders with responsibility for driving change across the MDAs. The incidence of COVID 19 has reset the world, ushering in what is

now referred to as “new normal” in the way things are done globally. For the public service in Nigeria to be relevant and upgrade to a world class status, it is only sensible that that base year for the reviewed strategy should at minimum be the year 2020. The strategy should also accommodate short-term and long-term metrics for visible changes expected from public service over at least a decade in alignment with the Sustainable Development Goals. The effort to institutionalize the reforms must enlist the support of all the organs of government particularly the legislative for the purpose of expediting development and approval of legal frameworks so that execution is made seamless through the activities of the Steering Committee on Reforms with support from BPSR under the watch of Presidency.

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PART ONE:

INTRODUCTION

BACKGROUND AND METHODOLOGY

PART ONE - INTRODUCTION

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BACKGROUND AND JUSTIFICATION

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Successive Governments in Nigeria have introduced various initiatives and reforms mostly in uncoordinated manner thereby making holistic monitoring and evaluation of activities of the various Ministries, Departments and Agencies (MDAs) of the government very weak, cumbersome and almost non-existent. To address this challenge, the Bureau of Public Service Reforms (BPSR) was created in 2004 with a mandate to initiate, coordinate, monitor and ensure full implementation of government reform policies and programmes. As part of activities geared towards fulfilling its mandate, the BPSR coordinates the compilation and production of compendiums of public service reforms in Nigeria. This compendium is the second release capturing specifically the key public service reforms initiatives that have been implemented under the President Muhammadu Buhari administration; the first (hereafter referred to as previous compendium) exhibiting the reforms implemented between 2015-2017 while this edition spans 2018-2020.

Since inception, President Buhari's government has been intentional and unwavering in its commitment towards delivering key strategic priority reforms under its "SEA" – (Security, Economy and Anti-Corruption) Agenda in alignment with the responsibility of the government as specified in the Nigerian Constitution and consolidating on the past democratic governments' reforms aimed at strengthening public institutions, growing the economy, and accelerating national development. This government fulfils this primary role, mostly through public sector organizations but increasingly also in partnership with the private sector and other non-state actors.

As noted in the previous compendium, the Buhari led Administration reached some milestones in terms of reforms aimed at achieving macroeconomic stability, fight against insurgency and corruption, strengthening public institutions towards improving transparency and accountability. Key reforms achieved between 2015-2017 include adoption of new social investment and poverty alleviation policy, new fiscal and monetary policies, new policies in the minerals sector, the establishment of the Efficiency Unit in the Federal Ministry of Finance, a new and improved version of the existing whistle-blower policy, policy initiatives on improving the ease of doing business, new manufacturing and trade investment policies, new transportation sector policies, new policies in the environment sector particularly in the Niger Delta, amongst many others. It has also use this period to consolidate on the existing reforms such as the Agricultural Transformation Agenda (ATA), Treasury Single Account (TSA), Bank Verification Number (BVN), privatization policy (like the power sector), Integrated Payroll and Personnel Information System (IPPIS) reform. It equally used this period to reverse some policies such as Tenure Policy, amongst others. In nutshell, this foundation laying period has seen a shift of emphasis to non-oil exports through diversification drives, and a strong focus on key sectors of the economy, such as manufacturing, transport, power and agriculture.

Moving forward, the imperative objective of this administration remains building on the results and outcomes of past reforms and making adjustments where necessary hence the commissioning of the compilation of this new compendium.

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PURPOSE AND SCOPE OF THE COMPENDIUM

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This Compendium of Upgrade of Public Service Reforms (2018-2020) presents the summaries of key public service reform initiatives that were implemented under the Buhari administration between June 2018 and September 2020. The Compendium provides a succinct overview if the various reform initiatives, their major achievements, key challenges, and proposed next steps. By highlighting what has gone well and what has not gone as expected, it aims to provide instructive lessons and guidance on where future reform efforts should be focused. Ultimately, this compendium aims to build on the gains and lessons of the previous Compendium. It has a semblance to the previous compendium due to its systematic attempt in capturing cumulative records of public service reforms in Nigeria since the return to democratic governance in 1999.

This compendium covers a review and update of previous compendium (2015-2017). It mirrors the latter in structure as it retains the seven broad parts of the compendium, but contains only 50 chapters as opposed to 52 chapters in the previous compendium. The seven parts are Introduction (Part 1 featuring Background, Methodology, and Stakeholder Validation); Good Governance and Institution Building (Part 2 containing twenty chapters); Human Capital Development and poverty Alleviation (Part 3

containing seven chapters);Prudent Public Financial Management); and Economic Growth (Part 4 containing eight chapters); Infrastructure Development and Services (Part 5 containing eight chapters) Safety and Security (Part 6 containing eight chapters also) and conclusion and Next steps (Part 7 containing one chapter).

METHODOLOGY

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The commencement of the compilation of this compendium was preceded by the inauguration of the Inter-Ministerial Task Team (IMTT) following the nomination of its members by the Chairman of Steering Committee on Reforms and commissioning with the mandate to work with the BPSR on setting out modalities for planning, compilation and production of the compendium. Subsequently, the following procedures were adopted in carrying out the assignment:



1. Identification of the reform initiatives under the Buhari administration and collection of existing reform documents

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2. Drafting of the chapters by experts and some members of the relevant MDAs
3. Validation of some of the drafts by MDAs
4. Review and final drafting of chapters by experts
5. Opportunities offered to MDAs to make useful input through the forum of federal permanent secretaries chaired by the Head of the Civil Service of the federation.

To identify reform initiatives under the Buhari administration, previous compendiums and other relevant literatures that provide details of reforms under the administration were collated. Further, letters were written to all MDAs by BPSR to provide information and supporting documents on reforms executed by their respective institutions. This was followed by experts' engagement with key stakeholders in the MDAs to ensure their participation and obtain more robust information on the reforms. For MDAs that were unable or were reluctant to submit requested information within stipulated timelines for submission, efforts were made scoop information on reforms within their jurisdiction from open sources including agencies' websites and reports from other credible sources.

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In drafting the chapters, the experts engaged in various brainstorming sessions within the team and in liaison with BPSR reform coordinators in the MDAs to analyze and synthesize the reforms to be captured in the compendium.

The drafts were later submitted to the MDAs for validation. The essence of this first level of validation was to obtain inputs from the MDAs for inclusion in the final draft of the report. A key aspect of the validation process was the administration of standard guiding questions for assessing the reforms. This Compendium retained the ten questions adopted in the previous Compendium. The focus of the ten questions was external to the MDAs (i.e. on the citizens and beneficiaries of services) rather than on the internal process improvements that various public organizations have undertaken, in assessing each reform initiative therefore the following 10 hard questions were utilized:

~~1.~~ Have the reforms improved the quality and quantity of the public services delivered?

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~~2.~~ Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?

~~3.~~ Have the reforms reduced the cost of governance?

~~4.~~ Have the reforms made the services more affordable for citizens?

~~5.~~ Have the reforms reduced corruption?

~~6.~~ Have the reforms reduced unnecessary bureaucracy and red tape?

~~7.~~ Is the reform initiative likely to lead to improved development outcomes?

~~8.~~ In each sector or governance sphere, are things improving, staying the same r getting worse?

~~9.~~ Where things are improving, will those improvements endure?

~~10.~~ Where things are not improving, what should be done?

Following receipt of inputs from MDAs and collation of the questionnaires, the final draft of the compendium was prepared and submitted to the Inter-Ministerial Task Team for final review and endorsement before the preparation of final report.

For professional reasons, the compendium was bold to point out areas where things could have been done differently. It has also been taken care to highlight those things that have gone well, so that Nigerians are better aware of how their society is improving. Finally, the proposed next steps at the end of each chapter will hopefully guide reformers in their future efforts.

STAKEHOLDER VALIDATION PROCESS



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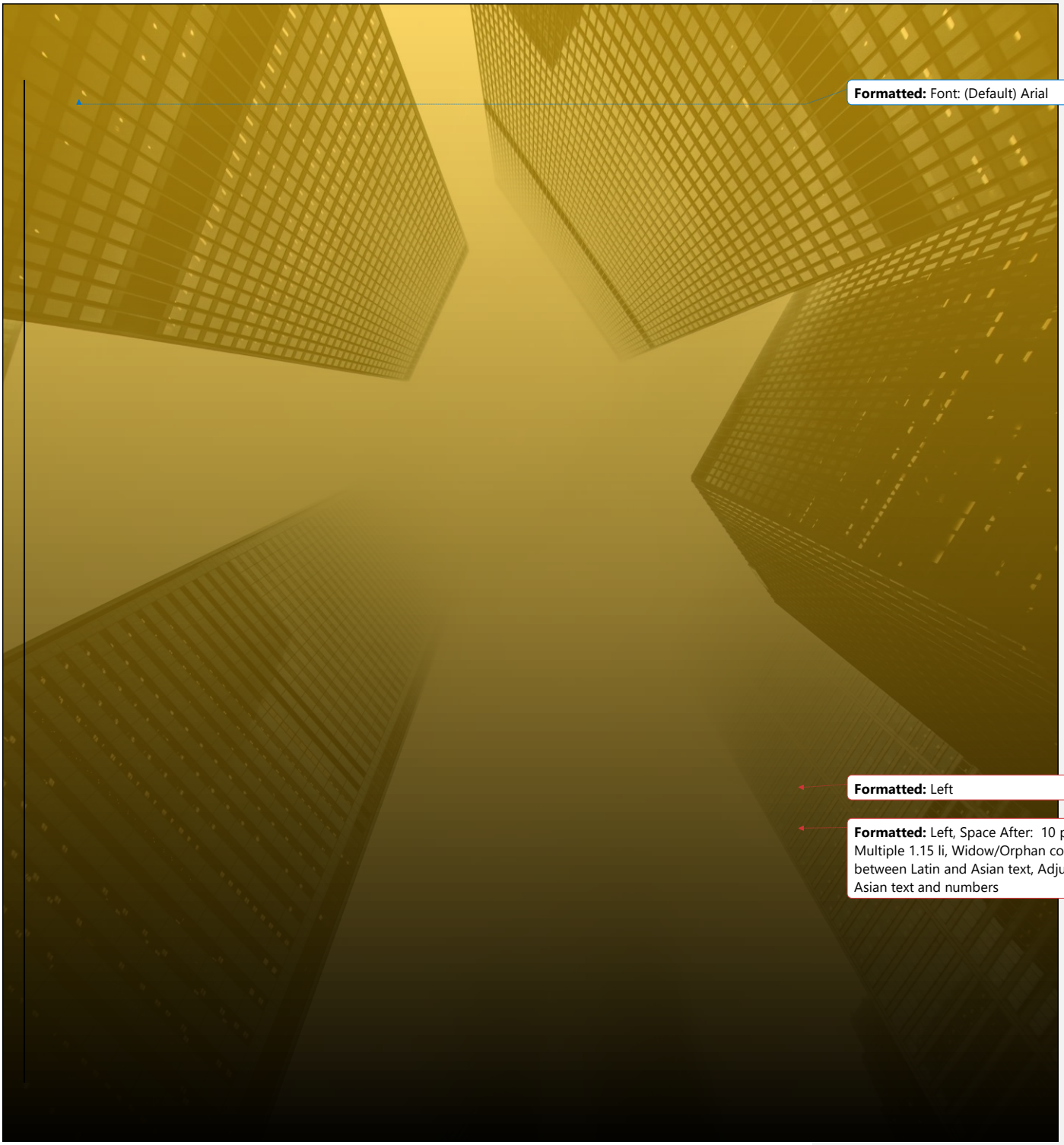
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The Bureau of Public Service Reforms has led this assessment of the reforms with support of members of the IMTT. There was an IMTT meeting which served as a means of highlighting the importance of the exercise and gathering information. The extensive desk review of submissions made by officials of MDAs, was carried out by the coordinating consultant, Successory Nigeria Ltd.

The validation of this edition reverted to the traditional approach in which members of the IMTT were engaged in the process. As pointed out earlier, MDAs were fully involved either at the stage of providing relevant information and hard data, or in the initial drafting of the chapters. And secondly, in cases where they were not involved in the drafting, a draft of a chapter dealing with a relevant reform was sent to the particular MDAs involved in the implementation of the reform. Thereafter, the comments made were reflected in the Compendium but not without first verifying the veracity of the comments.

As with the previous Compendium, the lessons of this validation process are very instructive. Firstly, by carrying along the specific reform implementation agencies, their full cooperation was enlisted towards the effective implementation of the proposed next steps. Secondly, actions required in the next steps would no longer hang in the air for lack ownership [, as they would likely reflect most of the policies and ongoing programmes and projects of implementing agencies. Lastly, the process made it possible to have a broad consensus on what constitutes the benchmarks or standards against which future reform initiatives would be assessed. This is a legacy that needs to be cherished as it marks the first serious attempt to have such a broad agreement on a framework of assessment in Nigeria's public service reform process.



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PART TWO:

GOOD GOVERNANCE AND INSTITUTION BUILDING

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CHAPTER 1: REFORMS IN THE CENTRAL ADMINISTRATIVE AGENCIES OF GOVERNMENT (OHCSF & FCSC)

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THE PROBLEM

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The Office of the Head of Civil Service of the Federation (OHCSF) and the Federal Civil Service Commission (FCSC) are two important agencies responsible for ensuring effective administration of the Federal Civil Service. Specifically, the OHCSF provides leadership, management and capacity development for federal civil servants to ensure effective, efficient and also accountable service delivery to the public while the FCSC retains the authority to appoint, promote and discipline officers in the Federal Civil Service. Clearly, these two

organs of the central administrative system of government have experienced challenges over the years some of which predated the tenure of the incumbent President Buhari led administration.

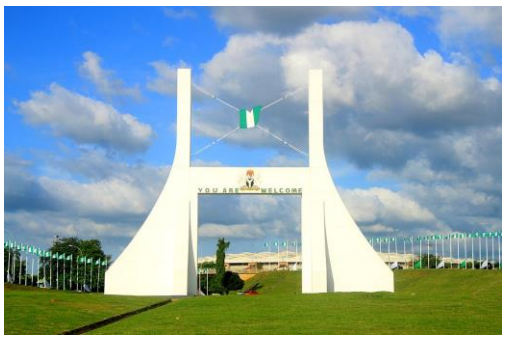
The key challenges that have bedeviled the agencies in recent years are related to redundancy, high cost of operations and inefficiency in operations, necessitating re-engineering and reinvigoration of the system. The Public Service Reform (2015-2017), consolidating on 2014 reforms has made significant progress in addressing some of these challenges through formulation of strategy plan (2017-2019) for the purpose of direction, restructuring of ministries and transformation of processes from manual paper-based to digital approach as part of cost saving measures. Unfortunately, there are still palpable skill gaps among the staff that can compromise effective and efficient service delivery if unaddressed. Strategies and systems depend largely on the competence of people for operationalization and delivery of expected results.

Skill Gap Identified by OHCSF

1. Inability of officers to develop concept note role on contemporary programmes/action plans

2. Poor knowledge on report writing and Monitoring & Evaluation Techniques

REFORMS



One of the key philosophies of the Buhari led administration is continuity in governance. The administration has been consistent in consolidating on reforms that align with the trajectory that it seeks to lead the country towards the attainment of its change agenda.

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2015-2017 REFORM

***Presidential Restructuring of Ministries**:* The first reform initiative with visible impact on the central administrative machinery of the government was the presidential restructuring of ministries that culminated in the reduction of ministries from 31 to 24 as a cost saving measure. This provides a template for the administrative agencies to adopt.

Process Automation by FCSC: the FCSC succeeded in transforming its manual (paper) recruitment process to online process. It also achieved partial automation of its recruitment process. The benefits these reforms bring include i) efficiency in resource use as more is achieved with less time, cost and space; ii) drudgery associated with paperwork is reduced or eliminated iii) enables compliance with environmental sustainability standard.

Strategy Formulation by OHCSF: the OHCSF developed a strategy plan (2017-2019) intended to have far reaching impact on the entire system. The Strategy has four overarching goals namely:

Goal 1: Develop and institutionalize an efficient, productive, incorruptible and citizen-centered (EPIC) culture in the Civil Service;

Goal 2: Develop and implement an enterprise content management system (ECM);

Goal 3: Develop entrepreneurship culture and commercial orientation in the Civil Service

Goal 4: Improve Welfare and Benefit Packages for Civil Servants.

RECENT REFORM (2018-2020)

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As a follow on to the reforms already triggered under the Public Service Reforms (2015-2017) and the need to address pressing challenges confronting the central administration, the OHCSF has rolled out the development and institutionalization of Performance Management tools in the service. The underlying philosophy for this reform is that the skills base is one of the main assets of Civil Service. This calls for an attitude to encourage learning and to reward efforts which add to the OHCSF's knowledge. Skills can become obsolete and need constant renewal. In the long term what is most important may not be the particular skills, but the ability to keep learning new ones.

As a departure from the traditional practice of end of the year Annual Performance Appraisal (APA), the OHCSF now operates a Performance Management System as an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

The purpose of having a structured, institutional Performance Management System is to ensure that all employees receive their own targets, goals and directions, as well as timely feedback on their performance.

The logic for institutionalizing the performance management process is that:

Everyone needs to:

- Identify with the vision & mission of the Civil Service
- Understand its own role in the service chain
- Know specifically what is expected
- Have required competencies in order to perform well and
- Receive encouragement & constructive feedback

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The sentiment is that the implementation of the Performance Management System will:

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- Improve relationship between civil servants and the service
- Increase loyalty of the civil servants
- Increase job satisfaction among civil servants at different professional levels
- Provide a foundation for institutional diagnosis and change
- Help employees reach higher level of performance
- Provide an understanding for each employee of how individual work and team efforts contribute to the department and organizational goals
- Create year-round opportunities for regular coaching and feedback on job performance between employees and management, as well as a chance to adjust objectives as appropriate
- Communicate general standards of performance valued by the Civil Service
- Provide a tool to address performance problems
- Facilitate staff development and training plans at both the individual and institutional level
- Increase the quality of managerial decisions (i.e. staffing decisions, salary increases, promotional opportunities, etc.)

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- Increase the quality of individuals' decisions

The Buhari administration also issued a number of landmark executive orders to aid effective and efficient governance and they include:

THE PRESIDENTIAL INITIATIVE ON CONTIOUOS AUDIT (PICA):



PICA was set up by the Buhari Administration to strengthen controls over Government finances through a continuous internal audit process across all Ministries, Departments and Agencies (MDAs), particularly in respect of payroll. Through the activities of PICA, the Buhari Administration is addressing the issue of poor levels of remittance of operating surpluses by NDAs. From remitting only N51 million between 2010 and 2016, JAMB has gone on to remit more than 20 billion Naira to the Federal Government since 2017.

ESTABLISHMENT OF PRESIDENTIAL ADVISORY COMMITTEE AGAINST CORRUPTION

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(PACAC): PACA was established by President Buhari in August 2015 to, among other things; promote the reform agenda of the government on the anti-corruption effort, and advise the present administration in the prosecution of the war against corruption and the implementation of required reforms in Nigeria's criminal justice system. It was the very first committee the President set up after he was sworn into office.



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PACAC has empowered Judges and Prosecutors to operate effectively in carrying out their responsibilities through workshops on the new Administration of Criminal Justice Act, 2015. PACAC has trained both Federal and States Prosecutors on proper drafting of charges. PACAC has helped anti-corruption agencies devise clearer strategies for obtaining forfeiture of assets suspected to have been acquired fraudulently, mainly from State Coffer, before prosecuting suspected culprits. Part of this work has involved painstakingly prosecuting suspected culprits. Part of this work has involved painstakingly reviewing existing Laws (like the Money Laundering Act, 2004, the EFCC Acts, 2004 and the ICPC Act, 2000), to identify and highlight sections directly conferring powers of forfeiture on Nigeria's anti-corruption agencies. This advocacy has led to a significant increase in the use of Non-Conviction Based Asset Forfeiture Mechanisms by anti-corruption agencies;

PACAC has also produced manuals, protocols and Standard Operating Procedures to assist ACAs in their work. They include the Corruption Case Management Manual; the Plea Bargaining Manual; Sentencing Guidelines in High Profile Cases; the Framework for the Management of Recovered Stolen Assets, Assets Recovery Strategy Document, Corruption Case management manual; Framework for the Management of Recovered Stolen Assets; etc.

EXPANSIOON OF TREASURY SINGLE ACCOUNT (TSA) COVERAGE: On August 7, 2015, President Buhari issued a directive to all Ministries, Departments and Agencies (MDAs) to close their accounts with Deposit Money Banks (DBMs) and transfer their balances to the Central Bank of Nigeria on or before 15th September 2015.

The TSA system was launched in 2012, under President Good luck Jonathan but failed to gain traction until President Buhari's executive order in August 2015. As of May 2018, the TSA system has been implemented in 92 percent of all MDAs.

This decision to fully operationalize the Treasury Single Account (TSA) system - a public accounting system that enables the Government to manage its finances (revenues and payments) using a single/unified account, or series of linked accounts domiciled at the Central Bank of Nigeria has resulted in consolidation of more than 17,000 bank accounts previously spread across DMBs in the country. This has achieved savings of an average of N4 billion monthly in banking charges.

The Nigerian Sovereign Investment Authority (NSIA) has seen inflows of around US$2 billion under the Buhari Administration. These are the first government inflows since the original US$1 billion which the Fund kicked off with in 2012. The Federal Government has also launched a database for assets tracing, recovery and management to stop re-looting of recovered assets.

The TSA has brought the following benefits including but not limited to: improved transparency and accountability in the management of all FGN receipts by providing a consolidated view of Government's cash flow; blocks the leakage s and abuses which hitherto characterized Public Finance Management in Nigeria; ensures availability of funds for the execution of government policies, programmes and projects; controls aggregate cash flows within fiscal and monetary limits; and improves management of domestic borrowing programmes enables investments of idle funds.

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EXPANSION OF INTEGRATED PAYROLL AND PERSONNEL INFORMATION SYSTEM (IPPIS): coverage, in-spite of great opposition. The Buhari Administration has expanded IPPIS coverage to all federal institutions including the Armed Forces, Federal Universities, and other academic institutions.

CREATION OF ASSET TRACKING AND MANAGEMNT PROJECT: The Federal Ministry of Finance, Budget and Economic Planning launched the Asset Tracking and Management Project (ATM Project) in 2016. By the ATM Project, the Federal Government is, for the first time, able to locate, identify, assess and evaluate all its movable and immoveable assets on real time basis.

Also, a Central Asset Register was created and domiciled in the Federal Ministry of Finance, Budget and Economic Planning for recording the actual quantity, value, condition and location of all the capital assets belonging to the Federal Government. These initiatives are in line with requirements of the International Public-Sector Reporting Standard (IPSAS), which has been implemented by the Ministry of Finance.

REPLACEMENT OF OLD CASH-BASED ACCOUNTING SYSTEM WITH AN ACCRUALS-BASED SYSTEM: Accruals-based accounting, in addition to providing greater transparency in public financial management, provides comprehensive information on Government's current and projected cash flows, leading to better cash management. For example, the conversion from cash accounting to accrual accounting led to the discovery of unrecorded debts owed contractors, oil marketers, exporters, electricity distribution companies and others.

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CREATION OF EFFIECIENT UNIT (EU): This initiative was to spearhead the efficient use of government resources, and ensure reduction in recurrent expenditure. The Efficiency Unit was set up In November 2015, to reduce wastage, promote efficiency, and ensure prudence and the value for money in all government expenditure. The Unit monitors Ministries, Departments and Agencies (MDAs) of government, identifying and eliminating wasteful spending, duplication and other inefficiencies, and identifying best practices in procurement and financial management.

FINANCE BILL: to reform domestic tax laws, introduce tax incentives for investments in infrastructure and capital markets, and improve the business environment.

ESTABLISHMENT OF NEW MINISTRIES: The Administration created new Ministries to provide for greater effectiveness in the management of the affairs of the Country, including the Police Affairs Ministry and Humanitarian Affairs, Disaster Management and Social Development Ministry.

BUDGET: Budget proposal submission, which used to be done manually (submission in hard copy and flash drives) has moved to an online platform, the Government Integrated Financial Management Information System (GIFMIS), since 2018. The new Budget Submission System significantly improves the transparency and efficiency of the budgeting system. The restoration of the Federal Budget to January –December cycle, with the 202 Budget, for the first time in 12 years has been achieved through collaboration with NASS.

DEBT MANAGEMENT: Between 2017 and now, Nigeria has issued its first ever diaspora Bond in the International Capital Market. The Diaspora Bond was issued at US$300 million with a tenor of 5-years. The proceeds were used to part-finance the 2017 budget. Sukuk Bond (1st Tranche – 100 billion Naira in 2017; 2nd Tranche of 100 billion Naira in 2018 and 3rd Tranche - 150 billion Naira has just gone on sale in May 2020). The Sukuk Bond proceeds are being used to fund major road projects across the six geopolitical zones of Nigeria. The Buhari Administration has issued Nigeria's first ever Sovereign Green Bonds.

DOMESTIC BORROWING COST: Through the CBN's policies and directives, Treasury Bill rates – which represent domestic borrowing costs for the Government have fallen from between 16-18 percent per annum in 2017 to 2-6 percent per annum in 2019/2020.

FISCAL SUPPORT TO STATES: APC government led Muhammadu Buhari maintained stability of the nation expenditure in more than N2 Trillion Naira in bailout packages to State Governments, to enable them meet their salary and pension obligations, especially in the face of dwindling oil revenues in the first 3 years of the Administration.

The support has come in the form of the following:

- Support Facility (Total Budget of N614 billion extended to the States);
- Paris Club Refunds ($5.4 billion);
- Infrastructure Loans. Loan Restructuring for Facilities with Commercial Banks: In 2015, the DMO restructured Commercial Bank Loans with a total value of N575.516

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billion for 23 States to reduce the debt service burden on the states. In exchange for their loans to State Governments, the banks were issued 20-year FGN Bonds at a yield of 14.83% per annum. The Restructuring Exercise benefited the States through;

- Reduction in the monthly debt service burden of States from between 55% to 97% for various States;
- Interest rate savings for the States ranging from 3% to 9% per annum;
- Longer repayment period for loans now converted into Bonds; and,
- Freeing up of needed cash to run the machinery of Government in the states.

RE-NEGOTIATION OF CASH CALL ARREARS: the billions of dollars in arrears of Cash Calls this government inherited when it assumed office, has been renegotiated and the NNPC commenced payment of the arrears to the Oil Companies, with a view to clearing the backlog.

GOVERNANCE

PRESIDENTAL EXECUTIVE ORDERS: The Buhari Administration has, since 2017, issued a number of landmark Executive Orders to aid effective and efficient governance:

EXECUTIVE ORDER No.1: This is on Improving Efficiency in the Business Environment. The objective of Order 001 is to facilitate the ease of doing business in Nigeria through the promotion of transparency and efficiency in the business environment. The Legal Basis for the Executive Order is Section 5 (1) (b) CFRN, 1999 as amended.

The order provides for very sweeping innovations across board in MDAs mostly involved in revenue generation for the Government. More than 105 MDAs are affected by this order. Among them are the Corporate Affairs Commission and the Nigerian Immigration Service. Federal MDAs were ordered to publish a complete list of requirements including fees on their websites and to ensure that the list is verified and updated at all times in order to guide and ease application process for both local and foreign investors/business.

EXECUTIVE ORDER No.2: This is on Promoting Local Procurement by Government Agencies. The objective of the Order is to grant preference to local manufacturers of

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goods and service. The basis for the Order is legally tied to Section 5 (1) (b) CFRN 1999, as amended, and the Public Procurement Act, 2007.

Order 002 consists of eight sections and it directs all MDAs at the Federal level to provide support for local content in public procurement and that any invitation for tenders shall specify the eligibility criteria for local manufacturers and the preference to be granted such manufacturers, in the procurement process, up to 40% in any procurement exercise. Heads of MDAs at federal level shall propose policies to ensure that the Federal Government's procurement of goods and services maximizes the use of goods manufactured in Nigeria and services provided by Nigerian citizens doing business as sole proprietors, firms, or companies held wholly by them or in the majority.

EXECUTIVE ORDER No.3: on the timely submission of the annual budgetary estimates. This Order came into force on the 18th of May, 2018, and stipulates the timely Submission of annual budgetary estimate by all statutory and non-statutory agencies, including companies owned by the Federal Government.

The objective of the order is to cure the delay in the passage and assent of National Budget occasioned by the late preparation and transmission of budget estimates by MDAs, with the 2016 and 2017 budgets as perfect reference points. The legal basis for it is Sections 5(1) (b) and 81 of the CFRN, 1999 as amended.

The Order prescribes that Head of MDAs and CEOs of Government owned companies shall take personal responsibility and be subject to appropriate sanctions for any failure to comply with this order.

EXECUTIVE ORDER No.4: On the Voluntary Assets and income Declaration Scheme [VAIDS]. The objective is to increase the level of Tax awareness and compliance, widen the tax net, and reduce incidence of tax evasion in the country. It was intended to offer amnesty until March 31, 2018 [later extended to 30 June, 2018] to tax payers [individuals and corporate bodies] who have defaulted in their obligations in the past.

The legal basis is found in Section 5 and 24 [f] of the GFRN, 1999 as amended.

The Order offers amnesty to tax payers in exchange for the regularization of their tax affairs by providing a soft landing, which includes waiver of penalties and interest as well as immunity from tax audit and prosecution. It also provides protection of confidential information. Eligible tax payer are to disclose their assets, income and gains

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from sources within and outside Nigeria, taxes paid if any, and outstanding taxes for the preceding six years assessment (I.e. 2011-2016).

EXECUTIVE ORDER No.5: This is on planning and execution of projects promotion of Nigerian content in contracts and science, engineering and technology. The objective is to harness domestic talents and the development of indigenous capacity in science and engineering for the promotion of technological innovation needed to drive national competitiveness, productivity and economic activities which will invariably enhance the achievement of the nation's development goals across all sectors of the economy.

The legal bases is found in Section 5 of the CFRN, 1999 as amended; Chapter 3 of CAMA cap.C20, LFN, 2004; Section 11(2) of COREN Act, cap.E11, LFN 2004; sections 5 and 11 of CIPSMN Act, cap.53, LFN 2004; Public procurement Act No.14, 2007; NITDA Act No.28, 2007; NOTAP Act, cap.N62, LFN 2004.

EXECUTIVE ORDER No.6: Preservation of Suspicious Assets connected with corruption and other relevant offences. The objective is to activate existing provisions of the law on freezing of Assets such that accused persons are temporarily denied access to corruptly enriched resources which they can use to frustrate investigative and Judicial processes. It is also to promote a more effective coordination of prosecutorial matters under the office of the Attorney General of the Federation.

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The legal bases are found in Sections 5 and 15 (5) of the CFRN, 1999 as amended, which extends to the execution and maintenance of the Constitution, all laws made by the NASS to abolish all corrupt practices and abuse of power.

The order further seeks to restrain, pending the conclusion of their trails, owners of assets accused of corruption and elements, who purportedly aided and abetted the laundering of public funds for politically exposed persons, from carrying out any further transaction on such assets, which can otherwise be employed to thwart investigative and Judicial processes or for acts of terrorism, economic sabotage of Nigeria, financing of terrorism and ethno-religious violence.

EXECUTIVE ORDER No.8: This is on the Voluntary Offshore Assets Regularization Scheme (VOARS).

EXECUTIVE ORDER No.9: Executive Order 009 entitled, The Open Defecation-Free Nigeria by 2025 and Other Related Matters Order. The Order declares that Nigeria is committed to being open defecation free by 2025, that the National Open Defecation

Free (ODF) Roadmap developed by the Federal Ministry of Water Resources with support from other key sector players across Nigeria be put into effect. This will reverse Nigeria's Current ranking as the second Country in the world with the highest number of people practicing open defecation.

EXECUTIVE ORDER No.10: This addresses the implementation of the Financial Autonomy of State Legislature and State Judiciary, a critical component in the bouquet of measures some political pundits have considered necessary to restructure the nation's federal system.

MAIN ACHIEVEMENTS

- Successfully organized in-house sensitization workshop for junior officers;
- Held strategic stakeholders workshop with key players in MDAs and CSO

KEY CHALLENGES

- Inadequate funding to implement action plans and programmes;
- Poor synergy by relevant partners/stakeholders.

ASSESSMENT OF REFORM INITIATIVES

To determine the extent of achievement of reform goals of the central administrative coordinating agencies of the government as a basis for alignment and realignment, the reform initiative undertaken was judged against 10 assessment criteria. The result indicates that progress has been made although on a slow pace with emphasis on the need to focus more on functional aspect of reform rather than structural aspects

S/N.	QUESTIONS	RESPONSE

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1.	Have the reforms improved the quality and quantity of the public services delivered?	Slightly, due to inadequate ideas by officers on key performance indicators (KPI) as well as deliverables.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Limited number of this group have access to government services.
3.	Have the reforms reduced the cost of governance?	Significantly Yes, in the executive arm of government.
4.	Have the reforms made the services more affordable for citizens?	There is a need for improvement as the pace is slow.
5.	Have the reforms reduced corruption?	Yes, with the implementation of the financial reform and roll out of the HR IPPIS module.
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Considerably
7.	Is the reform initiative likely to lead to improved development outcomes?	Stakeholder's buy-in of the initiatives will address the gaps in the service and lead to improved outcomes.

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8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	There are slight improvements
9.	Where things are improving, will those improvements endure?	Yes, with commitment and determination
10.	Where things are not improving, what should be done?	Reforms should be more focused on functional rather than on the structural aspects.

PROPOSED NEXT STEPS

- Reform initiatives that will enhance service delivery and generate Public Trust.

CHAPTER 2: INTEGRATED PAYROLL AND PERSONNEL INFORMATION SYSTEM (IPPIS) REFORM

THE PROBLEM

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The World Bank assisted Integrated Payroll and Personnel Information System (IPPIS) is seen as one of the features of democratization of Nigeria. Before its conception, the personnel management system operated by the federal public service did not provide reliable and factual information about the size and remuneration of its workforce as they maintained a manual process that was cumbersome to maintain. As was well publicized, incidences of public servants collecting salaries of non-existing workers (Ghost workers) prevailed. The chronology of the IPPIS reform documented in the Public Service Reforms in Nigeria (1999-2014, 2015-2017) saw the Buhari led administration issuing a directive, at the infant stage of its tenure, compelling the entire public service to implement the IPPIS into their systems. The aim of this is to enhance accountability in the public sector, and this has seen the government save money from ghost workers since its implementation.

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Improving on the gains of previous reforms that sort to fully implement IPPIS in all government MDAs, and achieve automation and integration of HR component into IPPIS system, nine (9) activities were proposed for implementation in the HCSF's *Strategy Plan (2017-2019)*[1]. Despite its full implementation, challenges in the administration of

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[1] According to the *Public Service Reforms in Nigeria (2015-2017),* this initiative has since been implemented.

personnel records and management of personnel cost persist; continuous increase in the federal government wage bill; uncertainty on the number of federal government workforce; difficulty in administering personnel records and management of monthly payroll of employees; and ghost workers syndrome still bedevil the system.

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REFORMS

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The OHCSF sort to make IPPIS one of the objectives of its HCSF's *Strategy Plan (2017-2019).* Other objective of the strategic plan was to achieve automation of the HR component on the IPPIS. This saw the proposal of nine (9) activities, which have since been implemented. They include; Engagement of a project Manager for IPPIS; Complete Configuration of IPPIS HRM processes; Full Migration to IPPIS platform; Assess existing skills and capabilities for full operation of IPPIS in the service; Provide requisite training to Civil Servants for full take-over from the Vendor; Roll-out the HR IPPIS platform; Monitor and Evaluate the full functionality of the new HR IPPIS platform; Establishment of functional IPPIS unit in all MDAs; Implement additional HRM Modules on IPPIS.

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RECENT REFORM (2018-2020)

Consolidation, deepening and improvement on reform actions under the previous Compendium has sort to address the challenges affecting personnel administration and personnel-cost management in government MDAs. In line with the objectives of the HCSF's *Strategy Plan (2017-2019),* the OHCSF sort to carry out the following activities;

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- Automate and centralize payment and payroll system;

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- Facilitate easy storage, updating and retrieval of personnel records for administration and pension processes;
- Ensure convenient staff remuneration payment with minimal wastage;
- Ensure database integrity such that, data once entered cannot be manipulated by unauthorized users; and

- Eliminate payroll fraud such as multiple payment of emoluments to a single employee or payment of monthly salary to non-existing employees (ghost workers).

The goal of these activities is to improve accountability and transparency in personnel management and welfare in government MDAs, as a successful full implementation of IPPIS will enhance efficient personnel cost budgeting, planning and reporting based on actual verified workforce of the government.

MAIN ACHIEVEMENTS

- Improved prompt and regular payment of salaries of 701 MDAs with a total staff strength of 1,139,633 on the IPPIS platform;
- Facilitation of prompt deductions and remittances to the accounts of all Third Party stakeholders e.g. PFAs, NHIS, NHF, Cooperative Societies, Trade Unions/Association, Credit Offering Companies (online, and in real time);
- Over N361 Billion savings in personnel cost recorded between 2017 and 2019;
- Financial/personnel variances are easily accessible and available;
- Planning/budgeting for training of personnel can now be done easily since IPPIS serves as a personnel management tool;
- Enforcement of compliance with due process on employment; and
- Improved accountability and transparency in the recruitment processes of MDAs in order to justify personnel expenses.

KEY CHALLENGES

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The challenges currently confronting the efficiency of the implementation of IPPIS are as follows:

- Internet connectivity remains a major challenge, just as in the previous Compendium;
- IPPIS personnel and MDAs' desk officers still lack sufficient capacity and human capital development to manage nationwide rollout;
- Weak network security saw unauthorized spending from regular personnel, pension and NHIS lines by IPPIS MDAs on the GIFMIS Platform[2];
- Some MDAs are still resistant to the full integration of IPPIS into their HR management system.

ASSESSMENT OF REFORM INITIATIVES

The assessment of the reform initiatives were assessed using 10 assessment criteria. The result indicates that IPPIS has been a success

S/N.	QUESTIONS	RESPONSE
1. 1.	Have the reforms improved the quality and quantity of the public services delivered?	The quality of the administration of personnel record and management of monthly payroll have been improved tremendously. Salary/monthly emoluments are paid to all public servants on the platform same day no matter the location within the country

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2. 2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Presently, 701 MDAs are on IPPIS platform with over 1 Million employees on board. IPPIS is accessible to all public servants
3. 3.	Have the reforms reduced the cost of governance?	IPPIS has reduced the cost of Personnel cost. Personnel budget is now based on actual and not estimated figures as in the past. It has saved N361 Billion for the federal government between 2017 and 2019.
4. 4.	Have the reforms made the services more affordable for citizens?	The savings recorded from IPPIS are being channeled to other development projects.
5. 5.	Have the reforms reduced corruption?	IPPIS has reduced payroll fraud to the minimum. Salaries are paid directly to individual employee's account and has eradicated ghost workers syndrome.

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CHAPTER 3: PENSION REFORMS (PENCOM & PTAD)

THE PROBLEM

The challenges related to pension administration in Nigeria have been well documented in previous compendiums, describing in details the underfunding, inefficiencies, corruption practices and poor management that characterized the old Defined Benefits Scheme (DBS) which created a burden of accrued pension deficit of over N2 trillion for the Government as at 2004. Apart from the deprivation that beneficiaries and their next of kin suffered the under old Defined Benefits Scheme, the government of the

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federation also had a share of reputation damage. As a response to creating sustainable solution to pension administration in the country, the government enacted the Pension Reform Act 2004. The 2004 Pension Reform Act birthed twin institutions; National Pension Commission (Pen Com) and Pension Transitional Arrangement Directorate (PTAD) to enable the creation and administration of new Contributory Pension Scheme and seamless transmission cum administration of the Pay-As-You-Go Defined Benefit Scheme (for those who retired from public service on or before June 30, 2007).

On one hand, Pen Com is having some challenges with the administration of the Contributory Pension Scheme due to some shortcomings in the Pension Reform Act. These include:

~~1.~~ Section 13 of the Pension Reform Act (PRA), 2014 provides that a holder of a Retirement Savings Account maintained under this act may not, more than once in a year; transfer his account from one Pension Fund Administrator to another.

~~2.~~ Section 2(3) of the PRA 2014 provides that employees of organizations with less than three employees as well as the self-employed persons shall be entitled to participate in the Contributory Pension Scheme (CPS) in accordance with the Guidelines issued by the Commission. It is pertinent to note that the majority of the Nigerian adult working population is composed of persons in the informal sector, which are not covered by any pension plan or benefits.

~~3.~~ Lack of diversification of investment portfolio choices for investment of pension assets, which cause the non-alignment of RSA holders' pension savings with their individual risk/returns profiles.

~~4.~~ The Corona virus (COVID-19) pandemic has caused disruptions to society and businesses. This had resulted in large in-person gatherings being cancelled and, requiring many organizations to shift from physical to virtual meetings in conducting their business activities.

On the other hand, PTAD has identified gaps that require urgent and continuous fixing through appropriate reforms that will enable the organization deliver its services effectively and efficiently in a professional manner. These include the need for:

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1. Engagement of technology savvy staff with requisite knowledge and skills to drive efficient service delivery to the vulnerable group of BDS pensioners

2. Automation of pension payments through the use of online transaction platforms (GIFMIS) to ensure pensioner payments are made directly into their bank accounts.

3. Biometric capture of pensioners' personal data and the digitalization of their service document towards building a comprehensive database which did not exist.

4. Service delivery that is empathetic and made pensioners feel dignified after years of service to their nation.

5. Application of technology to improve organizational efficiency, service delivery and knowledge management.

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REFORMS

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There have been reforms that affected the operations and service delivery of both Pen Com and PTAD since inception of both institutions.

PenCOM

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As many as 13 regulations were reported to have been adopted at at 2017, to ensure standard practices in the pensions industry. A notable regulation is that of investment of pension fund assets which has been done every two years beginning from 2006 and up to 2012. As a follow on to the amendment of the Pension (Act 2004) in 2014, the regulation of investment pension fund assets was also amended in April, 2017 being Under Buhari administration.

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Specifically between 2018 and 2020 Pen Com has also implemented the following reform actions

- On the issue of transfer of RSA from one PFA to the other, the Commission had issued Guidelines to Pension Fund Administrators (PFAs) on Data Recapturing. This is to enhance the integrity of the RSA database and paramount factor in opening of the

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transfer window. Furthermore, the adoption of the Regulations for the transfer of Retirement Savings Accounts to Operators is a key reform action that is geared towards initiating, processing and monitoring of the RSA Transfer process, which was launched on Monday November 16, 2020. Unrelenting to the pursuit of sustainable growth of the pension industry by expanding the coverage of the Contributory Pension Scheme, the adoption and implementation of the framework on the Micro Pension Plan, 2018 (MPP) by the Commission and the implementation of the plan is a key reform action.

- To improve on the safety and diversification of instruments available for investment of pension funds, the Multi-Fund Structure for RSA funds otherwise known as the Life-Cycle Investment Structure was conceived, designed and implemented by the Commission on 2 July 2018 to align contributors' risk appetites to their investment horizon, at each stage of their life cycle. A prelude to this was the issuance to the PFAs of the Guidelines for implementation of the RSA Multi-Fund investment structure in June 2018.

- A framework for Virtual Meetings by Licensed Pension Operators was developed. The Framework sets minimum standards and regulatory requirements for virtual meetings in the light of contemporary developments occasioned by the Covid-19 pandemic.

PTAD

In the areas where it was found necessary, PTAD boldly undertook many impactful reforms to strengthen the operations of the BDS pensions and ensure that it does not revert to its old state of mismanagement and fraud. Key areas of reforms were:

- Consolidation of the old pension offices (OHCSF, CIPPO, police pensions) under PTAD, such that the payrolls, data and information of the pensioners inherited were merged into a comprehensive and Central Database. Consolidated payrolls were used to commence payment in November, 2013.

- Consolidation of the payrolls of all the 266 Treasury Funded Agencies

- Establishment of direct online electronic payments to pensioners' accounts using the Government Integrated Financial Management Information System (GIFMIS) to reduce manual processing of pensions. As a result of, PTAD does not have access to pension funds, as all transfer instructions and releases to banks are given through the Central Bank of Nigeria.

- Field verification (biometrics and photo) and digitalization (scanning) of pensioners' data and service records for secure archiving so that they do not need to undergo the verification process again.

- Automation of the complaints resolution process to drive efficient pension complaints resolution, service delivery to pensioners and data security. The following client touch points were put in place early for pensioners' convenience.

- A dedicated reception area for complaints handling

- A call center with a Toll Free Line- 0800 CALL PTAD(080022557823)

- An integrated Client Relationship Management (CRM) system for complaints management and tracking.

- Creation and refurbishment of four state zonal offices in Lagos, Benin, Enugu and Kaduna (The PRA 2014 provides for the creation of state offices in all the states of the country to bring services closer to the pensioners). Presently, PTAD has nine state offices across the six geo-political zones namely Lagos, Benin, Enugu, Kaduna, Kano, Anambra, Adamawa, Sokoto and Yobe.

- Over 65,000 inherited physical complaints were captured unto automated complaints resolution management software for easier resolution turnaround.

- Introduction of welfare services to pensioners during verification as part of humanitarian efforts towards restoring dignity to pensioners under the BDS. Covered seating areas, food and water, wheel chairs, mobile verification for sick and infirm pensioners, which were hitherto denied pensioners, were provided free of charge;

- Mobile verification of sick and infirm pensioners is a critical aspect of the verification process. PTAD staffs go to the homes and hospitals where the pensioners are located to verify them. This reduces the inconvenience and risk caregivers to sick pensioners face when moving them to verification centers. Hundreds of pensioners previously excluded have been pay rolled through this process.

MAIN ACHIEVEMENTS

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In driving the Contributory Pension Scheme and implementing the "improved" Define Benefit Scheme, both Pen Com and PTAD have recorded key achievements that are worthy of note.

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PenCOM

~~1.~~ The Commission in June 2020 deployed the Enhanced Contributor Registration System (ECRS). The ECRS is a Platform for addressing various issues identified with Data recapture and enhancing integrity of the RSA database. Furthermore, the Operators, under the assistance of the Pension Operators Association of Nigeria (Pen Op), have commenced the implementation of a Shared Service approach in order to speed up the data recapture.

~~2.~~ The RSA Transfer System (RTS) and opening of the Transfer Window for RSA holders to migrate from one PFA to another PFA of their choice once in a year was launched on Monday November 16, 2020 and people are already exploring the window.

~~3.~~ The Commission launched the Micro Pension Plan (MPP) on 28 March 2019 by Mr. President, which kick-started the registration of contributors into the scheme. The initiative was aimed at providing services to self-employed Nigerians in the informal sector and employers with less than three staff. This key initiative was instituted to ensure that hardworking Nigerians live in dignity and retire in financial security.

~~4.~~ The Commission, on 2 July 2018, implemented the Multi Fund Structure for the RSA funds, otherwise known as the life cycle investment structure. The initiative was aimed at aligning contributors' risk appetites with their investment horizons at each stage of their life cycle. The various Funds that were brought to life include:

- Fund I: Below 50 years (By Choice)
- Fund II: Below 50 years (Default fund)
- Fund II: Pre Retirees (50 Years and above)
- Fund IV: For Retirees only
- Fund V: Micro Pensions Funds

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PTAD

- Creation of an accurate and digitized database of pensioners' records with a view to maintaining a comprehensive database under the Defined Benefit Scheme

- Consistent and timely payment of pensions currently amounting to an average of N7.7 billion monthly to over 244,000 pensioners

- PTAD concluded the field verification (biometric capture and digitization) of all pensioners across its four pension departments in the six geo-political locations in December 2019. However, it should be noted that PTAD continuously receives directives from the Federal Government to take on defunct Agencies as new additions to the payroll.

- Implemented the use of the Biometric Verification Number (BVN) to wee out ineligible pensioners from the payroll

- As a result of the verifications, thousands of pensioners (particularly those in Civil Service Pensions) previously excluded have been pay rolled and their arrears paid. Entitlements of the Next of Kin (NOKs) have also been paid.

- Computation of benefits using an automated computation tool which has ensured that pensioners' benefits are calculated quickly and accurately using the available data provided during verification. The automated computation further reduces the number of complaints resulting from human error during manual computation.

- Successful verification and pay rolling of 174 War Affected Retired Police Officers (WARPO). These pensioners were paid their gratuity and arrears in October 2017; seventeen years after a pardon and amnesty was granted in 2000 by the Federal Government to the officers dismissed in 1971 after the Biafra War.

- PTAD had inherited 33% arrears accruing from the 2010 pension increment and have successfully settled all payments to all categories of pensioners which began in October 2014 across all the pension departments.

- Enrollment and payment of monthly pension for defunct Agencies (such as NITEL/MTEL) and the payment of one-off benefits to defunct Agencies (such as for NAHCO).

- Recovery of cash and non-cash assets of about N5.8 billion from the Pension Boards of Trustees (BOT) and N5.5 billion from Insurance underwriters who were

previously responsible for pension payment to Federal Government Parastatals and the Universities.

- Creation of the Anti-Corruption and Transparency Unit (ACTU) to tackle the issues of pensioner phone scamming and monitor operations for gaps
- Development and update of key policies and procedures to guide operations.

KEY CHALLENGES

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As these twin institutions strive towards achieving their mandates, they are continually faced with challenges that could impede their success.

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On its own part, the key challenges faced by Pen Com include:

PenCOM

- Lack of satisfactory response by RSA holders to the Data Recapture exercise.
- Inadequate response by the Informal Sector working population to the Micro Pension Plan initiative
- Low level of awareness of the Micro Pension Plan and its benefits.
- Poverty level in the country, which directly affects the number of subscribers to the Micro pension scheme.
- Inadequate safe instruments for investment of pension assets in the market to satisfy the risk/returns appetites of RSA holders.
- Lack of awareness of the different funds investment portfolios, their risk/return factors and the life cycle profiles suited for each.
- No guarantee of security for virtual meetings.

PTAD

PTAD on the other hand is confronted with the following challenges:

- Funding for "I' Am Alive" Verification

- Pensioners are expected to fall off the payroll by default when they die. As a follow up process for determining deceased pensioners, PTAD seeks o implement a process for determining the status of life of pensioners across the nation at regular but defined intervals. This process will differ from the field verification, as it will depend heavily on technology to achieve its aim. PTAD is committed to adopting a technology that would not only confer a high degree of accuracy, but be pensioner friendly, affordable and convenient.

- Need for Actuarial Valuation

- The PRA 2014 provides that PTAD shall cease to exist after the death of the last pensioners as specified under S.5 (1)(b) of the Act. It is therefore very important for the Directorate to undertake an actuarial valuation of the scheme to determine the Directorate's long term funding requirements, operational sustainability strategy and personnel management plan over the determined lifetime of the scheme.

- Trapped Funds with Insurance Underwriters

- Legacy Pension Funds and Assets trapped with Insurance Under writers and Pension Boards of Trustees are estimated at N44 billion after some recoveries have been made. The recoveries have been transferred to PTAD's TSA account and a number of cases are in court.

- Funding for Payment of Inherited Liabilities

- Funding for the payment of inherited outstanding liabilities estimated at over N157.9 billion, especially for the Parastatals Pensions Department alone which has a total of over N150 billion that needs to be paid.

- Head Office Accommodation

- Due to the paucity of funds, PTAD has been unable to commence renovation works on its allocated permanent office building- Brifina Hotel (located at Durumi).

Consultants engaged on the project estimated that about N900 million is required to make the structure fit for purpose.

ASSESSMENT OF REFORM INITIATIVE

S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms improved the quality and quantity of the public services delivered?	The quality of pension administration has improved through the application of IT. More people are now enrolled in the pension scheme as there is a steady increase of Retirement Savings Accounts (RSAs) subscription which as at 2017 rose to 74 million. Pensioner's agitation has also reduced due to PTAD's reforms.
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	There is a remarkable increase in the enrolment into Contributory Pension Scheme as the Pension ACT 2017 has widened the scope of inclusion. PTAD is noted for being non-discriminatory in working with pensioners and their NOKs as long as they meet eligibility criteria irrespective of age, gender or disability status.
3. 23	Have the reforms reduced the cost of governance?	The reforms have contributed significantly to reduction in cost of governance through elimination of ghost retirees from payroll and centralized administration of pension.

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4. 44	Have the reforms made the services more affordable for citizens?	Both CPS and BDS have to a large extent been more affordable to beneficiaries. PTAD services are at no direct cost to the retirees
5. 55	Have the reforms reduced corruption?	Yes, there is reduction in corruption and both schemes continually strive towards achieving zero fraud.
6. 66	Have the reforms reduced unnecessary bureaucracy and red tape?	Pension reforms in both schemes have reduced bureaucracy and red tape. Pensioners now have seamless access to all 9 offices of PTAD. Enrolees under CPS can access their information online.
7. 77	Is the reform initiative likely to lead to improved development outcomes?	There is a great prospect for smooth transition of BDS to CPS as PTAD winds down. Citizens now have hope of enjoying the fruits of their labour at retirement and they can live longer with dignity.
8. 88	In each sector or governance sphere, are things improving, staying the same or getting worse?	There are improvements especially in payment of entitlements which has led to reduced complaints and litigations. However, more needs to be done in the area of education on pension rights and processes so that retirees can easily access their entitlements. Full automation of processes will also help to reduce incidence of frauds.
9. 99	Where things are improving, will those improvements endure?	Contributory Pension Scheme is designed to be sustainable. The current government has also demonstrated commitment to the BDS. This may lay a

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		better foundation for successful closure of the program and smooth transition into CPS.
10. 110	Where things are not improving, what should be done?	A critical dimensioning of weak areas to determine appropriate interventions followed with recommendations to Government for approval and deployment of solutions.

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PROPOSED NEXT STEPS



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The previous compendium (2015-2017) captured some next steps worth re-emphasizing and activating towards deepening pension reforms for visible impact on a sustainable basis include:

PenCOM

2015-2017 Next Steps (Recommended):

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- Continue with the practice of formulating appropriate regulations and enforcing them for proper management of pension fund assets.
- Continue with strict enforcement of the Pension Act 2014 to avoid eroding the credibility of pension management
- Introduction and application of sanctions where remittances are delayed by MDAs
- Awareness creation to be intensified regarding the benefits of the Contributory Pension Scheme
- PENCOM to develop a scheme to better regulate the activities of PFAs including I nvestigating complaints and applying sanctions
- Introduction of minimum pension guarantee for all Nigerian Pensioners.
- Pension levels to keep pace with increases in salaries.

PTAD

Following the review of the reforms implemented between 2018 -2020, the following next steps are recommended:

- Primarily continue with the current trajectory and seek resolution of current challenges to enable the organizations leap forward
- Promote extensive drive for data recapturing exercise by all PFAs.
- Awareness drive on the RSA Transfer system.
- Sustained awareness campaigns on the Micro Pension Plan Initiative.

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- Promote collaboration with the Small and Medium Enterprises Development Association of Nigeria (SMEDAN) and other regulatory bodies to encourage enrolment into the Micro Pension Plan
- Collaboration with Federal and State governments to get their infrastructure projects to align with requirements for viable instruments for pension funds.
- Continuous enlightenment and education of RSA holders on the various investment portfolios and their risk/return factors and profiles.
- Enhanced monitoring and security of the virtual meeting spaces of the PFAs.

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CHAPTER 4: PUBLIC PROCUREMENT REFORMS

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THE PROBLEM

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Public procurement system in Nigeria in the past had shown to be lacking in competitiveness and transparency, as was revealed in a World Bank Country Procurement Assessment survey conducted in 1999 to be characterized by the following;

1. Lack of professionalism in the execution of the procurement functions leading to high costs of projects;
2. Non-publication of contract opportunities;
3. Lack of standard bidding documents;
4. Lack of streamlined quality control practices;
5. Lack of communication strategy, central data and information on procurement.

This has led to reported high cases of inefficiency and corruption in government. Since the advent of democratic rule in Nigeria, it became important to show public procurement as an important factor in the economic and business community and its role towards infrastructural development. The federal government made efforts to

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address the dysfunctional procurement system due to calls from international organizations; one of which is the enactment of the Public Procurement Act (PPA) 2007 that gave rise to the establishment of the Bureau of Public Procurement (BPP). The PPA addressed some concerns bothering on public procurement and corruption – as was identified in the Compendium of Reforms, 1999-2014 and 2015-2017 – even though some are still reoccurring. A good example is the issue of poor compliance with provisions of the PPA 2007 by some procuring entities, calls for some form of intervention to shorten the procurement timelines, and conflict of interest and collusive practices between government agents and vendors. These have clearly shown that the government still has weak procurement system capacity and inadequate required competences and skills to monitor and checkmate corrupt procurement practices.

Other recurring problems include;

- Inappropriate procurement planning and packaging leading to adoption of restricted tendering and contract splitting;
- Weak understanding of the statutory role of the BPP to conduct prior-review of large and complex projects that falls within the prior-review threshold; and
- Weak prequalification exercises thereby allowing bidders that lack requisite experience and capacity to participate in bidding for large complex projects.

REFORMS

The 2015-2017 Compendium had the BPP introduce the ***e-procurement system.*** This system was designed to ensure a more transparent procurement process and eliminate human contact, in order to strengthen the integrity of the procurement process[2].

Another reform initiative was the development of the ***Price-Checker.*** This reform initiative was done in collaboration with the Federal Ministry of Finance.

As part of implementation of Commitment 2 of the National Action Plan (2017-2019), Nigeria signed on for membership of the **Open Government Partnership**, further showing their commitment to ensuring transparency and competitiveness in public

[2] The Compendium of Public Service Reforms in Nigeria (2015-2017)

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procurement processes. This also led to the collaboration with Civil Society Organization (CSO) to create the **National Open Contracting Portal Service (NOCOPO),** supervised by the BPP.

Another initiative was the development of the Framework Agreement between the government and suppliers of goods and services aimed at harmonizing disparate procurement activities in different MDAs[3].

The goals of these reform initiatives were;

- Enhance to efficiency and effectiveness of the procurement process in Nigeria;
- Eliminate wide variations in prices of commonly procured off-the-shelf items that are within the approval thresholds of the procuring entities that are sometimes subject to abuse;
- Increase public procurement accountability and transparency by access to information to all stakeholders; and
- Harmonize disparate procurement activities in different MDAs.

RECENT REFORM (2018-2020)

There has not been much done in terms of new reforms. However, the BPP is continuously consolidating and improving upon previous initiatives as highlighted in the previous Compendium.

MAIN ACHIEVEMENTS

In about twelve years of existence so far, the BPP has adopted a wide range of reforms that institutionalized the procurement process along the PPA 2007 as were captured in the previous Compendium. The highlights of the main achievements of this edition are listed below;

[3] We could not ascertain the status of the initiative, as it was still ongoing development during the previous Compendium.

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- Ongoing development of the e-Government Procurement (e-GP) as part of a World Bank funded Fiscal Governance and Institutions Project (FGIP);
- Development of the Procurement Officer Management System (POMS) as a centralized portal for information on all Procurement Officers;
- Development of the Procurement Officer Conversion Registration (POCR);
- Continuous professionalization of the Procurement Cadre within the Federal Public Service;
- Publishing of a quarterly Public Procurement Journal since Year 2008;
- Yearly publication of all federal contract awards;
- Provision of technical support for passage of Public Procurement Laws in 25 States;
- Establishment of Public Procurement Research Centers (PPRC) at ABU Zaria, and UNILAG;
- Continuous collaboration with ICPC, EFCC and TUGAR, with the support of United Nations Development Programme (UNDP), to train and certify staff of anti-corruption agencies and other MDAS on Corruption Risk Assessment;
- As a member of Interagency Task Team (IATT), contributed in the development of the Draft National Anti-Corruption Strategy.

It is pertinent to note that in terms of efficiency of procurement, the BPP recorded good achievements as summarized in the table below. The table shows that in 2018 alone (within the period under review), the BPP saved an approximate sum of over N 170 billion.

BPP Cumulative Savings over the last Ten (10) years (2009-2018)[4]

[4] The BPP, The Presidency, Abuja, 2019

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S/N	FINANCIAL YEAR	SAVINGS (N)
1	2009	49,095,130,062.45
2	2010	271,928,307,692.34
3	2011	77,652,163,638.16
4	2012	124,892,316,735.93
5	2013	102,802,224,131.83
6	2014	98,113,980,177.18
7	2015	48,654,206,260.21
8	2016	52,061,968,767.44
9	2017	31,805,228,495.82
10	2018	170,485,584,021.63
	TOTAL	**1,027,491,109,982.99**

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Importantly, the BPP has consolidated reform efforts in many other areas, with recorded achievements such as;

- The establishment of two additional Public Procurement Research Centers (PPRCS) and their training programs at (a) Ahmadu Bello University (ABU). Zaria and (b) University of Lagos, in addition to the Centre at the Federal University of Technology Owerri. As at now, all MDAs with procurement Departments or Units established under different Statues being encouraged to establish similar structures;

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- By end of October, 2020, the Bureau is expected to have awarded the contract for the development of an e-GP System. As the Bureau has concluded bid evaluation for the project and the Federal Executive Council (FEC) approved the project on 14th October, 2020.

- Automation of the upgraded National Database of Contractors, Consultants and Service Providers (Phase II). This allows for the verification of eligibility status of Companies with statutory Government Agencies (CAC, FIRS, ITF, NSITF and Pen Com).

- Ongoing upgrade of the Nigeria Open Contracting Portal (NOCOPO) to fulfil Nigeria's commitment on the National Action Plan of the Open Government Partnership (OGP). Enhanced features such as analytics and other reporting capabilities are being added.

- Development of **Procurement Officer Management System (POMS)** to track mobility of Procurement Officers in the field.

- Establishment of the **Price Checker Portal** to post prices of off-the-shelf items to assist Budget Office develop annual budget for MDAs.

- Renewal of subscription for **Jane's by IHS Markit** used to evaluate defence expenditure. It is a comprehensive resource for global intelligence on Military and National Security issues e.g. Military Aircraft, Ships, etc.

- Continuous capacity building programs and hands-on procurement skills training for procurement officers and key stakeholders involved in the public procurement process. This is in addition to conversion training for over 1987 officers (as at 2019) migrating to the established Public Procurement Cadre in the Civil and Public Services. This has continued since 2015.

KEY CHALLENGES

In spite of all the laudable achievements and reconsolidation efforts by the BPP, several procurement challenges keep on reoccurring. Some of which were already documented in the previous Compendium. They include;

- Contract splitting amongst procuring entities;

- Inadequate funding to sustain capacity-building initiatives;

- Mismatch between budgetary appropriation and actual release of funds, thereby preventing authorities to meet their obligations to contractors;

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- The amendment to the PPA 2007 is still undergoing legislative processes after scaling its second reading in the National Assembly;
- Delays in the investigation of alleged infractions and lack of knowledge and capacity in investigating officers is still a challenge; and
- Weak enforcement of penalties and fines. This has given rise to the pervasive culture of non-compliance.

ASSESSMENT OF REFORM INITIATIVES

To assess the extent of the consolidating effort of the BPP initiatives have gone, the 10 assessment criteria was used. The result showed that public procurement has continually improved upon its process in line with international best practices, with ample room for improvement.

S/N.	QUESTIONS	RESPONSE
1. 1	Has the public procurement (PP) reforms improved the quality and quantity of the public services delivered?	Yes, although it is work in progress. Due diligence before awarding of contract has significantly reduced cases of procurement fraud and falsification of documents. The use of technological tools has also improved transparency and openness in the process.
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	The openness in the process makes it possible for all categories of people to have access to procurement opportunities and information

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3. 3	Has the PP reforms reduced the cost of governance?	Yes. The Bureau has improved its efficiency and made significant savings in billions of Naira. The Bureau save over N170 billion naira in 2018.
4. 4	Has the PP reforms made the services more affordable for citizens?	Yes.
5. 5	Has the PP reforms reduced corruption?	Yes, to a significant level.
6. 6	Has the PP reforms reduced unnecessary bureaucracy and red tape?	Yes, the use of technology has made the system more efficient.
7. 7	Is the PP reform initiative likely to lead to improved development outcomes?	Yes.
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	There are improving in the public procurement sector as a result of the reforms.
9. 9	Where things are improving, will those improvements endure?	The reforms are designed to be sustainable.
10. 10	Where things are not improving, what should be done?	Continuous monitoring and evaluation

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PROPOSED NEXT STEPS

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Just as was in the previous Compendium, the next steps proposed are still very much relevant. This is important in order to solidify already ongoing reform initiatives by the government. They include;

- The signing and passage into law the amendment to the Procurement Act 2007 with respect to the National Council on Public Procurement (NCPP);

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- Completion and nationwide deployment of e-procurement systems to ensure a more transparent, efficient and effective procurement processes that deliver value for money;
- Ensure complete compliance in the of the standard bidding documents endorsed by the world Bank for the conduct of all government procurement process and sanctions meted where otherwise;
- The BPP will continue to engage all relevant stakeholders and CSOs in implementation of Open Contracting to foster effective oversight of public procurement;
- Ensure proper enforcement of the PPA through periodic procurement reviews, compliance audits, and field inspection and monitoring;
- BPP requires higher levels of funding to support the Public Procurement Research Centers (PPRCS) at the Federal University of Technology, Owerri (FUTO). University of Lagos and Ahmadu Bello University, Zaria;
- Speed up the tempo of awareness campaigns. This is important i order to sensitize the public about the rules and processes along the procurement value chain;
- Strengthen the collaboration between BPP and anti-corruption agencies;
- The courts should be encouraged to fast-track cases of infringements against offenders to serve as a deterrent to public servants. There should also be capacity building programmes for judicial officials in the area of public procurement to further assist in adjudication of procurement matters;

- Continue its state-wide consultation and collaboration to persuade States who are yet to enact the public procurement laws to do so in their states and improve the impact of procurement reforms; and
- Strict sanctions should be applied to arrest pervasive culture of non-compliance.

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CHAPTER 5: PRIVATIZATION OF PUBLIC ENTERPRISE

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THE PROBLEM



The growing realization of the inefficiencies in the public enterprise was one of the key factors underlying federal government's decision to privatize government-owned enterprises. Against the backdrop of poor services and increasing budget deficits, the multiplier effect of which is borne by end users of goods and services offered by public enterprises (PEs). The need for economic reforms of a largely public sector-led economy, that is characterized by ineptitude of management, lack of accountability, poor operational efficiency, very slow response to market forces, poor quality of service, has become imperative. More so, despite their abysmal performance, maintenance of these public enterprises accounts for a large chunk of the nation's budget.

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Previous Compendiums had documented how these actions have failed to promote rapid industrialization in the country, with PEs consuming an estimated US$ 3 billion of national resources annually by way of grants, subventions, subsidies (both direct and indirect) through import duty waivers, tax exemptions, etc[5]. They were also regarded as a source for political patronage, rent seeking, and political parasitism.

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On the backdrop of these growing concerns led to the enactment of the Public Enterprises (Privatization and Commercialization) Act of 1999, creating the National Council on Privatization (NCP), and the Bureau of Public Enterprises (BPE). Subsequently, due to the need to further harness private sector technical and financial resources for the provision of public infrastructure and services, the federal government enacted the Infrastructure Concession Regulatory Commission (ICRC) Act 2005 to oversee contractual arrangements between private enterprises, where they take over the construction, financing, operation, and maintenance of infrastructures.

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Since there enactments, over 150 enterprises were privatized, including various loss-making government enterprises operating in industries such as aluminum, telecommunication, petrochemical, insurance and hospitality (hotels), and concessionary arrangements have been used on ports operations.

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[5] See page 138 of the Compendium of Public Service Reforms in Nigeria (2015-2017)

A major component of the privatization programme is the unbundling of the Power Holding Company of Nigeria (PHCN) into 18 companies responsible for power generation, transmission, and distribution.

Additionally, liberalization of the telecom sector has been particularly successful, resulting in an increase in the number of telephone lines in the country from about 400,000 landlines in 1999 to over 286 million connected lines out of which are over 199 million active subscribers as at July 2020.

These agencies have overseen several initiatives geared towards economic development albeit several challenges, which include;

- Operationalization and implementation of the different phases of the privatization programme;
- Effective management of the privatized enterprises;
- Getting necessary legal backing from the National Assembly;
- Political interference amongst concessionaires;
- Resistance from entrenched interests; and
- Fear of creating private monopolies.

In recent times, the new challenges have largely centered on Transaction Advisory Services of the following sectors; Tourism; Infrastructures; Media; Telecommunications; Mines and steel; Petroleum; and External relationship management. Others include Environmental impact assessment, Post transaction impact assessment, and Advance data analysis.

REFORMS

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2015-2017 REFORMS

Transaction Advisers for NCX and BOA The steering Committee had identified preferred transaction advisers. Although, as at the time of the reform, were still waiting for signing of contract with the adviser.

RBDAs: The steering Committee Chaired by the Honourable Minister of Water Resources was inaugurated and was working to implement the reform and commercialization framework for 12 RBDAs as approved by the NCP under the Honourable Minister.

Presentation of eight (8) reform Bills to the National Assembly: These reform bills are before the National Assembly, and the BPE is eagerly waiting for it to commence the privatization of some other enterprises. The bills include;

The Nigerian Railway Bill (to repeal the Nigerian Railways Corporation Act 1955); Inland waterways Bill (to repeal the National Inland Waterways Act No. 13, 1997); Federal Roads Authority Bill; National Roads Fund Bill; National Transport Commission Bill; Ports & Harbour Reform Bill; Federal Competition and Consumer Protection Bill; and Postal Bill.

Inauguration of Public Private Partnership Unit Consultative Forum (3PUCF): This unit is to provide knowledge and experience sharing platform for heads of PPP Units in the MDAs.

Nigerian Public Private Partnership Network (NPPPN): The ICRC championed the establishment of the NPPN for harmonizing and streamlining the PPP framework and programme with states by providing technical assistance and capacity building, in line with investment best practices.

Recent Reform (2018-2020)

The BPE has been consolidating and harvesting he fruits of its earlier reforms in the Telecom sector, which now has a 14.3% GDP contribution. Others include Pension reforms with a Pension Fund Assets of N11.1 Trillion; Ports reforms, which has seen to the increase in ports capacity; and Debt Management Reform.

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More recently, the BPE is currently seeing to reforms in the following sector;

- **Health Sector Reform:** Activities include; Ease access to healthcare services; Improve value of healthcare services efficiency; Reduce out-of-Pockets expenses; and Expansion of medical facilities and research centers through PPP.

- **Education Sector Reforms:** The goal of this reform is to attract private sector investments into the tertiary institutions for infrastructure development.

- **Energy Sector Reform:** Goals include; Increase power supply; Attract foreign direct investments (FDIs); Diversify government revenues; and Improve quality of service delivery

- **National Facilities Reforms:** Goals include; Attract FDIs; Increase export earnings; and Integration into global value chains amongst others.

- **Free Trade Zones (Calabar and Kano FTZz)**.

- **Appointment of Transaction Advisers:** The NCP has approved the appointment of Advisers for three (3) transactions undertaken by the BPE in 2018 as part of the reform strategy of the Federal Government. They are the partial commercialization of the RBDAs, partial commercialization of the National Parks Service, the seven National Parks, and concession of eco-tourism activities in three selected parks, and the concession of the Lagos International Trade Fair Complex (LITFC).

MAIN ACHIEVEMENTS

The pivotal role of the FGN, through the BPE, NPC, ICRC, in economic sector reform and privatization, and concession of public enterprises cannot be over emphasized. In their collective effort create the enabling environment for the private sector to become the engine room for growth and economic prosperity, the BPE has reformed well over 234 public enterprises and carried out far reaching reforms that have transformed the

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telecommunication, Pension, Ports terminals, Debt Management, and the Power sector, among others.

A recent post privatization assessment carried out by the BPE showed that there are 86% Performing Privatized Enterprises, 12% are non-performing, while 2% Performance evaluation are not yet due.

KEY AND MAJOR PROGRAMME CHALLENGES

- Lack of adequate funds for transaction activities; budgetary allocations are inadequate as WB and other donor agencies' funding support has ceased;
- Unfavorable investment climate due to inconsistent changes in government policies;
- Non-enactment of very important bills such as PIB;
- Non-passage of eight (8) reform bills approved by FEC sent to the National Assembly;
- Resistance and lack of cooperation of some MDAs.

ASSESSMENT OF REFORM INITIATIVES

S/N.	QUESTIONS	RESPONSE
1. 1	Has the privatization policy improved the quality and quantity of the public services delivered?	Yes. Most especially in telecoms, Pension, Ports and Debt management.

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2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes, more people now have access to services, for example, over 9 million Retirement Savings Account registered.
3. 3	Has the privatization policy reduced the cost of governance?	Yes
4. 4	Has the privatization policy made the services more affordable for citizens?	In some cases. Cost of telecoms serves have reduced, but power still remains high.
5. 5	Has the privatization policy reduced corruption?	Yes, because political patronage will reduce for privatized entities.
6. 6	Has the privatization policy reduced unnecessary bureaucracy and red tape?	Yes
7. 7	Is privatization policy likely to lead to improved development outcomes?	Yes. Although more effort needs to be put in place to ensure sectors such as the Education, and Power sector performing optimally.
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	There are improvements in several sectors.

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9. 9	Where things are improving, will those improvements endure?	Yes, with commitment and determination
10. 10	Where things are not improving, what should be done?	Government will need to review some regulatory framework hindering progress. One of such is the import/export process and traffic congestion. Lots of investments will need to be done within Port vicinity. Additionally, government will need to review the Pension act to accommodate recent challenges and realities

PROPOSED NEXT STEPS

Proposed next step actions to further consolidate on the privatization policies include:

- Strong implementation of economic sectors reforms in an open and transparent process;
- Ensuring the government obligations as covenanted in Shares Sale Purchase or Concession Agreements are implemented;
- Ensure robust privatization monitoring.

Others include;

Projects for Privatization (Concession, PPP and Others) for 2021 and beyond

- Nigeria Integrated Power Projects (NIPP): Calabar, Geregu, Omotosho and Benin (Ihovbor)
- Afam Power and Afam Three Fast Power Ltd.
- Yola Disco
- Dowell Schlumeberger Nigeria Ltd

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- Sale of Mineral House, Ikeja Lagos
- Sale of Makeri House, Jos Plateau state
- Lagos International Trade Fair Complex (LITFC)
- Tafawa Balewa Square Complex (TBS)
- ACM Nig Ltd
- Petroleum Products Marketing Company (PPMC)
- Liquefied Petroleum Gas (LPG)
- Nigeria Gas Company (NGC)
- Refineries (Port Harcourt 1&2, Warri and Kaduna Refineries)
- Partial Privatization of Nigerian Communications Satellite (NIGCOMSAT)
- Abuja Environmental Protection Board (AEPB)
- NITEL/MTEL
- Non-remittance of the Surplus
- Funds by Liquidator
- Nigerian Hotels Liquidation
- Recovery of Unremitted N428m (Capital Hotel proceeds)
- Transmission Company of Nigeria (TCN)

Economic Sectors Reform

- Health Sector Reforms
- Partial Privatization of Calabar & Kano Free Trade Zones (FTZz)
- NIPOST
- Bank of Agriculture (BOA)

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- River Basin Development Authorities (RBDA)
- Nigeria Commodity Exchange (NCX)
- Nigerian Film Corporation
- Aluminum Smelter Company of Nigeria (ALSCON)
- Reform of the Education Sector
- Development of Nigeria Public Private Partnership Framework
- Concession of the National Stadia Lagos and Abuja
- Galaxy Backbone
- Housing Sector Reform, Restructuring, Recapitalization & Commercialization of FMBN/FHA.

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CHAPTER 6: PAY REFORM (SALARIES, INCOMES AND WAGES COMMISSION)

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PROBLEM

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The National Salaries, Incomes and Wages Commission (NSIWC) was established by Act 99 of 1993. Its creation was based on the recommendations made at various times by ad-hoc commission or panels set up by government from time to time since 1960, to deal with issues relating to salaries and wages of Nigerian workers. The implementation of the recommendations were never fully carried out to enable workers derive full benefit of their work.

The National Salaries, Incomes and Wages Commission has made continuous effort by reviewing the wages and salaries on workers from time to time.

Even with the numerous efforts and implementation of various reforms since its existence, this agencies of government still has challenges as regards to low wages and salaries of some public servants which has led to several strikes as a tool for bargaining. It is for this reason that the 30,000 Naira minimum wage was implemented April 2019.

REFORMS

- In the previous Compendium, there was the Inauguration of a technical committee by the federal government to review the request for a new minimum wage of 56,000 by organized labour, and followed by the raising up of a federal government negotiating committee to engage organized labour.

REFORM ACTION 2018-2020

Consolidation of existing reforms with the mandate adoption of new ones such as;

1. **Collaboration with CCB**

The National Salaries, Incomes and Wages Commission (NSIWC) to collaborate with Code of Conduct Bureau (CCB) in the fight against corruption through salary inspections

2. Commencement of Monthly Appraisal System

Commencement of monthly appraisal system that will complement the annual performance evaluation report (APER) that has been in use

3**. Commencement of pay comparability survey of the state's public services to aid data based planning at subnational level**.

4. Implementation of the 30,000 Naira new national wage for federal public service workers.

MAIN ACHIEVEMENTS

1. Implementation of the new national minimum wage service in the federal public service April 2019:

- The consolidated university academic staff salary structure;
- The consolidated polytechnics and colleges of education academic staff salary structure;

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- The consolidated medical salary structure;
- The consolidated public service salary structure;
- Payment of Arrears of salaries, allowances and pensions.

KEY CHALLENGES

- Low revenue earning as a result of the pandemic and falling crude oil prices in the International market;
- The gaps between the salaries of political office holders and those of mainstream civil servants are too wide.

ASSESSMENT OF REFORM INITIATIVES

QUESTIONS	RESPONSE
Have the reforms improved the quality and quantity of the public services delivered?	Yes there is improvement, as the minimum wage has been implementation
Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	.Yes

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Have the reforms reduced the cost of governance?	
Have the reforms made the services more affordable for citizens?	Yes
Have the reforms reduced corruption?	
Have the reforms reduced unnecessary bureaucracy and red tape?	
Is the reform initiative likely to lead to improved development outcomes?	Yes. With consistency in the process
In each sector or governance sphere, are things improving, staying the same or getting worse?	Slightly improving
Where things are improving, will those improvements endure?	Yes,

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PROPOSED NEXT STEP

Continuous recommendation of proportion of growth incomes for the purpose of utilizing such incomes growth for increase in general wage.

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CHAPTER 7: NATIONAL STATISTICAL REFORM

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THE PROBLEM



Previous Compendium[6] has documented what necessitated the establishment of the National Bureau of Statistics (NBS). It came into being with the merger of the Federal Office of Statistics (FOS) and the National Data Bank (NDB), and was part of a WB funded Statistical Master Plan (SMP) in 2003[7]. The NBS is saddled with the coordination of the National Statistical System (NSS) to produce adequate, high quality and timely data relevant to the demands of users of government, research institutes, private sector organizations and international agencies. With the responsibility to provide data which serves as the basis for measuring and monitoring development goals, planning, and target setting, the slow pace of statistical development still remains a challenge in all the sub-level of government, including the State Bureaus of Statistics (SBS). The lack of statistical development at the national and sub-national levels have resulted in the production of poor quality and untimely statistics. Additionally, there existed weak collaboration among other MDAs and the NBS.

Other challenges[8] currently bedeviling the NSS include;

- Poor statistical awareness;
- Lack of enabling legal framework;
- Low profile of statistics;
- Low capacity of SBS and LGAs;

[6] In this case, previous Compendium refers to the Compendium of Public Service Reforms in Nigeria (1999-2014)
[7] Reforms Programme in the National Bureau of Statistics: http://www.nigerianstat.gov.ng/abt.php
[8] See Pages 58-59 of the National Strategy for the Development of Statistics (NSDS) in Nigeria, 2017-2020

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- Funding constraints; and
- Inadequate infrastructure.

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REFORMS

2015-2017 REFORMS

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The previous Compendium documented initiatives put in place by the NBS to consolidate on gains from previous statistical reforms such as the National Statistical Master Plan (2004), the Statistical Act (2007), and the National Strategy for the Development of Statistics (2010). Some of those initiatives include; creating new datasets and reports to meet the diverse and specific needs of sectors; revamping of the website hosting diversified national and international data; and diversification of data sources for various sectors; generation of new sectoral reports for Road Transport, Liquefied Petroleum Gas for cooking, National Household Kerosene Price Watch, Annual Postal Service Data, State Disaggregated Mining and Quarrying Data, Automotive Gas Oil (Diesel) Price Watch, Premium Motor Spirit (Petrol) Price Watch, Transport Fare Watch.

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RECENT REFORM (2018-2020)[9]

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Consolidation and implementation of past reforms such as the National Strategy for the Development of Statistics (NSDS) In Nigeria, 2017-2021. The purpose of the NSDS initiative is to provide mechanism for further reform of the NSS and acceleration of statistical development in Nigeria. The NSDS is expected to give rise to development of an integrated, harmonized, coordinated and coherent NSS to guarantee unified data production process. It is a follow-up activity to the National Statistical Master Plan (NSMP) and the generic States Statistical Master Plans (SSMP); and the National Strategy for the Development of Statistics (2010- 2014). The NSDS is to target eleven strategic goals, namely; Statistical Advocacy; Organizational and Institutional Development; Human Resources Development; Infrastructural Development; IT Development; Statistical/Institution Coordination; Data Dissemination Policy; Statistical

[9] See the National Strategy for The Development of Statistics (NSDS) in Nigeria, 2017-2021

Auditing/Benchmarking; Data Quality Management; Data Development; and Statistical Funding.

The NSDS (2017-2021) is equally expected to build on NSDS (2010-2014) to provide an integrated framework within which different sectors will generate, disseminate and use statistics that are credible, reliable, meet individual needs as well as provide a sound basis for national planning and development. It is a road map to determining where we were, where we are, where we want to be and how to get there.

In adition, it is expected to bring about organizational and institutional development, human resource development, data development, and infrastructure development, among others.

MAIN ACHIEVEMENTS

The NBS has been consolidating on gains of previous reforms, while monitoring implementation of the NSDS policies and the Statistics Act, 2007. This has led to better collaboration, and improved of data produced for economic development, planning, and frequency of release of important data such as unemployment and underemployment.

The NBS has also just upgraded the National Data Archive and is using the latest IHSN application. The upgraded version will provide users of the Data Archive with improved functionality[10]. There have also been continuous and release of new datasets due to improved partnerships with relevant stakeholders and MDAs, with growing trust and confidence in the NBS data products.

[10] See https://www.nigerianstat.gov.ng/nada/index.php/whatnew

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Other achievements[11] include;

- The NBS now organizes an annual workshop for the National Consultative Committee on Statistics (NCCS). The NCCS is the main coordinating body of the Nigerian Statistical System (NSS), and has helped institutionalize its development;
- Better collaboration with MDAs in the discharge of their statistical activities, and the establishment of State Bureau of Statistics;
- Decentralizing of NBS Data processing in the six (6) NBS zonal offices of Kaduna, Ibadan, Gombe, Jos, Enugu, and Calabar. For ease of data processing and quick release of data;
- Frequent review and updating of all existing survey instruments to make them relevant to present statistical needs;
- Design of Sector Statistics Strategy 2019-2021 which drives data collection, management, and dissemination at the sectoral level;
- Development of Data Bond and Supply Responsibility Framework for SDGs;
- Launch of the 2019 Water, Sanitation and Hygiene National Outcome Routine Mapping (WASH-NORM) Report;
- Launch of the monthly COVID-19 Impact Monitoring due to recent pandemic;
- Release of improved timely, up-to-date, reliable and trusted data needed for evidence-based policymaking across all sector and societies;
- Institutionalized enhanced electronic data collection systems, switching from using paper questionnaires for data collection to using GPS enabled Computer Assisted Personnel Interviewing System (CAPI) devices for all household data collection;
- Enhanced capacity for Computer Assisted Phone Interview systems;
- Ongoing development, in collaboration with relevant stakeholders, of Geo-Referenced Infrastructure and Demographic Data for Development (GRID-3). This is

[11] See Statistician-General's Keynote Address on the World Statistics Day (WSD) Celebrations 2020 Theme: Connecting the World with Data we Can Trust

aimed facilitating the production, collection, use, and dissemination of high-resolution population, infrastructure, and other reference data points to support our national and sub-national development priorities; and

- Collaboration with the United Nations Office for Drugs and Crime (UNODC) which resulted in the conduct of the first ever nationwide surveys on Corruption and another on Drug use, one of the first for any African country.

KEY CHALLENGES

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- Inadequate funding remains a constraint to the activities of the NBS, amidst politically sensitive environment;

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- Lack of statistical awareness;
- Poor statistical culture in most MDAs;
- Weak co-operation and collaboration arrangement amongst relevant stakeholders;
- Poor quality of professional statistician in the bureau;
- The challenge of sustaining the frequent release of quality datasets; and
- The continuous politicization of the data produced by certain groups to suit their own objectives.

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ASSESSMENT OF REFORM INITIATIVES

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S/N.	QUESTIONS	RESPONSE

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1. 1	Has the NBS reform improved the quality and quantity of the public services delivered?	Yes. Through the production of quality and timely statistical information to the general public
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes. Through easy access of statistical information from NBS website and other social media platforms.
3. 3	Has the NBS reform reduced the cost of governance?	Yes. Through effective collaboration and harmonization of statistical activities amongst relevant agencies.
4. 4	Has the NBS reform made the services more affordable for citizens?	Yes. Through timely dissemination of statistical information on the NBS web portal and other social media platforms.
5. 5	Has the NBS reform reduced corruption?	Yes. Through efficient utilization of allocated resources for statistical activities.
6. 6	Has the NBS reform reduced unnecessary bureaucracy and red tape?	Yes. Through easy flow of statistical information amongst MDAs
7. 7	Is the NBS reform likely to lead to improved development outcomes?	Yes. Through the provision of statistical indicators for national planning.

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8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Yes. Data collection exercise and processing have been digitized and results released timely, for better national development planning.
9. 9	Where things are improving, will those improvements endure?	Yes. With sustained capacity building and synergy amongst relevant MDAs
10. 10	Where things are not improving, what should be done?	More awareness should be created on the importance of statistics for sustained national development.

PROPOSED NEXT STEPS

The NBS intends to intensify its effort to continually produce quality datasets, amidst given limited resources. Other activities include;

- Full implementation of the NSDS II (2017-2021);
- Holistic reform of the State Statistical System;
- Deployment of modern ICT infrastructure for statistical production both at the national and sub-national level;
- Intensify efforts at strengthening collaboration with other critical stakeholders; and
- Recruitment of more professional statisticians into the bureau, and continuous capacity building support to its staff and critical stakeholders.

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CHAPTER 8: REFORMS IN THE ADMINISTRATION OF JUSTICE: MINISTRY OF JUSTICE

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THE PROBLEM

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Before the establishment of the Federal Ministry of Justice, there was in existence the Colonial Legal Department which was headed by a Britain. He was the Registrar and Taxing Master of the then Supreme Court between 1863 and 1901. The Federal Ministry of Justice was formally established on October 1, 1960 when Nigeria attained independence.

It is the legal arm of the Federal Government of Nigeria, primarily concerned with bringing cases before the judiciary that are initiated or assumed by the government. The

ministry was charged with the mandate of handling every legal issue concerning the government. It drafts documents, represents the

The Nigerian justice sector still faces significant challenges despite key reform actions undertaken in the years under review. The justice administration still remains slow and this has continued to result in a high number of "awaiting trial" inmates in Nigerian prisons. High profile corruption indictments against senior judicial officers underline the need for reforms in the sector.

This Nigerian judicial sector has been grounded with challenges which can be traced to:

- Lack of funding for execution of necessary projects;
- Corruption in the administration of justice;
- Inefficiency of staff as some of the staff are not lawyers and as such cannot handle legal documents;
- Lack of access to justice for all, irrespective of means and Rule of law;
- Abuse of the fundamental human rights and civil liberties;
- Lack of effective coordination and cohesion amongst judicial institutions;
- Poor infrastructures and conditions of the Nigerian prison services;
- Inadequate data due to poor record-keeping and file management;
- Lack of modern management technology, inept personnel and the absence of case management techniques; and
- Congestions in prisons especially in urban prisons as a result of high percentage of inmates awaiting trial

These problems have remained largely the same in the Nigeria justice sector from the 2015 status quo though there were little changes as a result of the reforms carried out in the sector as it (the reforms) cut across the various subordinate jurisdictions (State and Local governments) of justice administration in the country.

REFORMS

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2015-2017 REFORMS

The enactment of the Administration of Criminal Justice Act (ACJA), 2015 being consolidated under President Muhammadu Buhari regime which led to several reform actions in the following areas; The Institution of timelines for trial of criminal cases from day to day (S.396) to ensure speedy trial of criminal cases; The mandatory requirement of notification of cause of arrest; Prohibition of arrest in lieu (S.7); Mandatory recording of personal data of arrested person (S.15); Establishment of a police Central Criminal Records Registry(CCRR); Electronic recording of confessional statement; Monthly report by the Police to supervising Magistrate; Humane treatment of an arrested person and prohibition of arrest in civil cases (S.8)

RECENT REFORM (2018-2020)

The Commission has in its mandate of constantly reviewing Federal laws with a view to enhancing systematic and progressive development and reform in consonance with the prevailing norms of Nigerian Society. The process of reform involves codification of such laws, elimination of anomalies, repeal of obsolete, spent and unnecessary enactments, reduction in the number of separate enactments, the reform of procedural laws in consonance with changes in the machinery of the administration of justice and generally, the simplification and modernization of the law.

Within the period under reference, the Commission undertook the following activities:

- The Reform of the Code of Conduct Bureau and Tribunal Act, Cap C15, Laws of the Federation of Nigeria, 2004 and the Related Provisions of the 1999 Constitution, as amended. The purpose of the reform is to strengthen the legal framework of the Bureau and the Tribunal and improve their performance.

- Revision of the Laws of the Federation of Nigeria (LFN, 2004).

The purpose of this project is to collect the statutory law bearing upon a particular subject and to bring it to date (2018), in order that it may form a useful code (LFN) applicable to the circumstances existing when the consolidation Act was passed. It will provide easy access to a particular subject matter in which there would have been numerous amendments to the law at different times.

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- Unification of the Criminal and Penal Code.

The Commission embarked on the unification of the two codes in order to address the security challenges in the country where no part of the country will be a hideout for criminals by reason of the operation of different criminal laws. It will also create the enabling environment for economic activities. Work on this project was finalized by the stakeholders on the 17th December, 2019.

- Reform of the Companies Income Tax Act. The Commission is undertaking the reform of the Companies Income Tax Act to enhance revenue generation of government for national development.

- Reform of the Central Bank of Nigeria (Establishment) Act. The objective of this reform is to further promote transparency and accountability of the Central Bank of Nigeria as a public institution, improve the general performance of the bank and financial sector of the economy for the benefit of the people and support the economic growth plan of the Federal Government.

MAIN ACHIEVEMENTS

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- The approval of the memo and the repatriation of looted funds of over $300m of the Abacha loot from the United States and the Bailiwick of Jersey by the Federal Executive Council. The ministry achieved tremendous success in the repatriation of three hundred and eleven million, seven hundred and ninety-seven thousand, eight hundred and sixty-six point one-one dollars ($311,797,866.11) of the Abacha loot from the United States and the Bailiwick of Jersey. Already, the government of Nigeria has committed that the assets will support and assist in expediting the construction of three major infrastructure projects across Nigeria, namely: The Lagos – Ibadan Expressway, Abuja – Kano Road, and the Second Niger Bridge.

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- The Nigerian judicial sector has recorded the following successes, relating to lingering entanglement between the Federal Government and Process and Industrial Development Limited:

  - Securing an order for stay of execution of the arbitral award.

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- Challenging and changing the order for cash deposit of $200m to bank guarantee
- Success was equally recorded for having an order for the extension of time to challenge award and agreement.
- Nigeria was successful as the court award payment of legal cost of €1.5m in favour of the country against P&ID.
- Award of payment of €70,000 to Nigeria as further legal cost relating to the issue.
- Nigeria obtains multiple positive rulings to obtain information from banks abroad which helped in establishing fraud.

- Through the dogged determination of Nigerian legal team, Nigeria got relieved of $1.5b liability and gains $660,000 arbitration cost in the dispute with Interocean Oil Company;
- Establishment of an electronic National Depository of Treaties that will serve as the depository of all treaties entered into between the Government of the Federation and any other country of any Ministry, Agency or Department;
- The signing into law in 2020 the Executive order No.10 for the implementation of Financial Autonomy of State Legislature and State Judiciary Order, 2020.Also signed into law by the President was the Executive Order number 8 of 2018, amendment 2019 on the Voluntary Offshore Assets Regularization Scheme (VOARS). The Executive Order 10 on the Autonomy of State Legislature and Judiciary is for ensuring constitutional compliance, complementing existing legislations, ensuring and enhancing operation, enforcement and application of the provisions as well as providing necessary supervision required for the enforcement;
- The inauguration of an Inter-Ministerial Gender Based Violence Management Committee. The Office is supervising the review of all the existing laws, providing a comprehensive and appropriate support services to ensure that victims and survivors of sexual offences are not subjected to further stigmatization and trauma among others; and
- Launching of the Central Database on Recovered Assets. Also introduced was the Central Criminal Justice Information System under Pillar 1 of the provisions of the National Anti-Corruption Strategy (2017-2021) in compliance with Section 3 of the Assets Tracing, Recovery and Management Regulations (2019).

KEY CHALLENGES

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The challenges currently faced by the Nigeria Justice sector are as follows:

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- One important challenge is the low level of literacy and high percentage of poverty among Nigerians;

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- Inadequacy of funds has affected the ability of main line ministries and agencies responsible for the promotion of security, socio-economic welfare and poverty eradication programmes and projects to effectively implement most of the provisions of the economic, social, cultural, environmental and developmental rights guaranteed under the Charter; and

- Despite the concerted efforts that the federal and state governments and gender machineries are making at ensuring gender equality in all sectors, policies and programmes, challenges that are attributable to patriarchy, deep rooted traditional beliefs and customs, low level of male involvement and participation in creating change, have contributed immensely to the perpetuation of gender inequality in the country.

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PROPOSED NEXT STEPS

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The Ministry of justice is still dedicated to achieving its core functions:

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- Ensuring access to justice for all persons and the observance of the rule of law and due process by all MDAs;

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- Prosecuting crimes against the State and defending civil cases on behalf of Government; Negotiating and vetting Contracts/Agreements on behalf of MDAs in order to protect national interest;

- Rendering timely quality legal advice and ancillary services to MDAs through the pool of Legal Advisers posted to them;

- Facilitating the early translation of Government policies into legislation through the Ministry's legal drafting function;
- Ensuring close collaboration with stakeholders, government agencies, civil society and the international community in order to improve on justice delivery,
- Advising government on its treaty obligations, in addition to other sundry services to the legal profession;
- Providing guidelines on international and local asset recovery regime;
- Tracking of all assets recovered on behalf of the federal government by various law enforcement and anti-corruption agencies; and
- Assisting the Ministry of Finance in Developing a Whistle-Blowers' Policy.

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CHAPTER 9: POSTAL SERVICES (NIPOST) REFORMS

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THE PROBLEM



Considering the problem that NIPOST identified in the last compendium, its quiet unpleasant to see that some of this challenges are reoccurring even after the reform that took place between 2018 -2020. The poor public conception about NIPOST is still in existence as a result of ineffective postal service. The delivery mandate of the organization is weakened due to dilapidated infrastructure. There is on improvement in staff's welfare, which is supposed to serve as a medium for motivating staff in order to avoid low morale and performance.

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REFORMS

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2015-2017 REFORMS

A four year strategic plan was developed for corporate strategic plan for Nigeria Postal Service of which some were short term programme in accordance to government policy while others were long term programme which was to be implemented after the Postal Sector Reform Bill has been passed into law. Some of this reforms are; Structural/ management reform, Quality of service/ customer care improvement, diversification, robust youth empowerment strategy, trade facilitation programme for SMEs.

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RECENT REFORM (2018-2020)

Considering the reform that has been carried out over the years, some of the problems confronting NIPOST still exist. Nevertheless, the previous reform carried out has addressed some problem such as transformation of NIPOST into a viable and market driven enterprise. The federal government could not achieve all it hoped to fix in the past reform as the quality of service is still very low and general image of the public about NIPOST still persist. Strategic plans to achieve it set objectives were drafted. The strategic plans carried out form 2018-2020 are as follow:

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- Proactive investment in infrastructure upgrade for expansive network;
- Adoption of a standardised national addressing system;

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- Establishment of independent postal regulator; and
- Fulfilment of institutional concerns in various field of postal sector, and transforming the organisation into an autonomous postal entity

MAIN ACHIEVEMENTS

- Re-orientation and training of existing staffs on improvement of productivity and discipline. To improve on their technology, ICT Personnel were employed for advance results.
- BPE collaborated with the ministry of communications by engaging KPMG consulting for the restructuring and modernization of the organization.
- Over 7billion revenue increment was recorded in the year 2018
- Successful partnership with CBN and other licenced operators to serve as outlets for mobile payments and to meet citizen's services.
- Federal government has approved national addressing policy and standards and the implementation committee is headed by the Vice President.
- NIPOST emerged the regional champion for Africa 2018 integrated index for postal development by the universal postal union in October 2018 and 2019

KEY CHALLENGES

The challenges currently confronting NIPOST are as follows:

- Funding is a major challenge that is confronting the organization productivity. For the past 30, NIPOST has been funding its project with internally generated revenue;
- Shortage of operational vehicle and office space;

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- Weak broadband connectivity and poor supply to carry out smooth activities.

ASSESSMENT OF REFORM INITIATIVES

The assessment of the reform initiatives were assessed using 10 assessment criteria. The outcome indicates that NIPOST has been a success

S/N.	QUESTIONS	RESPONSE
1. 1.	Have the reforms improved the quality and quantity of the public services delivered?	Yes
2. 2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes
3. 3.	Have the reforms reduced the cost of governance?	Yes
4. 4.	Have the reforms made the services more affordable for citizens?	Yes
5. 5.	Have the reforms reduced corruption?	Yes

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6. 6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes
7. 7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8. 8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	Yes
9. 9.	Where things are improving, will those improvements endure?	Yes
10. 10.	Where things are not improving, what should be done?	Re-strategizing

PROPOSED NEXT STEPS

Continuous effort towards revenue increment

CHAPTER 10: NATIONAL IDENTITY MANAGEMENT SYSTEM (NIMS)

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THE PROBLEM



National identity management system was established to address the problem confronting the efforts of having an accurate data base of Nigerian database. Although, there were existing government agencies such as Independent Electoral Commission (INEC), Directorate of National Civil Registration (DNCR) assigned with the responsibility of collecting citizens information but there was different citizen's information in the database which made the government to form a body that would be saddled with the responsibility of recording citizen's relevant information in the data base to avoid conflicting information.

The key challenges that have bedevilled the agencies in recent years are related to difficulty in accessing NIMS facilities which make its difficult in enrolling Nigeria citizens, Inability to digitally retrieve NIN and verify the authenticity of the current NIN slip with

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ease, and Limited capacity and capability of the Automated Biometric Identification Systems (ABIS); as there is speedy increase in enrolment numbers coming into the National Identity Database.

Skill Gap Identified by NIMS

1. Poor verification and stability of service.
2. Absence of techniques for NIN retrieval.

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REFORMS

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The Directorate of National Civil Registration (DNCR) was replace by National Identity Management Commission (NIMC). From 2015, NIMC has continued to consolidate existing reform initiative in its major areas of operation. The 2015-2017 reform focused on two main areas;

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2015-2017 REFORMS

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Adoption and Implementation of Harmonised and Integrated Policy: the National Identity Management System seamlessly harmonized on a unique National Identity Number (NIN) which connects various institution databases under a single platform.

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Adoption and Implementation of National Identity Database: the NID serve as central source of identity verification and authentication. The NID is based on the use of fingerprint biometrics and facial to uniquely identify and assign the unique National identification Number (NIN) to every enrolled citizen and legal residents. This verification infrastructure shall be available to the stakeholders.

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RECENT REFORM (2018-2020)

As a follow on to the reforms already triggered under the Public Service Reforms (2015-2017) and the need to address pressing challenges confronting the registration process, NIMS has rolled out procedures for better operation.

- EASY ACCESS OF ENROLMENT & OTHER FRONTEND SERVICES

To ensure that all Nigeria Citizens regardless of where they reside in the world are captured into the National Identity Database (NIDB), the NIMC embarked on targeted efforts of special groups including:

~~a.~~ Nigerian citizens in diaspora;

~~b.~~ Internally displaced persons;

~~c.~~ Development of android-based enrolment solution and;

~~d.~~ The NIMC developed and gazetted regulations in 2017 to guide the licensing of enrolment partners.

- ENHANCE FUNCTIONALITY OF NIN SLIP & DIGITAL RETRIEVAL OF NIN

~~a.~~ The NIN slip was re-designed to include a 2D barcode, the date of birth and the Country of origin of the applicant. The barcode contains a verifiable digital fingerprint, called a “hash algorithm” which provides some level of authenticity (with limits);

~~b.~~ The overall dimensions of the NIN slip were also revised to a more compact and pocket friendly size;

~~c.~~ Introduction of USSD to complement retrieval of NIN.

- ABIS UPGRADE TO 100 MILLION

~~a.~~ Upgraded the capacity of the ABIS to 100 million in 2018 to avoid duplication functionalities using fingerprint, facial and iris recognition.

- EASE OF VERIFICATION & AUTHENTICATION

~~a.~~ Provision of Mobile Web Services (MWS) as a Suite of Mobile Applications (both android and IOS) within the National Identity Management System [NIMS] to provide a robust but secure means of person identification, presented on a smart device using block chain Technology;

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~~b.~~ Provision of verification API (Application Programming Interface) for consumptions of entities requiring identity verification and authentication services.

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MAIN ACHIEVEMENTS

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- Collaboration with relevant organizations such as the UNHCR, licensing of private companies to carry out specified frontend activities in diaspora;

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- Licensees have commenced operations in over 14 countries spread across several countries in Africa, Europe, Asia, North America, and the Middle East;
- Established a diaspora enrolment support team in the NIMC HQ that works 24/7 to help resolve issues for the licensed partners;
- Commenced the mandatory use of NIN by the National Immigration Service; Flag off of the modification/correction of date of Birth/Names at the Back end as a revenue generating service;
- Faster processing of uniqueness of Biometric records (reduplication), full capacity to supports a daily throughput of 250,000 authentication requests over 24 hours; and
- Licensing of verification service agents and strengthening security through Multi-actor Authentication.

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ASSESSMENT OF REFORM INITIATIVES

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To determine the extent of achievement of reform goals of the central administrative coordinating agencies of the government as a basis for alignment and realignment, the reform initiative undertaken was judged against 10 assessment criteria. The result indicates that progress has been made although on a slow pace with emphasis on the need to focus more on functional aspect of reform rather than structural aspects.

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S/N.	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered?	Yes, lot of progress has been made through deployment of advanced technology to improve the process of NIN enrolment. Enrolment opportunities and accessing of NIN are now available on mobile.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes, there are windows of opportunity created for easy enrolment of different categories of people. License has been granted to more centres to enable easier and faster access to the NIMSC service.
3.	Have the reforms reduced the cost of governance?	Yes to an extent, there has been reduction in the cost of governance compared to past reforms.
4.	Have the reforms made the services more affordable for citizens?	Yes. Even though citizens pay for the services whereas they are free in Nigeria. By making it more accessible, it can still be said to be affordable
5.	Have the reforms reduced corruption?	Yes, corruption has reduced significantly.
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes.

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7.	Is the reform initiative likely to lead to improved development outcomes?	Yes it is likely to improve the outcome of development.
8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	Improving.
9.	Where things are improving, will those improvements endure?	Yes, since the system and processes are fully in place
10.	Where things are not improving, what should be done?	The government should enlighten the citizens about the importance of identity management.

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PROPOSED NEXT STEPS

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- Continuous creation of awareness to the citizens.
- ensuring continuous support and maintenance by implementing vendor
- Upgrade to higher versions as new releases are made by vendors.
- Conclude final Quality Assurance (QA) and User Acceptance Test (UAT)on the MWS;

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CHAPTER 11: TRANSPARENCY AND ACCOUNTABILITY REFORM

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THE PROBLEM



Accountability and Transparency are two very important features for sustainable democracy and good governance globally. Unfortunately, from the turn of the Military rule right through the return of democracy, Nigeria has been bedeviled with incessant cases of widespread corruption, lack of accountability and transparency in government. Although some of the cases of clear lack of transparency and accountability predate the Buhari administration, the perception, both domestic and international, is that there has not enough government effort to curb it.

According to a 2019 Afro barometer survey in 35 African countries, 55% considered corruption to be on the rise in 2019, and one in four had to pay a bribe to access basic services in the same year. Nigeria itself has consistently ranked low in Transparency International's Corruption Perception Index, and as recently as 2019, the US State Department declared that the country did not meet its fiscal transparency standards.

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Although according to the 2020 report, Nigeria made significant progress by making its executive budget proposal, enacted budget, and end-of-year report accessible to the public.

In addition, the apex audit institution, according to the report, completed audits of the government budget and reportedly made audit reports on its website; the standards and procedures under which the national government issued natural resource extraction contracts or licenses were set out in law and regulation; and the government appeared to comply with relevant laws and regulations.

Despite these achievements, there were still certain processes and service areas where transparency and accountability is lacking, and they are as follows:

- Publishing its executive budget proposal within a reasonable period of time;
- Improving the reliability of budget documents of actual revenues and expenditures;
- Making comprehensive audit reports publicly available for major, large state-owned enterprises;
- Budget of National Assembly;
- Items of expenditure under the security vote;
- Perceived absence of neutrality in the adjudication of some of the cases before the courts;
- Manner at which some government agencies obtain ex parte orders from the courts;
- Immunity of certain political office holders from prosecution for alleged criminal crimes while in office
- Absence of transparency in the recruitment process and promotion in some public and private institutions;
- Perceived lack of transparency in the management of extractive industries;
- In ability to properly account for funds accruing to government by some government institutions like NNPC, EFCC, and customs; Absence of inclusiveness and disregard for electoral laws in the selection of political actors;

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- Perceived lack of transparency in the distribution of COVID-19 palliatives;
- Lack of trust in the Nigeria Criminal Justice Complain system; and
- The use of force, and the continuous preparation of violence against peaceful protesters.

REFORMS

2015-2017 REFORMS

The government has taken a variety of measures to address issues of transparency and accountability. The early days of the Buhari administration saw them embed accountability, transparency, and anti-corruption measures in its reform programme. Thus, this prompted the administration to take several concrete steps, including the implementation of the Treasury single account (TSA), to increase transparency and accountability, total introduction of the Bank Verification Number (BVN) for all bank accounts; IPPIS expansion; adoption of International Public Sector Accounting Standards (IPSA); and reinvigoration of the Whistleblower Policy.

RECENT REFORM (2018-2020)

Consolidating, and ensuring full compliance on the recent reforms listed in the previous Compendium. Some of the most recent initiatives aimed at promoting transparency and accountability for the year under review include;

- The NEITI launched the NEITI Audit Management System (NAMS) in the tail end of 2020. The platform is designed to automate NEITI's audit information and data collection/collation process. The collected data are used for independent industry audit exercise. The platform was developed after series of needs-assessments, and in consultation with oil and gas companies and relevant government agencies. Under the NAMS, the extractive companies' and relevant government agencies' information and data submissions will be a timely, secure, convenient, and efficient process. It will also reduce cost as well as eliminate human interference. Besides giving the covered entities and relevant government agencies the opportunity to submit their data electronically, the platform also facilitates data reconciliation and validation. As NEITI's Executive

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Secretary – Waziri Adio commented, “NAMS is a win-win for everyone involved in the NEITI audit process in terms of cost and efficiency gains”;

- Launching of a register of beneficial owners of companies operating in the Nigerian extractive sector. This initiative, which was spear headed by NEITI, was a collaborative effort with the Department of Petroleum Resources (DPR) and Mining Cadastral Office (MCO);

- The Nigerian government on December 9, 2019, launched a new financial transparency policy and web portal to provide the public with greater insight into government expenditures. The policy sets minimum financial reporting requirements and regular deadlines for over 800 government Ministries, Departments and Agencies (MDAs). All MDAs are also required to promptly respond to additional information requests beyond what is published;

- Other initiatives launched by the NEITI include launch of the RemTrack, an online application for tracking progress on the implementation of remedial issues identified in the NEITI audit reports; and

- More collaboration with Civil Society Organizations (CSOs) to promote transparency in government processes.

MAIN ACHIEVEMENTS

The Buhari administration has recorded significant level of success from its first tenure until now, some of which was documented in the previous Compendium. Other noticeable achievements achieved in the years under review include;

- Improved cash management system through the development of the Open Treasury Portal and the expansion of the coverage of the TSA;

- Timely release of industry audit reports with current information and data;

- Set up of the Presidential Initiative on Continuous Audit (PICA) to strengthen controls over government finances through continuous internal audit process across all MDAs. This initiative has seen the remittances of some MDAs like JAMB improve greatly;

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- Consolidation of the Asset Tracking and Management (ATM) Project;
- Replacement of old cash-based accounting system with an accruals-based system; and
- Deployment of BVN system as verification basis for government's social development programs such as Anchor Borrowers Programme (ABP), and the N-Power Scheme, for the purpose of transparency and accountability.

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ASSESSMENT OF REFORM INITIATIVES

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S/N.	QUESTIONS	RESPONSE
1. 1	Has the transparency reform improved the quality and quantity of the public services delivered?	The initiatives are gradually improving the quality of public services.
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Some agencies respond to the FOIA to provide information when requested.

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3. 3	Have the transparency initiatives reform reduced the cost of governance?	Yes. Consolidation of the BVN, TSA, IPPIS, Open Treasury Portal, have clearly shown significant success in reducing the cost of governance.
4. 4	Have the transparency initiatives made the services more affordable for citizens?	Not applicable
5. 5	Have the transparency initiatives reduced corruption?	Significantly. Although, there is still perception of corruption by Nigerians.
6. 6	Have the transparency initiatives reduced unnecessary bureaucracy and red tape?	
7. 7	Are the transparency initiatives likely to lead to improved development outcomes?	Not applicable
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Things are improving in government cash management and implementation of IPPIS and TSA.
9. 9	Where things are improving, will those improvements endure?	Yes, there is expected to be considerable improvement in transparency and accountability within public service.
10. 10	Where things are not improving, what should be done?	Not applicable

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PROPOSED NEXT STEPS

More effort in making information on debt obligations and utilization of borrowed funds publicly available;

- Strengthening and improvements in audit and oversight processes;
- Ensuring full compliance to the FOIA; and
- Strengthening of collaborations with CSOs.

CHAPTER 12: ANTI-CORRUPTION REFORM

THE PROBLEM



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Since coming into office in 2015, the Buhari administration has continued to put up initiatives aimed at addressing the state of corruption in Nigeria. It is important to note that despite these efforts, issues of corruption in the country are still at an unacceptable rate. Previously ranked 144 in 2018 according to Transparency International (TI), Nigeria declined in 2019 Corruption Perception Index, scoring 146 out of 180 countries. The incessant and unabated cases of corruption clearly have a crippling impact on the standard of living and quality of life, as documented in the previous Compendium, thus eroding the gains of democracy, and hampering economic development. Earlier in 2020, the head of the anti-corruption agency was suspended on the grounds of alleged corruption. On one hand, this is seen as Nigeria's efforts to combat corruption; on the other hand, it was seen as a dent in its corruption drive domestically and internationally.

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Nigeria's effort at combating corruption has at best seen to be cyclical, with the application of same lackluster tactics, seen to be disproportionate and have not yielded the desired result. Nevertheless, the government still has admirable priority for tackling corruption.

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REFORMS

2015-2017 REFORMS

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Previous Compendium had documented reform initiatives undertaken by key agencies in charge of corruption. Some of the key reform actions included; establishment of the Presidential Advisory Committee against Corruption; Continuous strengthening of existing anti-corruption agencies like ICPC, EFCC, CCB, NEITI, CCB/CCT, PCC, BPP, etc.; Adoption and reinforcement of the whistle-blower policy with incentives attached; and Issuance of Executive Orders to transform and sanitize critical business environments.

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RECENT REFORM (2018-2020)

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Efforts have continued in consolidating, and ensuring full compliance and strengthening of existing Anti-Corruption Agencies (ACA) and their respective initiatives. Additionally, there have been operational and institutional reforms specific to some agencies such as ICPC, PCC, NEITI, and BPP. One of such is the launch of the Constituency and Executive Projects Tracking Group (CEPTG) by the ICPC, responsible for the tracking of the federal government's zonal intervention projects anchored by members of the National Assembly. Other initiatives include; launch of the Nigeria Corruption Index Survey, which will be anchored by the Anti-Corruption Academy of Nigeria (ACAN); and Tax fraud and illicit financial flow tracking. Additionally, the PCC has been able to create a Complaint Management System for the submission and management of Complains and reporting of corruption related practices. Structurally, the PCC also created the Public Relations department to accommodate foreign support and inter agency collaboration in the fight against corruption.

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MAIN ACHIEVEMENTS

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Some of the achievements recorded by the initiatives of the different ACAs tasked with addressing corruption have been laudable, although there is room for more improvement. In May 2018, the Nigerian Economic and Financial Crimes Commission (EFCC) announced that 603 Nigerian figures had been convicted on corruption charges since Buhari took office in 2015. Additionally, the Code of Conduct Tribunal convicted a past Chief Judge of the Nation, Chief Walter Onneghen, on April 18, 2019 for false assets declaration. This followed the arrest of ex-Attorney General Mohammed Adoke in December 2019, on accusation of being bribed to grant oil licences to Shell, after his extradition back to Nigeria from Dubai. Other achievements include the re-arrest of former Pension Task Force Reform Head, Abdulrasheed Maina after jumping bail.

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The launch of the first phase of the CEPTG in 2019 has seen the ICPC track over 200 constituency projects. The second phase of the project is currently on going, with over 70 projects tracked so far. The ICPC, through the Anti-Corruption Academy of Nigeria, has also successfully conducted a Corruption Attitude, Perception and Experience Survey of Public Officials in 2020. The ICPC is also collaborating with other agencies, such as Office of the Auditor –General of the Federation for the System Study of revenue generating agencies of government.

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Other achievements include;

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- Creation of a database of Document archival system and key departments by the PCC such as; Department of Public Investigation; Department of Private Investigation; and Department of Public Relations, Foreign Support and Inter-Agency Collaboration.

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- Improved collaboration with other ACAs, CSOs and relevant stakeholders such as; FRCN, Human Rights Radio, Jordan FM, EFCC, ICPC, CCB, etc.

ASSESSMENT OF REFORM INITIATIVES

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Assessed against the 10 criteria, the anti-corruption initiatives of the federal government can be regarded as work in progress, seeing they have not yet achieved desired outcomes.

S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms improved the quality and quantity of the public services delivered?	There is improvement but not so palpable
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	The Government of the day is promoting inclusiveness
3. 3	Have the reforms reduced the cost of governance?	Yes, but the cost of governance is still prohibitive.
4. 4	Have the reforms made the services more affordable for citizens?	No
5. 5	Have the reforms reduced corruption?	Available reports do not lend credence to Government's efforts towards reduction in corruption. Nigeria's rating in terms of corruption index has worsened.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Impact is not so significant

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7. 7	Are the reforms likely to lead to improved development outcomes?	Yes, given more time with visible results, it is expected that there will be more development outcomes. For instance, the constitution of CEPTG will lead to actual implementation of people oriented constituency projects.
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	The narratives have not changed significantly
9. 9	Where things are improving, will those improvements endure?	Not applicable
10. 10	Where things are not improving, what should be done?	A holistic review of the anti-corruption system with sincerity of purpose

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PROPOSED NEXT STEPS

- Strengthening the capacities of ACAs through legislation such as amendment of the PCC bill in the National Assembly;
- Stronger collaboration with CSOs and relevant stakeholders; and
- Continuous capacity building for staff and addressing logistics and infrastructure challenges.

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CHAPTER 13: HEALTH INSURANCE REFORMS (NHIS)

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THE PROBLEM



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The health of Nigerians was a threat as many could not afford to get drugs or pay for hospital bills. This leads to untimely death as Nigeria recorded more mortality in Africa. The Nigerian government saw the need to protect the health of its citizens, which resulted to the establishment of a health insurance called NHIS. The Scheme was established under ***NHIS*** Act (2004) by the Federal Government of Nigeria. The scheme is aimed at providing easy and affordable access to quality health care by Nigerians in both public and private sector.

The scheme has been a very helpful and supportive health insurance, more people can now go to the hospital for treatment without fear. However, there are problem faced by this insurance scheme. Some of which are reoccurring that the old reform could not solve while others problems are new. These problems are; Incessant crisis and gross instability in NHIS, Ineffective financial management system which is not in line with

IPSAS, Non mandatory participation in NHIS, Poor coordination and governance in health insurance operations in Nigeria, Non-automation of NHIS business processes, Overwhelming operational bottlenecks, Unavailability of expensive drugs and the public perception of unbranded drugs as inferior quality, Slow population coverage over the last decade

REFORM ACTIONS

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2015-2017

To guarantee easy access to good healthcare service the NHIS developed reforms to sever different segment of the society. The major reform initiative are:

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- The adoption of voluntary Contributory Social Health Insurance Programme (VCSHIP) as national policy that would be inclusive of legal foreigners living in Nigeria;

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- Deployment of appropriate Information Communication Technology (ICT) in the disbursement of funds to Health Maintenance Organization (HMOs). This deployment made it possible to monitor disbursement of funds by the NHIS to the HMOs and discovering of ghost enrollees; and
- Expansion of the category of people in the Vulnerable Group.

2018-2020 REFORMS

- Introduction of three point rebranding agenda anchored on:

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~~i.~~ Restoring a value system that will transform NHIS into a credible result driven organization;

~~ii.~~ Engendering transparency and accountability in the entire operation of the scheme;

~~iii.~~ Accelerating the drive towards achieving universal access to quality healthcare for all Nigerians; and

~~iv.~~ First NHIS value re orientation retreat

- Reformation of the financial management system and development of new organogram in line with IPAS and clearance of backlog of unaudited accounts;
- Review of NHIS act to ensure mandatory health insurance coverage and strengthen the regulatory capacity of NHIS;
- Strategic stakeholders engagements with enrollees, health care facilities(HCF), health maintenance organization(HMO), State health insurances agencies, development of NHIS 10 year strategic plan and health insurance under one Roof;
- E-NHIS project collaboration with NIGCOMSAT for digitalization of NHIS business process, ICT capacity building organized for NHIS staff (in collaboration with the digital institute);
- Institutionalization of quarterly payments to health maintenance organizations (HMOs) and monthly payment of health care facilities (HCFs), Institutionalization of reconciliation exercises to clear the backlog of debts and prevent further indebtedness of HMOs to HCFs, Development of NHIS client center management system(CCMs), strengthening of enforcement department and SERVICOM unit;
- Stakeholder engagement with drug manufacturers and pharmaceutical companies; and
- Development of the group individual and family social health insurance programme (GIFSHIP), Development and printing of IEC materials.

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MAIN ACHIEVEMENTS

- Peace, stability, discipline, efficiency (resource oriented), synergy/teamwork
- Improved NHIS financial management system
- Revised NHIS act passed by senate, awaiting concurrence by house of representatives before signing into law by Mr. president
- Improved regulatory and coordination role of NHIS

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- Award of best interoperability readiness to NHIS out of over 100 MDAs
- Improved ICT capacity for NHIS staff to effectively handle automated processes
- Improved and uninterrupted access to health care for NHIS enrollees
- Improved quality, affordability and availability of drugs
- Acceleration of the drive to attain universal health coverage in Nigeria
- Improved publicity and awareness

KEY CHALLENGES

- Delay in signing the NHIS act into law; challenges of non-mandatory health insurance including small risk and resource pools, high adverse selection etc.
- Misinformation, non-acceptance of concept of health insurance, etc.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	ANSWERS
1	Have the reforms improved the quality and quantity of the public services delivered?	Yes they have. The staff of NHIS have inculcated the result oriented mind-set and this is evident in improved quality of service delivery. The reform of NHIS operations (especially decentralization and enhanced efficiency) as well as the review of existing programmes has also expanded access to health insurance coverage for more Nigerians

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2	Do more people now have access to services including disadvantaged groups such as women, young children and people with disabilities?	Yes. NHIS supports access to care for pregnant women and children under 5 in some Community Health Insurance Schemes and Constituency Projects. Through the Basic Health Care Provision Fund (BHCPF) which is being implemented through State Health Insurance Agencies, more vulnerable people will also have access to health care services.
3	Have the reforms reduced the cost of governance?	Yes they have by identifying and prioritizing high impact interventions, strengthening and utilizing internal capacity, eliminating wastage from inefficient operations, and leveraging on Government to Government (G2G) collaboration as well as Development Partner support.
4	Have the reforms made the services more affordable for citizens?	Yes. Compared to the cost of accessing health care services out of pocket, improved access to health insurance significantly reduces health associated costs by pooling risks and resources and improving cross-subsidy such that the rich pay for the poor and the healthy for the sick
5	Have the reforms reduced corruption?	Yes, by improving efficiency in operations and internal capacity for monitoring and evaluation. NHIS also has an Anti-Corruption Unit (ACTU) which is being strengthened for better performance. Some of the staff of NHIS are currently undergoing training on anti-corruption.
6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes. Clients are being served promptly at our Enrolment and Call centers. Complaints are also being promptly handled by our various offices with the support of the Enforcement Department. With the full implementation of the e-NHIS project there

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		will be many more improvements in service delivery.
7	Is the reform initiative likely to lead to improved development outcomes?	Yes, because if we eliminate cost as a major barrier to access to health care through health insurance, then more Nigerians can get quality health care when they need it. Improved health results in improved productivity.
8	In each sector in the governance sphere, are things improving, staying the same or getting worse?	Things are improving in the health insurance ecosystem and in the health sector in general. There is increased focus on the health sector as a fall out of the effects COVID-19 pandemic, and due to dwindling local and foreign resources, focus is shifting to health insurance as a sustainable mechanism for health financing. Practically all the states have now established State Health Insurance Agencies and NHIS have established a platform called Health Insurance Under One Roof (HIUOR) to improve coordination and technical support to stakeholders.
9	Where things are improving, will those improvements endure?	NHIS is continually reviewing its business processes and strategies for better service delivery in order to achieve its mandate of Universal Health Coverage. The NHIS 10 year strategic plan is also a rolling plan that will take socio-demographic, political and economic changes as well as technological advancements into consideration.
10	Where things are not improving, what	NHIS has strengthened its monitoring and evaluation processes to quickly and easily detect deviations from set standards and targets. Where

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	should be done?	such are detected they will be brought to the attention of the Management and appropriate remedial action taken.

PROPOSED NEXT STEPS

- Completion of the e-NHIS project
- Continuous capacity building
- Advocacy for the signing of the NHIS act into law
- Development of innovative financing mechanisms in collaboration with other stakeholders
- Strengthen quality assurance and other monitoring mechanisms

CHAPTER 14: SERVICOM REFORMS

THE PROBLEM

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January 2004, a Technical Team was appointed consisting of the UK Prime Minister's Adviser on Public Services Reform, members of the Office of Public Services Reform (OPSR) and Centre for Management and Policy Studies (CMPS) in the Cabinet Office, Consultants from the UK and South Africa; and a Service Delivery Team nominated by the Nigerian Government and headed by the President's Senior Special Assistant on Research and Strategy.

The President and the British Prime Minister assigned the team to examine key service delivery issues and develop a roadmap for practical, targeted and achievable service delivery. The team's Terms of Reference covered a review of service delivery in Nigeria and the institutional environment for service delivery; a reflection on people's views and experience of services; and a draft roadmap of suggested key actions and institutional arrangements, deliverables, roles and responsibilities, timescales, key benchmarks and indicators to measure progress, support and Technical Assistance requirements.

The team undertook analysis of official documents and other literature on service delivery generally and in Nigeria and interviewed key ministers and government officials at strategic, management and operational levels. Independent market research was commissioned to test customer and staff attitudes through focus groups and interviews. Case studies of five services examined policy to delivery from 'end to end':

- Business registration (Corporate Affairs Commission),
- Passports(Immigration),
- Immunization
- Hospital outpatients in Federal Capital Territory (Maitama General Hospital), and
- National Electric Power Authority

Some of the gaps in service delivery that were identified by the service delivery research team include:

- Services are not servicing people; they are inaccessible, poor in quality and unresponsive to customer needs.
- A lack of real levers for ministers to deliver or monitor the outcome of their policy pledges or hold anyone accountable for delivery.

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- Limited information of central departments to monitor performance or intervene to tackle failure
- Unpredictable and uncertain funding often leaving services without staffing revenue to maintain premises, systems, and provide services
- Current support services (such as finance, audit, ICT, personnel and procurement) neither support nor serve delivery
- Public confidence is poor and institutional arrangements are confusing and wasteful.

Skill Gap Identified by SERVICOM

1. Poor quality of service delivery and support service.

2. Late allocation of funds and poor accountability.

To achieve the desired improvement in service delivery to the citizens, there was need for a far-reaching transformation of the Nigerian society through a Service Delivery Initiative (SDI) involving government and stakeholders to create momentum on the part of government, and a culture of demand among Nigerians. In order to be successful, there is a need to change the reasoning of what people should expect from public services, and as their expectations rise, it will create new demand, providing clearer direction in the development of capacity and the allocation of resources.

REFORMS

2015-2017 REFORMS

The service delivery initiative comprised of the following elements:

- Creating citizens' and customers' demand
- Demonstration pilots

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- Build wider support for service delivery

To operationalize the Federal Government's Service Delivery Initiative (SDI) a reform action was planned:

- Coordinate the formulation and operation of service charters of ministries, departments and agencies
- Monitor and report to the President on the progress made by the ministries and agencies in executing their responsibilities under SERVICOM
- Conduct Independent Surveys of the service provided to citizens by the ministries and government departments, their 'adequacy', their 'timeless', and 'citizen satisfaction'.

RECENT REFORM (2018-2020)

To actualize the vision of reforming the Nigeria public service to better serve the citizens, the SERVICOM Office introduced the following reform actions:

- ***Formulation and Implementation of Service Charters:*** in order to improve the quality of services delivered by MDAs to citizens, the SERVICOM Office initiated the concept of service charters. MDAs are mandated to develop standards in collaboration with their stakeholders promoting the principle of co-creation. Charters help to raise citizen demand for quality services as well as manage expectations. SERVICOM has coordinated efforts by MDAs to formulate, review, implement Service Charters as well as regularly monitor and report to His Excellency, the President on the progress made by each of the MDA in performing their obligations under the Charter.
- ***The SERVICOM Index/Service Improvement Planning:*** it's a tool approved by the Federal Executive Council to be used as yardstick for measuring the quality of services delivered by MDAs. It serves as an analytical tool that helps in identifying service delivery gaps and informing service improvement planning. The SERVICOM office carries out a number of compliance evaluation of customer-facing MDAs using the Index and subsequently assisted such MDAs to come up with service improvement plans that saw over 70% implementation.

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- ***Establishment of SERVICOM Units/Committees***: in order to mainstream fast-track implementation of the Service Delivery Initiative in MDAs SERVICOM Units and Committees were established headed by Nodal Officers on GL 16 supported by three desk officers of between GL 13-15 (charter desk officer, service improvement officer, and customer/complaints desk officer). The committee draws its membership from all Departments and Unit creating a network of service delivery teams.

- ***SERVICOM Institute***: the SERVICOM Institute was established to build competencies and capacity of staff to deliver services that meet and exceed the expectations of the citizens through regular training on key service delivery areas

- ***Pilot Projects (One-off):*** Pilot projects were planned and implemented in different sectors to demonstrate that services can and will improve if the necessary actions are taken. The following were pilot projects that were undertaken by the SERVICOM Office. The successes achieved through these pilot projects were truncated by lack of follow up action required for scaling out.

  - OSCAR (One Stop Claims Shop for Motor Vehicle Insurance): this was introduced to improve access to genuine vehicle insurance by vehicle owners at affordable cost. With the awareness created through OSCAR, vehicle owners were able to access genuine insurance

  - Police Communications: to improve the effectiveness of policing and crime prevention the communication infrastructure of the police needed to be upgraded. SERVICOM Procured communication gadgets for the Nigerian police force and trained operational officers on how to leverage on communication

  - FMC Keffi GOPD: The Outpatient Department of the Federal Medical Centre Keffi was used to demonstrate that patient waiting time could be reduced from three (3) hours to less than one (1) hour. This was achieved using the triage system to streamline the process of seeing a doctor. A toolkit was later developed and officially presented to the then Honourable Minister of health for roll-out to other tertiary health institutions in Nigeria.

  - Passport Office: reducing the timeline for getting a passport from over two (2) months to less than two weeks was the focus of this pilot. The process of application was streamlined and technology was used to transition from manual to online

applications. A waiting area was also created and furnished to improve the comfort of customers while they await capturing.

MAIN ACHIEVEMENTS

- The establishment of Ministerial SERVICOM Units (MSUs) and Parastatals SERVICOM units in 84 ministries, departments and agencies;
- The establishment of a complaints mechanism in all MDAs. To ensure regular feedback on quality of services from citizens and to redress incidences of service failure when they occur in order to improve MDAs customer service.;
- Complaints Handling and resolution has improved. Consistent with its effort in helping MDAs address problems associated with service failures, SERVICOM Office has put in place a complaints management system in MDAs and has over the years published a summarized complaints report on a Quarterly basis;
- 1000 civil servants have been trained in various aspects of service delivery by the institute and this continues to be the service-wide capacity building arm of the service delivery initiative.

KEY CHALLENGES

- The growth of the reform has stifled because of lack of guaranteed continuous funding;
- SERVICOM lacks adequate numbers of senior civil servants with capacity; required to drive public service wide strategic management initiative;
- Lack of accountability from office holders on their level of delivery; and
- Weak information system.

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ASSESSMENT OF REFORM INITIATIVES

To determine the extent of achievement of reform goals of the central administrative coordinating agencies of the government as a basis for alignment and realignment, the reform initiative undertaken was judged against 10 assessment criteria. The result indicates that progress has been made although on a slow pace with emphasis on the need to focus more on functional aspect of reform rather than structural aspects.

S/N.	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered?	Only in some cases. The ***SERVICOM-in-Action*** experiences in some tertiary health institutions such as FMC Bida, Minna, Iddo-Ekiti and UCTH, where significant improvements have been recorded and sustained to date, improved the quality of services delivered. However, these 'pockets of results' can be scaled up with further strengthening of the Service Delivery Initiative.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	The SERVICOM Compliance Evaluation process and Customer Care Sensitization includes key measures of MDA's responsiveness to vulnerable groups. Specific examples exist in most Federal tertiary hospitals and NIPOST where service points now have ramps and signage designed to cater for these

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		groups.
3.	Have the reforms reduced the cost of governance?	There is no direct evidence that the cost of governance has reduced as a result of SERVICOM. However, adhering to SERVICOM principles has helped a number of MDAs to plan and manage their costs around service delivery more effectively, by translating feedback from customers into service plans and implementation. Recent evaluation and post evaluation actions by NIMASA and NPA reveals cost duplications at service points and these have since been redressed.
4.	Have the reforms made the services more affordable for citizens?	To a significant extent, a number of evaluated service points in Federal Tertiary Hospitals have become more transparent in their charges to patients. The Christian Pilgrims Welfare Board had used feedback from its SERVICOM unit to reduce charges to Pilgrims.

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5.	Have the reforms reduced corruption?	To a significant extent, a number of evaluated service points in Federal Tertiary Hospitals have become more transparent in their charges to patients. Most MDAs evaluated now display costs for services to customers and this has reduced extortion and touting in some service windows. Opportunities now exist in Federal Universities for students to assess and provide feedback on lecturers, as it now operates in Nnamdi Azikiwe University Awka, FUT Minna where ***SERVICOM Vanguards*** are involved in reducing instances of cash-for-grades among lecturers and students.
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	There are few instances where processes have been properly defined and displayed for ease of access by citizens. FMC Keffi, FIRS and FMC Bida remain shining examples of what can happen when the Service Delivery Initiative is put to use effectively to manage red tape and bureaucracy.
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, if it is given the support it requires.

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8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	There are some improvements but these are largely unreported and have not yet been taken to scale.
9.	Where things are improving, will those improvements endure?	In most cases, the improvements have endured, but the gains have been reversed in some other instances. Specific case in point is the successful pilots of the re-organisations at the Passport Office of Immigration Service where SERVICOM demonstrated improvements in passport issuance process by reducing touting.
10.	Where things are not improving, what should be done?	The reform should be provided the level of support it requires. There is a need for high level-buy in and political will by top echelons of government. MDAs need to comply with the directive to use the Service Charters as an operational tool to regulate, improve and sustain service improvement.

PROPOSED NEXT STEPS

- Government reaffirmation of political commitment to SERVICOM through annual presidential retreat;
- Right positioning of SERVICOM initiatives in ministries;

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- SERVICOM nodal officers should report to their permanent secretaries through the newly created Departments of Reform Coordination and Service Improvement in the ministries;
- Funding for SERVICOM Units;
- Development, implementation, and continuous review of a SERVICOM staff capacity development plan;
- Enactment of a SERVICOM Bill- an Act of parliament establishing a sanctions regime for service failure in the public sector;
- In order to focus on citizens' involvement in service definition, standard definition and establishment of service compacts, the guidelines for implementing SERVICOM should be re-issued and MDAs should establish mechanisms for stakeholders' consultation at service windows;
- In order to make MDAs more customer-focused, MDA SERVICOM compliance outcomes should be reflected in Evaluation Performance Reports and customer-focused Service Charters should be prepared by MDAs and prominently displayed.

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CHAPTER 15: REFORM IN GOVERNMENT INFORMATION DISSEMINATION

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THE PROBLEM

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The Nigerian society has rich cultural heritage, and tremendous potentials to showcase throughout the various continent of the world hence the need to have a very strong information system, portraying the beauty of our country and ensuring credibility, transparency and an enabling technological environment for socio-economic development of the nation. This is the reason why The federal ministry of information and culture, Ministry of Communication and Digital Economy, Voice of Nigeria and National Broadcasting Commission are very important agencies of the government setup to establish reforms to ensure a dynamic and participatory information system, develop and implement a harmonized and well-coordinated digital economy as well as ensuring collection, proper documentation, conservation and presentation of the Nigerian Cultural properties to the public for the purposes of Education, Enlightenment and entertainment. Despite the continuous efforts and reforms put in place by this various agencies of the government to improve information dissemination, challenges in data collection, processing and analytics, proficient use of the required computer applications, limited ICT usage, transparency, computer illiteracy, absence of professional training in line with current technology trends still creates several setbacks for the system.

Skill Gap Identified by Ministry of Information

1. Profile of breaches from stations
2. Dangers of hate speech and fake news

REFORMS

2015-2017 REFORMS

Establishment of online Menus for interaction between the government and its citizens (FGN IAPP)*:* Menus which would enable users to interact with the government such as feedback Menu which allows users to give their opinion on certain government policies

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or activities of interest was created. It is made available on both Google play store and App store.

Change begins with me Programmes and advertisement by the Federal Ministry of Information: Federal Ministry of Information started the change begins with me slogan which involves short play let, logos, advertisements aimed at ensuring attitudinal and behavioural change amongst Nigerians.

RECENT REFORM (2018-2020)

Consolidation of existing reforms from previous compendium with the mandate to properly tackle existing issues that will aid improvement in dissemination of credible information , enhancement of technological knowhow, seamless internal communication, and the deployment of technologies for reaching target audience. In line with these objectives hence the need for adoption of new reform action by the various agencies which is captured below according to their reform action:

MINISTRY OF INFORMATION

- Creation of a substantive News and Digital Media Department
- Creation of modern managed website.
- Deployment of technologies for reaching target audiences, through hand held devices and internet platforms.
- Audio streaming and webcasting.
- Creation of additional units in the news department to cater for all sectors of the economy in order to give the international community accurate reports from an informed point of view on all sectors of the society.

MINISTRY OF COMMUNICATION AND DIGITAL ECONOMY

- Development and launching of cutting edge policies.

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NATIONAL BROADCASTING COMMISSION

The review and amendment of the Nigeria Broadcasting Code

- Publication and implementation of the Addendum to the 6h edition of the Nigeria broadcasting code
- Initiating the NBC'S financial autonomy
- Participating in the committee for the establishment of a national audience measurement system
- Draft bill to repeal the existing NBC act
- Zone/state offices complies breach profile of stations
- Roll out in DSO in states

VOICE OF NIGERIA

- Expansion of VON Organization Organogram
- Creation of the training department
- Introduction of electronic document management system

MAIN ACHIEVEMENTS

- Introduction of new technologies in the production and broadcast of our news and programmes such as face book, you tube, twitter, shout cast, etc.
- Presentation of the 6th edition of the Nigeria broadcasting code to the industry
- Launching over 1000 digital capacity training centers across the six geo political zones of the country

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- Production of jingles to assist the government in other to educate and enlighten the populace on various issues

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KEY CHALLENGES

The challenges currently confronting the efficiency of the implementation of IPPIS are as follows:

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- Inadequate funding and lack of trained personnel;

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- Noncompliance with the provisions of the Nigeria Broadcasting Code;
- Inability to manage convergence in broadcasting, communication and also monitor internet contents; and
- Inadequate skill set to optima lack of funds has prevented VON from outside coverage of important events.

ASSESSMENT OF REFORM INITIATIVES

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In other to ascertain the level of progress made from the reform goals of the coordinating agencies of the government involved in the dissemination of information, the reform initiative undertaken was judged against 10 assessment criteria. The result indicates that progress has been made.

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Although there is still the need for more improvement and strict enforcement of the various reform policies to achieve maximum results.

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S/N.	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered?	Yes. Implementation of the provisions on the 6th edition of the Code and the Addendum to the 6th edition of the code is serving as deterrent to the unethical broadcasting
2.	Does breach profiling of stations enhance service delivery	Yes. It assists the commission in knowing stations that violate the provisions of the code and possible advice or caution given to such station(s)
3.	Have the reforms made the services more affordable for citizens?	Not really
4.	Is the reform initiative like to lead to improved development outcomes?	To an extent.
5.	Have the reforms reduced cost of governance?	To an extent. The reforms have substantially reduced cost of governance in the sense that there is no need paying DTA and cost of transporting participants to venue of meetings, cost of refreshment and venue outside the stations. There is also reduction in the paperwork
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes through IDOM

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7.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving. Across all geopolitical zones, over 1000 digital capacity training centers, IT hubs, IT community centers and capacity building center in higher institution of learning
8.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes More people now have access to Zoom meetings as it does not involve physical appearance at the venue of the meeting and participants can connect remotely via mobile phones and computers.
9.	Where things are improving, will those improvements endure?	Yes If the place of IT in government business is maintained the improvement so far gained will be sustained and continued to be improved upon and with the right people, and unification of purpose. the improvements will endure
10.	Where things are not improving, what should be done?	Total re-assessment of causes of failure and adopting an improved approach for service delivery in the area of staff attitude to change, more enlightenment and enforcement is required. A look at the deterrents will facilitate the best way forward {solving the major problems of communication, transparency and honesty}

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PROPOSED NEXT STEPS

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- . Soliciting for more funds from the government in order to:
- To train and retrain its personnel in line with modern trends;
- Acquire more modern equipment to ease the work;
- Modernize our website by making it look more attractive;
- Embrace new technologies in the industries;
- Key into government ICT development
- Establish and equip a standard VON training school
- Digitalization of working tools in everyday department TO review the communications Act 2013 in line with the present realities

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CHAPTER 16: ELECTORAL REFORMS: INDEPENDENT NATIONAL ELECTORAL COMMISSION (INEC)

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THE PROBLEM

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The 2015 general election was the most politically engaged and closest electoral contest since Nigeria's post-1999 transition to multi-party democracy. The country went into the general elections with renewed determination to exercise their voting rights and stood solidly to monitor and protect their votes. Although, the elections were foxed with issues such as failure of card readers to function in some electoral centers, inability of card readers to read biometrics of voters, inability to read the PVC amongst other challenges. Some electoral challenges such as violence, voter intimidations and use of money to influence elections were also experienced at the 2015 election but not at the scale of previous elections.

After the 2015 General Election, the Commission had reviewed the Legal Framework and proposed areas requiring urgent amendment to further strengthen the legal framework and address challenges identified in the electoral process for the delivery of free, fair and credible elections. These areas include activities of political parties, Continuous Voter Registration, delimitation of and identification of Electoral Constituencies and creation of Polling Units.

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Between 2017 and 2018, the Commission proposed amendments to the Constitution and the ElectoralAct2010 to strengthen the electoral process, bridge the lacuna in the Electoral law and incorporate recent developments in the electoral process with a view to giving legal backing to some of the new innovations introduced by the Commission in the off-season elections which proved beneficial, such as the use of Smart Card Reader, E-Transmission and E-Collation etc. The Commission just shortly before 2015 General Elections attempted to create Polling Units to address the challenges of crowded Polling Units and development area to accommodate the yearnings and aspiration of developing communities. This was vehemently resisted by the political class not-withstanding the good intentions of the Commission.

The Commission conducted the 2019 General Elections using the existing Legal Framework with the identified challenges. The post-election review has exposed critical areas in the Legal Framework which participants at the various retreats opined that if addressed appropriately will fill the lacuna in the Legal Framework and increase the credibility of the electoral process.

The Impact of the legal Framework for elections is one of the 14 thematic areas discussed at the 2019General Elections review meetings/retreats conducted by the Commission between June and July 2019 with internal and external Stakeholders with the following sub-themes:

~~I.~~ Effectiveness of existing framework

~~II.~~ Impact of non-assent to proposed amendments

~~III.~~ Pre-election matters & Election Petitions

~~IV.~~ Adequacy of Guidelines and Manuals for the General Elections

~~V.~~ Diaspora Voting

~~VI.~~ Early Voting

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The Legal Framework for elections comprises the Constitution of the Federal Republic of Nigeria 1999 (as amended), the Electoral Act 2010 (as amended), Election Regulations and Guideline, Manuals for Election Official and Case law. The Legal Framework guides the policy decision of the Election Management Body in carrying out its mandate such as Registration and Maintenance of Register of Voters, Registration and Monitoring of

Political Parties, Procedure at Election and all other activities incident alter the electoral process.

The Commission between 2017 and 2018 proposed amendments to the Constitution and the Electoral Act to strengthen the electoral process, cure the lacuna in the Electoral Laws and incorporate recent developments in the electoral process with a view to giving legal backing to some of the new innovations introduced by the commission such as the use of Smart Card Reader, E-Transmission and E-Collation, etc

REFORMS

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2015-2017 REFORMS

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After the experience at the 2015 election, a 24-man Constitution and Electoral Reform Committee led by Senator Ken Nnamani was set up on 4th October, 2016. The committee was mandated to review the laws governing the electoral process and make recommendations for reforms.

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The committee recommended the following reforms:

- The setting up of Electoral Offences Tribunal as a process of ending electoral violence in Nigeria;

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- Constituency delimitation – a constitutional provision which had not been done since 1999, when Nigeria returned to democratic rule;
- The use of technology in the electoral process starting from the collation of registered voters to minimize the human elements in electoral process as it relates to manipulation of elections;
- The creation of independent candidacy to deal with the issues of political parties who do not respect their laws as regards nomination of candidates for electoral offices; and
- An amendment to the Electoral Act 2010 passed by the senate on March 30, 2017

RECENT REFORM (2018-2020)

In view of the INEC Legal reforms, a total number of 25 Amendments to the Constitution were proposed but only two (2) were approved in the Fourth Alteration to the Constitution viz:

~~I.~~ Power of the Commission to deregister political parties and

~~II.~~ Provision of timelines for hearing and determination of pre-election matters.

In the same vein, the Commission proposed thirty-four (34) amendments to the Electoral Act, out of which only 11 were considered by the National Assembly in the Electoral Amendment Bill 2018, though assent was withheld by the executive barely two months to the General Elections. Such amendments which were intended to improve the legal framework in time for the 2019 General Elections are as follows:

S/N	SECTION	AMENDMENT	JUSTIFICATION
1	18	Provision for replacement of voters' card	To reflect the development in the process. There is no duplicate of Permanent Voters Card (PVC). There can only be replacement.
2	30	Increase of the period for Notice of Election from 90 to 150 days.	To allow early primaries, submission, compilation of list of candidates and to give enough time for planning and printing of sensitive materials.
3	48	Display of ballot box	To reflect the new procedure for simultaneous accreditation and voting
4	49	Issuance of ballot papers.	To provide for the use of Card Reader or any other technology

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			prescribed by the Commission
5	52	Electronic voting or any other method as may be determined by the Commission from time to time.	To provide for Electronic voting system. This will increase transparency and build the confidence of the electorate. In the electoral process.
6	53	Number of accredited voters to determine over voting.	The use of registered voters to determine over voting most times lead to inconclusive elections. The total number of accredited voters in a polling unit should determine over voting.
7	63	Transmission of result from P.U.	To provide for E-Transmission of Election Results at Polling Units.
8	78(4)	Increase of period of registration of Political party from 30 to 60 days and increase of fine for false information.	To give the Commission reasonable time to carry out administrative procedure for registration of Political Association as Political Parties.
9	99	Increase of campaign period from 90 to 150 days.	This is in line with the amendments proposed for the increase of the time for the issuance of notice of election from 90 days to 150 days.
10	100(6)	Increase of fine for media houses and its principal officers.	To provide sanction against principal officers of the media house involved i the crime. Provision should therefore be made to sanction principal officers and other officers of the media house involved in the

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			crime.
11	112	Conduct of primary elections where a candidate dies before a declaration is made.	To give Political Parties the opportunity to nominate a fresh candidate where a nominated candidate dies

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INEC ELECTORAL REFORMS

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- Re-Modified Open Ballot System (REMOBS)
- Continuous Accreditation and Voting System
- Ad-hoc Staff Selection now limited to NYSC, FTI, STI AND MDAs
- Review of the Commission's Regulation and Guidelines in tandem with NCDC policy on Covid-19
- Code of Conduct Poster to be pasted at the PU's RAs after elections (The People Result)
- Introduction of Robust supervision to help manage all election activities, especially results management thereby providing the much-needed transparency.
- EC 40G Result forms for areas where elections did not hold or cancelled due to over voting or violence.
- Development of PU Booklet 2018
- Signing of MOU with transport owners, 2019
- Customization of Sensitive Election Materials up to PU levels, 2019-20
- Enhanced logistics support in transport planning in Covid-19, 2020bust Supervision Mechanism for production of sensitive electoral material 2019
- Robust Supervision Mechanism for production of sensitive electoral materials 2019

- Introduction of new forms, such as 40G & 40H, to accommodate People with Disability (PWD)
- Introduction of letters of Appointment to the Ad-hoc staff, 2020
- The use Braille ballot papers for people with Visual Impairment, 2020.
- Establishment of a robust reverse logistics/mop up exercise for election 2019-2020

INEC REFORMS ON HUMAN RESOUCE MANAGEMENT

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- Development of Rules of Procedure

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- Creation of Merit, Gender and Professional Departmental Quota
- Review of the Staff Condition of Service
- Development of a Staff Posting Policy
- Migration of Paper-Pencil Examination to Computer-Based Test (CBT)

INEC REFORMS ON PARTY MONITORING

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- Online Application and Accreditation of Observer Groups

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- Security Enhanced Identification Cards for Field Election Observers
- Reviewed Guidelines for Election Observation (2018)
- Online Submission of Synopsis from Observers
- The review Of INEC Regulations for Political Party Operations
- The Guidelines were reviewed to Outline Specific Roles for L.G.A State and National Headquarters Level
- Change of name from “Guidelines and Regulations for Political Parties 2013” to “INEC Guidelines for Political party Operations 2018”
- Set out the Regulations for Implementation of Constitutional/Legal Requirements for the Operations of Political Parties

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MAIN ACHIEVEMENTS

It is imperative to note that despite the non-passage of 2018 Electoral Amendment Bill, the Commission was able to take advantage of the flexibility of the findings where the law provides "not later than" in fixing the period for Notice of Elections, Submission of Farms CF001 and CF002 and Substitution of withdrawn/dead candidates. This to a large extent contributed to the success of the nomination process.

KEY CHALLENGES

IMPACT OF NON-ASSENT TO THE PROPOSED AMENDMENTS

The non-assent to the proposed amendments to the Constitution and the Electoral Act left so much to be desired after the conduct of the 2019 general elections. The two major Constitutional amendments passed in the fourth alteration premised on the power of the Commission to deregister political parties who did not meet the statutory requirements for continuous existence and the timeframe for filing and determination of pre-election litigation, were passed too close to the major statutory activities of political parties. Many litigants including Political Parties were caught unawares by the alteration and ended up filling their actions outside the statutory period.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity if the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups	Yes

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	such as women, young persons and people with disabilities	
3.	Have the reforms reduced the cost of governance	No
4.	Have the reforms made the services more affordable for citizens	Yes
5.	Have the reforms reduced corruption	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	in each section or government sphere, are things improving, staying the same or getting worse	Improving
9.	Where things are improving, will those improvements endure	Yes
10.	Where things are not improving, what should be done	~~1.~~ More initiative should be Explored ~~2.~~ Regular Staff Capacity building should be put in place

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PROPOSED NEXT STEPS

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As identified in the previous compendium, the commission will strive to maintain its mandate through

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- Continuous implementation of all ongoing reform initiatives aimed at achieving credible elections.

- Adherence to strict enforcement of regulations guiding conduct of elections, particularly taking disciplinary action/prosecution of Electoral officers that will be involved in election malpractice.

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CHAPTER 17: PERFORMANCE MANAGEMENT AND STRUCTURE OF GOVERNMENT

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This chapter provides updates on performance management across MDAs and evaluation and changes in structure of government which is a result of the evaluation of performance of governance.



THE PROBLEM

The challenge on performance management are related to the ineffective and inefficient old APER system and struggling new PMS. For decades, the use of Annual Performance Evaluation Report (APER) has been institutionalized across the public service institutions. However, as rightly observed in the previous compendium, APER is deemed unreliable and inadequate as a performance management and service delivery improvement tool due to lack of integrity of its output. The weaknesses noted in the APER include:

- Supervising officers seldom rate subordinates' work delivery objectively;
- The prevalence of over-accommodating/ comradeship in the civil service;
- The parameters measured in the appraisal tool are not on standards relevant to the achievement of the MDAs' goals or tangible service delivery to the citizens; and

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- Although promotion examinations were introduced to address the inadequacies of the APER tool, it also proved to be an ineffective and unreliable method for determining the suitability of officers for promotion.

The need therefore to measure performance from the highest implementing level and distil this to the individual level is essential to ensure that performance is aligned with the country's plans and ultimately with the national vision.

At the inception of the Buhari administration, some of the ministries were merged. These include merger of i) Ministry of Power and Ministry of Works & Housing into Ministry of Power, Works and Housing; ii) Ministry of Transport and Ministry of Aviation into Ministry of Transport and Aviation. Careful evaluation of the performance of the merged ministries during the first tenure of the administration suggested that infrastructure delivery under under these ministries fell below expectation. Similarly, the implementation of the social investment programmes had not been efficient under first tenure suggesting the need for institutionalizing the programme. A review of internal security which obviously needed serious attention for improved performance prompted a scrutiny of the police architecture. The result suggested that the Nigeria Police was operating below its capacity to combat the spiraling rate of crime in the country. There are also indications of poor coordination of key projects being implemented under Presidency.

REFORMS

Reforms on the performance Management

Many reforms have been implemented to address the deficiencies in the APER system. More importantly, the OHCSF had at a time inaugurated an integrated performance management system comprising an institutional and individual framework and established a new Performance Management System (PMS) department to drive the introduction and institutionalization of the PMS in the federal civil service.

In 2012, President Goodluck Jonathan led administration set a precedence on the implementation of the Performance Management System in 2012 when ministers had to sign performance bond and the permanent secretaries executed cascaded versions of performance contract with directors, chief executives of parastatals as well as all officers in the ministry.

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In 2013, the Presidential Tripartite Committee was established as an integration of the PMS activities in the Office of the Head of Civil Service of the Federation, Federal Civil Service Commission and National Planning Commission. The committee was saddled with the responsibility of developing and integrating PMS tools, templates and the roll out of performance management in the Federal Civil Service.

The OHCSF went further by developing a Strategy Plan (2017-2019) in pursuit of the deployment of a Performance Management System primarily to:

- Approve, launch and pilot rollout of Performance Management System (PMS) policy;
- Automate the PMS;
- Carry out service-wide continuous sensitization on the PMS; and
- Monitor and evaluate progress

A key follow-up to the strategy is the establishment of Service Innovation Division (SID) in the Office of the Head of Civil Service of the Federation and Service Innovation Department in Reform Coordination and Service Improvement across Ministries, Departments and Agencies (MDAs).

Reforms in Structure of Governance

Splitting of Ministries: one of the major reforms of the administration of President Buhari is the reversal of the merger of two key ministries implying that they are now being split into four ministries. These include splitting of the a) Ministry of Power, Works and Housing into i) Ministry of Power and ii) Ministry of Works & Housing into; b) Ministry of Transport and Aviation into i) Ministry of Transport and ii) Ministry of Aviation. The main thrust of the reforms is to improve effectiveness and efficiency in the infrastructure delivery programmes and projects of the administration.

Creation of New Ministries: in order to improve on its scorecard, the Buhari led administration has also created new ministries. These include:

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Ministry of Police Affairs created with the purpose to oversee the development and implementation of strategies that will enhance Nigeria's internal security in synergy with other security and intelligence agencies. The new Police Affairs Ministry will also support the re-establishment of civil authority in the liberated areas of the Northeast.

Ministry of Special Duties & Inter-Governmental Affairs saddled with the primary mandate of managing key projects and initiatives of the presidency and to coordinate multi-agencies and inter-ministry functions as may be designated by the President.

Ministry of Humanitarian Affairs, Disaster Management and Social Development created primarily to fully institutionalize Government's various interventions that support some of the poorest and most distressed citizens of our country.

Merger of Ministries: one of the major reforms under structure of governance is the merger of Federal Ministry of Budget and National Planning with the Federal Ministry of Finance purposely to ensure synergy, proper coordination and expedition in the national planning, budgeting and financing activities.

MAIN ACHIEVEMENTS

Achievements on Performance Management: the main achievements in relation to performance management include the establishment of the Presidential Tripartite Committee has facilitated a concerted rollout of the PMS by all stakeholders.

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The Office of the Secretary to the Government of the Federation (OSGF) being the Lead Agency of Pillar one (1) of the National Strategy in Public Service Reforms (NSPSR), also saddled with the responsibility of implementing key reform initiatives has made meaningful contributions which include:

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- Organizing a one day stakeholders Technical meeting on Pillar one (1) of the Nations Strategy for Public Service Reforms (NSPSR) held in 10th April, 2018;

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- Executing tuition work for Office grade levels 08- 13 on "REFORM COORDINATION AND SERVICE IMPROVEMENT POLICY: A veritable and strategic tool for attitudinal Overhaul towards achieving effective Service Delivery in the Public Service and the role, objective and functions of the Department of Reforms Coordination and

Service Improvement which BPSR provides resource person held between 4th-6th and 12th-3th April, 2018;

- Participating in the meeting of the Steering Committee on Reforms (SCR) commissioned by BPRS to observe/ monitor;
- In line with the mandate to research and identify best practices for adoption, the department initiated ''African High-Level International Donors Conference'' in 2018 but was not implemented;
- The Department always participated in the Bureau of Public Service Reform (BPSR) Launch Time Reform Seminar organized by BPSR;
- The Department designated officers to monitor service failures complying with COVID-19 guidelines and protocols within the complex to ensure safety of everyone;
- The Department also carried out 2018/19 Annual Evaluation in all Agencies under the supervision of Office of the Secretary to the Government of the Federation (OSGF) including Lagos Liaison Office to ensure compliance with all reform and service initiatives;
- Furthermore, the Department attended a roundtable meeting of the Inter Ministerial Task Team (IMTT) tackling Youth Employment in Nigeria held on Tuesday 15th March, 2018;
- On 21st-22nd January, 2020, the Department organized Capacity Building Workshop on Reform Initiatives and EPIC - Culture Transformations to a value Driven Civil Service that is efficient, productive, incorruptible and citizen centered (EPIC); and
- With respect to the Agencies being supervised by the Office, a letter is being forwarded to all the Chief Executives to enable them respond accordingly.

Achievment on Structure of Government

The obvious achievements due to reforms under structure of government are improvement in effectiveness and efficiencies in delivery of projects, infrastructure and services that benefit the citizens. Details of the achievements of the newly created, split and merged ministries are documented in appropriate sections of this compendium.

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KEY CHALLENGES

The previous compendium was apt in reporting that the implementation of the PMS has been slow. Some of the challenges elucidated as being responsible for the slow pace of implementation include:

- Lack of legal framework for the performance of contracts;
- The prevalent work ethics of civil servants and political leadership;
- Inadequate target setting capacity across board within the MDAs;
- Weak linkage between plans and budgets;
- Inadequate information and data systems;
- Limited monitoring and evaluation capacity within the MDAs;
- Resistance to change at organizational and individual level across the MDAs;
- Managing performance fairly and objectively and overcoming the human constraints that limited the APER process;
- Inadequate funding for the M&E functions of the National Planning Commission to track the implementation of government projects, programmes and policies.

S/N.	QUESTIONS	RESPONSE
1. 1.	Have the reforms improved the quality and quantity of the public services delivered?	There is yet to be significant evidence of effect of the new PMS on the quality and quantity of public services delivered across most MDAs although the creation

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		and splitting of ministries has crystalized incremental delivery of infrastructure and projects.
2. 2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	The creation of Ministry of Humanitarian , Disaster Management and Social development has made it possible for inclusion of more people in access to social investment programme.
3. 3.	Have the reforms reduced the cost of governance?	No. Rather, the creation and splitting of ministries has increased cost of governance in absolute and relative terms.
4. 4.	Have the reforms made the services more affordable for citizens?	Not yet
5. 5.	Have the reforms reduced corruption?	This cannot be ascertained. For instance, experts gathered that there are negative perception about level of transparency on the implemented social investment programme.
6. 6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Not yet.
7. 7.	Is the reform initiative likely to lead to improved development outcomes?	With execution on a positive trajectory, some of the reforms hold prospects for positive outcomes.

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8. 8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	Improvement is slow
9. 9.	Where things are improving, will those improvements endure?	This cannot be ascertained until there are visible impacts.
10. 10.	Where things are not improving, what should be done?	Stronger of the PMS across all the MDAs

PROPOSED NEXT STEPS

The proposed next steps are in alignment with those captured in the previous compendium. These include:

- To follow up on FEC on putting in place a framework and mechanism for securing funds to drive Performance Management in order to expedite implementation;
- Leveraging on the merger of Federal Ministry of Planning and Budget with the Federal Ministry of Finance so that the linkage between plans and budgets is strengthened;
- Monitoring and Evaluation should be supported with adequate funding for effectiveness and value for money;
- Although the OSGF has indicated conduct of training on PMS for some officers, this needs to be replicated across all the MDAs and it must be done on a continuous basis;

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- There is actually a need for institutional strengthening and sanitation if the PMS will be effective;
- Upskilling of staff on monitoring and evaluation across the MDAs to enhance their capacities for effective discharge of duties;
- Proper alignment of the PMS with other ongoing public service reforms so that there will be synergy and multiplied results; and

The adoption of the PMS should be properly evaluated for decision on improvements and replications across the MDAs.

CHAPTER 18: MONETIZATION POLICY REFORM/COST MANAGEMENT POLICY

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THE PROBLEM



Previous Compendiums have documented extensively the reasons behind the monetization policy initiative by the Obasanjo's administration. The goal was to reduce administration expenses, encourage budgeting and budgetary control, mitigate waste and misuse of public services, achieve capital savings, and foster a culture of discipline, better cash management and maintenance. While implementation of this policy continues well into the second term of the Buhari administration, a great deal of effort is being placed in place to ensure that implementation achieves the desired outcome.

One of the challenges facing the implementation around mitigating waste and misuse of public service is the lack of a central database for all Property, Plant and Equipment (PPE) to aid quantification for purpose of planning for present and future asset(s). Others include; outdated practice of recording and handling of the PPE; non-inclusion of the values of assets in the financial statement (s) of FGN in line with the requirement (s) of International Public Sector Accounting Standard (IPSAS) accrual accounting system; and lack of co-ordination among key fiscal agencies.

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REFORMS

2015-2017 REFORMS

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Largely based on the implementation of the previous initiative, the goal remained to minimize the direct intervention of the government in the physical provision of fringe benefits to public servants and to reduce the costs of governance and the quality of resource allocation.

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RECENT REFORM (2018-2020)

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While previous Compendium concentrated its discussion around what existed in the 1999-2014 Compendium, the discussion here centers on government's effort to improve cash and asset management, budgeting and budgetary control.

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They include;

- Collection of the inventory of Property, Plant and Equipment (PPE);

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- Cleansing of the data of assets submitted by MDAs;
- Digitization of the existing inventory of the PPE of FGN for ease of access on-line, real-time;
- Digitalization of the PPE of FGN for the purpose of tracking and managing in line with best practice;
- Salvaging degenerated Assets of FGN for redeployment to areas of critical needs;
- Sourcing and organizing training and workshops for the staff of ATMP;
- Intensive capacity building is sine qua non to fashion a virile team of assets/facility managers, who are the staff/Officers in tandem with international/best practice;
- Advising MDAs, the line of actions to apply in the event of assets impairment;
- Automation of FGN receipt and payment system;
- Better control and oversight over MDA operations;

- Advocacy, publicity, and continued enlightenment campaign for safeguarding and maintaining the dignity and integrity of our commonwealth as symbolized by Diamond; and
- Recommending the course of actions that MDAs need to apply on impaired assets. Securing and recommending advanced technology for use in improving the programme of ATM.

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MAIN ACHIEVEMENTS

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- Collection of Inventory of Assets of MDAs: As at 15th October, 2020, 28.02% of inventory of PPE have been collected;
- Cleansing and Digitization of 83/269 MDAs;
- Adoption of International Standard on Assets Tracking and Management using advanced technology, asset cloud by wasp September 2020 with unlimited access threshold for all types of assets and unlimited capacity with renewable license;
- Application of Amortization rate estimated for all assets;
- Preliminary digitalization of assets of FGN;
- Compliance with IPSAS accrual basis of accounting system;
- Gross collection of over N19.4 Trillion from August 2015 to March 2020, and over N250 Billion of IGR generated to CRF from January 1 to December 31, 2019;
- Better cash management, with a monthly savings of N250 million resulting from collection charges;
- Significant improvement in FG liquidity position;
- Ability to control and oversight over MDA operations and FG cash position; and
- Improved coordination between fiscal and monetary policies.

ASSESSMENT OF REFORM INITIATIVES

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Judged against the 10 criteria, the initiatives to promote job creation and entrepreneurial development were regarded as still work in progress in an attempt to achieve desired objectives.

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S/N.	QUESTIONS	RESPONSE
1. 1	Has the Assets Tracking and Management Programme (ATMP) improved the quality of Public Financial Reporting	The quality of Public Financial Reporting has been improved in the sense that the value of assets of the Federal government is included in the financial statements. MDAs are now keeping records and registers of their property, Plant and Equipment which are used to prepare their financial statements.
2. 2	Do more people now have access to services including disadvantaged groups, such as women, young persons, and people with disabilities	Proper management of assets and efficient and effective utilization of assets has improved and enhanced the provision of services to the people.
3. 3	Have the reforms reduced the cost of governance	ATMP has reduced the cost of governance in the sense that billions of naira that should have been spent in the acquisition of new assets are being saved due to efficient and effective management of assets
4. 4	Have the reforms reduced corruption	The reform has reduced corruption to the fact that government vehicles are no more being carted away like before. Sales of government properties are now being

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		accounted for because they are aware that there are documents that hold them to account for those assets
5. 5	Is the Assets reform reduced bureaucracy and red tape	It reduces red tape with moving from manual recording of assets and assets register to digitization of assets where assets can be accessed online real time.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Not applicable
7. 7	Is the Assets Tracking and Management Initiative will likely lead to improved development	The reform of Assets Tracking and Management assists the government to make savings from ghost and degenerated assets and savings from reduction in the acquisition of capital assets.
8. 8	Are things improving, staying the same or getting better?	Things are improving with the introduction of ATMP. Prudent assets management is saving the government billions of naira.
9. 9	Where things are improving, will those improvements endure?	There is high probability the improvement will endure since the system is digitized; it is not open to manipulation again. Time and cost will be saved on a regular basis.
10. 10	Where things are not improving, what should be done?	Not applicable

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PROPOSED NEXT STEPS

- On-going implementation should be vigorously pursued;
- There should be proper training and retraining of ATMP officers to improve their capacity and be Certified Professional in the Assets Tracking and Management;
- Extant procedures for assets acquisition, disposal, and regenerated should be strengthened and strictly adhered to;
- The Federal Ministry of Communication Technology should develop a robust plan for addressing connectivity issues that may arise between ATMP and MDAs;
- Adequate sensitization should be embarked upon for top management of MDAs Public Servants and the public to have their buy-in and support;
- Provision of adequate infrastructure and technological Architecture for the programme;
- Assets and Liabilities recognition and revaluation; and
- Procurement of IPSAS-Complaint Accounting Software Solution to facilitate timely preparation and presentation of Budget and Accounting information.

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PART THREE: HUMAN CAPITAL DEVELOPMENT AND POVERTY ALLEVIATION

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CHAPTER 19: HEALTH SECTOR/ RESPONSE ON COVID-19

THE PROBLEM



Nigeria has one of the worst health sector in the world. The performance of the government towards the health sector has been dreadful, Investment in infrastructure has been poor, inadequate salary for health workers leads to indefinite strikes and inefficient equipment for treatment. Due to this reasons, qualified health workers leave the country to work. The annual budget allocation of the government for the health is not sufficient to cater for the sector.

Some of this problem are still persistent as there has been no great improvement on tackling them. COVID-19 also revealed the weakness of the health sector as there were not enough equipment to control this emergency.

The goal of the Nigerian constitution and the National Health Act 2014 is to guarantee the right to health for all Nigerians. Nigeria had in recent past developed health reform policies; first in 1988 and revised version in 2004. These were developed at a critical stage in the development of the Nigerian health system and had far reaching impact in improving the performance of the health system over the years.

The National strategic development plan I (2010-2016) was developed to provide an implementation framework to translate the provisions of the National Health Act 2014, ERGP and SDGs into healthy lives and wellbeing for all Nigerian citizens. The tenets of the universal health coverage are central to the goal of National Health policy; to strengthen the health system, particularly the primary healthcare sub system which aims to deliver quality, effective, efficient, equitable, accessible, affordable, acceptable and comprehensive healthcare services to all Nigerians. The end term evaluation (ETE) of the NSHDP I showed that while some progress has been made, a lot more needs to be done to improve the nation's poor health indices which still rank among the poorest in the world

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NPHCDA

The following are the problems of NPHCDA:

Over 4.3 million children unimmunized from 2016-2017 NICS/MICS results; Poor demand creation for PHC service by individuals and households; interruption of wild polio virus; dilapidated infrastructure and PH center; inadequate human resources; and Poorly defined scope of technical assistance provided by NPHCDA to states and LGA.

NCDC

Poor visibility of the Agency and its work as the leading public health institute in Nigeria; Limited and Under-skilled workforce; No clear organizational structure (roles and responsibilities); Lack of performance management mechanism; mistrust of partners; Insufficient funding; Inefficient Vehicle Fleet Fueling System; Sub Optimal Performance Appraisal Process using the APER form; and Below optimal level of professionalism and compliance with best practice standards of vehicle fleet drivers.

REFORMS

NATIONAL STRATEGIC HEALTH POLICY PLAN

Recent developments have necessitated the development of a new National Strategic Health Policy (Plan) II (2018 – 2022) to serve as a successor to the first plan. This plan was an aggregate of the Federal, 36 states and FCT plans harmonized to demonstrate a national commitment to rally around a common strategy to improve the health system with a clear and measurable results, targets and to serve as a compass that will guide investments by all stakeholders and to which all would be held accountable.

The NSHDPII is arranged into five strategic objectives, interventions and key actions, specific indicators and targets, all outlined. Detailed arrangements for tracking

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implementation are provided in the NSHDPII monitoring and evaluation plan. The five strategic pillars arranged are;

- Pillar I: This aims at providing effective leadership and an enabling policy environment that ensures adequate oversight and accountability for the delivery of quality health care for sustaianable development of the national health system.

- Pillar II: Reduce the burden of morbidity, mortality, and disability due to non-communicatble diseases; improve health outcomes through prompt and effective response to medical emergencies; imrove wellbeing, safety and quality of life of Nigerians through health promotion and healthy environment.

- Pillar III: To ensure quality medicines, vaccines, and other health commodities and technologies are available, affordable and accessible to all Nigerians; institutionalize an integratedand sustainable health information system for decision making at all levels in Nigeria; utilize research to inform policy and programming for improved performance of the health sector, and better health outcomes, and also contribute to the global health knowledge production.

- Pillar IV: Significantly reduce the incidence and impact of public health emergencies.

- Pillar V: Ensure all Nigerians have access to health services without any financial barriers or impediments at the point of accessing care via the National Health Insurance Scheme (NHIS).

NPHCDA

- ***NATIONAL EMERGENCY ROUTINE IMMUNIZATION COORDINATING CENTER (NERICC):*** *there was an e*stablishment of National Emergency Routine Immunization Coordinating Center (NERICC) on 17th June, 2017;

- ***COMMUNITY HEALTH INFLUENCERS, PROMOTERS AND SERVICES (CHIPS) PROGRAMME:*** *i*ntroduction of community health influencers, promoters and services (CHIPS) programme;

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- ***NATIONAL EMERGENCY MATERNAL AND CHILD HEALTH INTERVENTION CENTER (NEMCHIC) ON 8TH APRIL, 2019:*** *the NPHHCDA e*stablish national emergency maternal and child health intervention center (NEMCHIC);

- ***NATIONAL EMERGENCY OPERATION CENTER (NEOC) – POLIO:*** *an e*stablishment of National Emergency Operation centers in high risk polio States to; Sustain high quality campaign; Enhance Supplementary Immunization Activities; Intensify surveillance; and Enhance Routine Immunization in polio high risk areas

- ***PRIMARY HEALTH REVITALIZATION INITIATIVES:*** Introduction of Primary health Revitalization Initiatives;

- ***TECHNICAL SUPPORT PROGRAMME:*** establishment of Technical Support Programme and Introduction of Leadership development academy; and

- **TASK SHIFTING:** introduction of task shifting programme;

NCDC

- Revised the NCDC 2017 - 2021 strategy and implementation plan to guide the organization's short - and long term priorities;

- Developed Capability Building, leadership and management development and technical competencies framework to develop the core soft skills of NCDC staff;

- Ongoing system audit towards recommendations for strengthening support functions (accounts, procurement, audit);

- Developed a proactive communications strategy to boost the national and international profile of the NCDC and also put in place a reactive communications strategy to serve as a process/protocol guide to detect, escalate information and coordinate response during a crisis;

- Establishment of the connect center, providing opportunity for the general public to get information of services;

- Developed a National Action Plan for the Health Security (Federal Republic of Nigeria, 2018-2021) for a safer and more prosperous Nigeria;

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- Establishment of an uninterrupted fueling card system contract with TOTAL Plc for all Vehicles in the fleet based on pre-approved car fueling policy to reduce increase asset utilization efficiency and increase the transparency of the fuel procurement process.;
- Designed and deployed an annual Performance Appraisal form that addresses not only evaluating employee performance but also identifying their career and professional development needs;
- Developed a Drivers Development Program to professionally develop and manage the drivers in the NCDC fleet to adhere to national and international best practices.

MAIN ACHIEVEMENTS

NPHCDA

- Improved coordination of EPI in 36 States and FCT;
- Conduct of daily fixed session in tertiary, secondary and urban PHCs ;
- Increased RI coverage from 33% to about 70% based on 2019 Quarter1 Lot quality assessment survey;
- Female empowerment and social economic development;
- Appreciable improvements across RMNCAH+N indicators;
- Increase ANC 4+ visit by pregnant women and safe delivery by skilled personnel;
- Eradication of polio in African region in August 2020 (certification of Nigeria polio free 25th Aug, 2020) and post-polio transition plan (Roadmap) ;
- Over 4000 PHCs renovated and equipped and convening of National PHC summit;

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- Improvement in Human Resource for health from Basic Health Care Provision Fund (BHCPF); and
- Introduction of task shifting for work relief of staff

NCDC

- Establishment28 state Public Health Emergency Operations Centers across the country;
- Conducted a range and series of simulation exercises and communication exercise as part of the preparedness function of the Agency;
- Established and developed a National First Responders Team and a National Medical Countermeasure plan;
- Nigeria submitted the first AMR data to the global surveillance system;
- Established a knowledge management and learning unit under the Prevention Programs & Knowledge Management department;
- Conducted midterm Joint External Evaluation (JEE) of the International Health Regulations capacity (IHR) (Nigeria achieved an overall score of 46% and improvement form the baselines score of 39% recorded in 2017);
- Deployed the Surveillance Outbreak Response Management and System (SORMAS) to the 36 states and the FCT. SORMAS is a novel initiative from Nigeria and provides real time data on priority infectious diseases;
- Developed a Logistics Management Information System (LOMIS) for monitoring and tracking logistics items and commodities;
- Expanded and strengthened NCDC laboratory network and increased the number of molecular public health laboratories;
- Set up a new Sample Transportation System for public health laboratories working with NCDC resulting in sample collection from State capitals to the National Reference Laboratory;
- Deployed the Mobile Strengthening Epidemic Response System (MSERS) nationwide;

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- Established Genome and Sequencing capacity at the NRL;
- Established mega PCR laboratory at the NRL with the capacity to run 3,000 samples per day;
- Formally established the Infection Prevention Control unit within the Agency;
- Fully transitioned the Nigeria Field Epidemiologist and Laboratory Training Programme (NELTP) to the Government of Nigeria;
- Completed the NCDC Leadership and Management Programme for top and mid-level management of the Agency ensuring a skilled workforce; and
- The Agency has gained more visibility and recognition as the leading public health institution in the country

KEY CHALLENGES

NPHCDA

- Inadequate funding for immunization coordinating centers and service health scale;
- Inadequate human resource for health;
- Emergence of COVOD-19 pandemic;
- Inadequate skilled birth attendance (midwives);
- Ramp down of funding from donors and partners ;
- Failure to implement policies and programs of government;
- Presence of circulating vaccine derived poliovirus type2 (cVDPV2);
- Diminishing political commitments for sustaining the gains achieved ;
- Inadequate funds to renovate and equip all PHC centers in Nigeria;

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- Embargo of employment for human resource for PHCs; and
- Inadequate HRH at PHC level due to poor commitments of States and LGA

NCDC

- Limited resources, resulting in heavy reliance on partners for support;
- State ownership for health security is insufficient/low;
- Balancing routine/operational activities with timely implementation of activities in the strategy plan; and
- Complex political environment

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ASSESSMENT OF REFORM INITIATIVE

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity if the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance	To some extent
4.	Have the reforms made the services more affordable for citizens	To some extent
5.	Have the reforms reduced corruption	To some extent

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6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	in each section or government sphere, are things improving, staying the same or getting worse	Improving
9.	Where things are improving, will those improvements endure	Yes
10.	Where things are not improving, what should be done	

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered.	Yes, the quality of services delivered by the NCDC has improved in the past two years. The reformed NCDC performance appraisal form has helped in enduring that all staff of NCDC are well aligned to the mandate and motivated to achieve the strategic objectives of the organization in protecting the health security of all Nigerians.

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2.	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Yes, more people have access to infectious disease s testing services across the country
3.	Have the reforms reduced the cost of governance	The use of SORMAS, LOIS, and other digital software has reduced the cost of governance and accountability and enhanced easy retrieval of information and data for decision making
4.	Have the reforms made the services more affordable for citizens	The Agency's services are free to the public
5.	Have the reforms reduced corruption	The reform has reduced the opportunities for duplication and waste of resources, potentials of corruption. The TOTAL
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Digitalization of data and service and processes partly reduced the unnecessary bureaucracy and ease of doing business The TOTAL fuel card system has eliminated the potential bottlenecks in vehicle fueling administration in NCDC. It also has helped to provide logistics support to NCDC's national and sub national Health Security mandate

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		and activities.
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, the reform initiatives are aimed at improving development outcomes and speed of service delivery
8.	In each sector or governance sphere are things improving, staying the same or getting worse	Things do not seem to be getting worse, but there is an overall improvement in governance, clarity of direction, result-driven management and accountability
9.	Where things are improving will those improvements endure	Yes, the potential for sustainability is high, given that bottom-up approach and participatory staff discussions in developing the vision, mission and strategy objectives of the Agency and implementing plans. This comprehensive improvement programme is deliberately participatory and inclusive to engender staff ownership and pride in service to the nation
10.	Where things are not improving, what should be done	Where things are not improving, there are ddep-dive assessments to understand the root-causes and proffer solutions to incrementally effect positive change.

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PROPOSED NEXT STEPS

NPHCDA

- Convening of National PHC Summit (Post-Polio);
- Strengthening PHCs to withstand disease outbreak;
- Sustain gains of Polio Eradication;
- Strengthening PHC towards achieved UHC; and
- Utilize post-polio resources to transform PHC

NCDC

- Continue implementation of the NCDC 2017 - 2022 Strategy Plan and strengthening the national health security; and
- Strengthen states' capacity to respond to incidents of public health significance

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CHAPTER 20: MINISTRY OF EDUCATION

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THE PROBLEM



Education is a tool for fostering the development of all Nigerian citizens to their full potentials, in the promotion of a strong, democratic, egalitarian, prosperous, indivisible and indissoluble sovereign nation. The Ministry of Education are assigned to drive this mission by planning, coordinating and managing all forms of education in collaboration with relevant department.

Some of the problems facing the education sector are;

- Lack of quality teachers in the educational system;
- Limits to higher education in spite of the increase the numbers of school;
- Shortage of tools and equipment for workshop training which leads to poor performance;
- Constraint of funds due to the recession that the government is facing; and
- Delay in payment of staffs salaries

REFORMS

2015-2017 REFORMS

The 2015-2017 reform under the administration of President Buhari continued with some of the 2014 initiative and employed new initiative to improve the education sector. The new reform initiative were 10 pillars which are:

- Introduction of ICT in education;
- Improve the quality of higher education;
- Improve the curriculum and increase academic standard
- Strengthening basic education
- Introduction of technical and vocational trainings and education

2018-2019 REFORM

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- ***Enforcement of free and compulsory basic education for the first 9 years of schooling:*** conduct annual mass sensitization campaigns to mobilize communities to ensure that out-of-school children are back to school and learning and also provide a meal per school per day to primary 1-3 children annually as an incentive to increase enrolment.

- ***Implement advocacy and prioritize funding to increase enrolment and completion rates in primary and secondary schools, with special attention to school-age girls:*** rollout girls education initiative to boost girls' enrolment, meeting with stakeholders on Safe Schools Initiatives and Female Scholarship Scheme.

- ***Implementation the "Every Child Counts" STEAM Curriculum:*** establishment of additional Polytechnics, Federal University and Technology, Colleges of Education and University of Medical and Health Science

- ***Executive with all the State, a pro-active Teacher Training Plan:*** Conduct Capacity Development programmes for Principals, Head teachers and Classroom teachers at Basic and Secondary education levels on Effective School Management, pedagogy, record Keeping and registration and licensing of Teachers

- ***Update national minimum standards for education outcome:*** review of curricula for relevance functionality and inclusiveness at all levels and development of e-curricula *for basic and secondary education level;*

- ***Review the operation of specialized education funds and implement reforms to optimize their benefit to the sector:*** Assessment and vetting of the infrastructural component of SUBEBs Action Plans for accessing of FGN-UBE Matching Grant and Special Education Funds and Supervision and Monitoring of UBEC Direct Intervention, Matching Grant, North-East Intervention and Constituency Projects, formation of Inter-Ministerial Committee on Review and Rethinking Education Funding/Financing in Nigeria;

- ***Develop curriculum for promoting values that shape citizens mind set and character:*** Developed Curricular for Innovation Enterprise Institutes (IEI) and Momo technics, Strengthen existing school curricula for improved educational attainment in Nigeria and making school curricula responsive to the needs and aspirations of Nigerians;

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- ***Prepare at least 6 Universities to be among the first 1,000 Universities in the world:*** Publications of indigenous authored Tertiary Institution's textbooks and Academic Professional Journals

- ***Actively collaborate with the private sector to create large number of well-paying jobs for Nigerian Youth:*** Adoption of Public-Private Partnership (PPP) model for provision of infrastructure in tertiary Institutions

- ***Implementation strategy towards the realization of Mr. President's June 12 promise to take 100 million Nigerians out of poverty in the next 10 years:*** Entrepreneurship Education for Job Creation and Wealth Generation;

MAIN ACHIEVEMENTS

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- Developed Seven (7) new curricular for Innovation Enterprise Institutes (IEI);

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- Establishment of a research and development fund to support innovative research work by academics in tertiary and research institution managed by Tertiary Education Trust Fund (TETFUND);

- Disbursement of educational grants of more than N170 billion in UBE to state and FCT and N34 billion from the Teachers Professional Development Fund to State and the FCT.

KEY CHALLENGES

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- Insufficient provision of teaching and learning resources at all levels

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- Societies disdain for Technical and Vocational Education and emphasis on Certification leading to lack of interest in acquiring skills.

- Inability to review curricula within the five (5) years' time frame due to funds constraint.

- Cultural and social resistance from across various strata of the society.
- Low draw-down of matching grant by SUBEBs.
- Massive undervalue and disregard for the teaching profession.
- Uncoordinated and uncooperative attitude of State Governments.
- Lack of required qualification for registration and licensing of teachers.
- Inadequate Continuous Professional Development of different categories of Staff at all levels in the Sector due to paucity of funds
- Non-payment of facilitators' allowance

ASSESSMENT OF REFORM INITIATIVE

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered.	To some extent
2.	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Nominally, more persons have access to education unfortunately there are not much evidential statistics particularly for the vulnerable groups.
3.	Have the reforms reduced the cost of governance	More is expected to be spent on education but it must the resources must be efficiently allocated.

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4.	Have the reforms made the services more affordable for citizens	No
5.	Have the reforms reduced corruption	The effect is beginning to wane contrary to what was reported in the previous compendium
6.	Have the reforms reduced unnecessary bureaucracy and red tape	The deployment of ICT has triggered positive changes but there is room for improvement.
7.	Is the reform initiative likely to lead to improved development outcomes?	There is an established relationship between improved education system and development. As the government intensifies efforts on the reform initiatives, more development benefits are expected to reach the citizenry.
8.	In each sector or governance sphere are things improving, staying the same or getting worse	There are slight improvement but the the incidence of COVID 19, insurgency and industrial actions by staff of tertitary institutions have created so much distruptions and have weakened the system.
9.	Where things are improving will those improvements endure	Sustained political will of the government is expected to lead to enduring improvements where these

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		apply.
10.	Where things are not improving, what should be done	New workable strategies need to be formulated and doggedly implemented if there must be visible improvements.

PROPOSED NEXT STEPS

- Strategize and Mobilize with stakeholders to substantially reduce the current rate of youth and adult level in Nigeria
- Actively collaborate with the Private Sector to create a large number of well-paying jobs for Nigerian Youths
- Review the operation of specialized education funds and implement reforms to optimize their benefit to the Sector
- Execute with all the States, a pro-active Teacher Training Plan
- Implement advocacy and prioritize funding to increase enrolment and completion rates in primary and secondary schools, with special attention to School-age girls
- Enforcement of Free and Compulsory Basic Education for the first 9 years of Schooling
- Implement the "Every Child Counts" STEAM Curriculum
- Prepare at least 6 Universities to be among the first 1,000 Universities in the World

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CHAPTER 21: SOCIAL INVESTMENT AND POVERTY ALLEVIATION

THE PROBLEM

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The creation of a ministry to take care of humanitarian affairs, disaster management and social development has thus made the pathway for the rebuilding of the nation; most especially the North-East region, which have witnessed several devastations due to Boko Haram attacks. The goal behind setting up the ministry is so there would be more accountability and responsibility for actors and non-actors towards humanitarian issues in Nigeria, by aligning all the relevant policies that can guide the effective coordination of all stakeholders (and especially the core focus areas of the Ministry) towards creating a long-lasting value system and strengthening of the institution.

The necessity of the Federal Government to further acknowledge the humanitarian issues in different parts of Nigeria and the possible human and natural disasters tendencies in the country with issues such as insurgencies, insecurity, global warming, climate changes and protection of the environment being at the front burner. With the government's effort towards rebuilding the North East, returning the displaced persons back to their natural settlement and the need to manage emerging natural disasters and victims of such disasters, leaving the new Ministry of Humanitarian Affairs with so much responsibility as it is a ministry set to impact the people directly.

However, with the creation of the ministry for humanitarian affairs, disaster management and social development, more focus and attention would be devoted to humanitarian affairs and disaster management as these are peculiar and important issues that affect the people directly. Interestingly, if proper and effective activities are channeled towards humanitarian affairs and disaster management, it would, in turn, translate towards social development at all levels. This then leaves the new ministry with a huge responsibility for the development of impact and presence across all states and not just the northeastern part of Nigeria.

REFORMS

2015-2017 REFORMS

The development of a draft policy committed to dedicating national resources to improve the lives of citizens and strengthen the role of social protection in helping to distribute resources more broadly. It is in this line that the Federal Government has leveraged on its social reforms agenda to ensure a pro-poor, gender disaggregated expenditure framework within the Medium-Term Expenditure Framework.

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A National Social Investment Office was set up with the aim of guaranteeing high level political authority and coordination for all the social protection programmes in the country. They were mandated to ensure:

A credible method for targeting the poor and vulnerable for the reduction of poverty as well as the poor human capital indices, with a view of reducing them.

Effective monitoring and evaluation mechanisms.

Standard delivery structures.

Clarity in roles and responsibilities; ensuring they are not duplicated.

Efficiency, transparency and accountability.

Proper coordination and synergy amongst key ministries, departments and agencies, as well as between the Federal, State and Local Governments.

RECENT REFORM (2018-2020)

The Ministry of Humanitarian Affairs, Disaster Management and Social Development has adopted a multi-faceted approach, which will also focus on the poor and vulnerable, the elderly, refugees, IDPs, persons living with disabilities, trafficked persons, petty traders, among others, in its response to COVID-19 in the country.

The responsibility to act and coordinate all interventions that promote social development and strengthen social systems that provide support for and protection of vulnerable groups in Nigeria.

The Ministry-led intervention will prioritize prevention and community engagement and increase sensitization to curtail spread of COVID-19 particularly among the person of concern in the implementation of the initiative to drive the overall national strategy adopted by the Presidential Task Force on Covid-19.

The ministry's reforms include the release of food items, early payments to beneficiaries of Conditional Cash Transfer, N-Power, grassroot communication of Covid-19 control measures using personnel, equipment, Government Enterprise and Empowerment Programme (GEEP), the provision of protective items such as face masks, sanitizers and

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soap for hand washing, the National Home-Grown School Feeding Programme (NHGSFP) aimed to reduce hunger and malnutrition, improve education (school enrolment).

The ministry was given the mandate to supervise and succeed the Conditional Cash Transfer (CCT) programme which commenced in September 2016 till date, with the aim of responding to deficiencies in capacity and lack of investment in human capital of poor and vulnerable households.

The Ministry of Humanitarian Affairs, Disaster Management and Social Development and the Ministry of the Federal Capital Territory (FCT) have appointed a four-member committee to jointly develop modality for enhancing the welfare of 26,460 Internally Displaced Persons (IDPs) living in 41 camps in the Federal Capital Territory. The committee is to harmonize mechanisms for ensuring that the IDPs get the best services from the two ministries in discharging their responsibilities to them.

MAIN ACHIEVEMENTS

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- **INVESTING IN PEOPLE**: The Social Investment Programme (SIP) is the largest and most ambitious safety net programme in the history of Nigeria, with over 12 million direct beneficiaries so far:

- **CONDITIONAL CASH TRANSFER (CCT):** The ministry has more than 3 million poor and vulnerable households registered on the National Social Register, and more than 1 million of these families are currently benefitting from the Conditional Cash Transfer (CCT) scheme, which pays N5, 000 to each household monthly;

- **THE N-POWER**: The enrollment and deployment of N-POWER beneficiaries who are currently receiving N30, 000 monthly stipends. Additional 40,000 are at various stages of enrolment;

- **NATIONAL HOME-GROWN SCHOOL FEEDING PROGRAMME (NHGSFP)**: The NHGSFP initiative has fed about 10 million primary 1-3 pupils in 54,952 public primary schools in 35 states. Also created employment opportunities for more than 107,000 cooks who are engaged with the delivery of the meals. This initiative has reduced hunger and malnutrition, improved education outcomes (Boosted school enrolment);

Farmers and produce 'aggregators' also benefit from improved access to school feeding markets and communities, which has by extension improved incomes**;**

- **GOVERNMENT ENTERPRISE AND EMPOWERMENT PROGRAMME (GEEP):** The sum of N36.9 billion has been disbursed in interest-free loans ranging from N50, 000 to N350, 000 to more than 2.3 million market women, traders, artisans, farmers across all 36 states of the country and FCT. Under this initiative, more than half of the loans have gone to women using locally developed and implemented technology solutions;

- The Ministry established a COVID-19 Response Committee which comprised of all the agencies supervised by the Ministry, charged with the responsibility of working jointly and speedily to deliver emergency relief to vulnerable segments of our society;

- The provision of relief materials to Bauchi state government over the flood and windstorms that razed parts of the state like Darazo, Jama'are and Shira;

- Established a partnership with the World Bank Abuja, designed and developed a safety net programme for Nigeria under the platform of the National Social Safety Net Project (NASSP);

- Palliative distribution of COVID-19 relief materials to states of the federation;

- Distribution of COVID-19 items received from donors;

- The Special Cash Grant for Rural Women programme as part of President Muhammadu Buhari's social inclusion and poverty reduction agenda, including the realization of the national aspiration of lifting 100 million Nigerians out of poverty in 10 years; and

- The Ministry has been providing healthcare services, food stuff, accommodation, training in various skills for the IDPs, while 1060 of their school-age children have been enrolled in FCT Primary Schools in the Territory.

KEY CHALLENGES

Despite the tremendous successes and achievements of the ministry, it is still battling with some challenges:

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- Robust management of the mounting challenge of humanitarian crises, natural and man-made disasters as well as delivery of social welfare service, all aggravated by the Boko Haram terrorist insurgency and related insecurity;

- Most initiatives of the ministry, is not reaching far enough, fast enough and deep enough.

PROPOSED NEXT STEPS

The ministry will continue to dedicate its activities:

- To develop Humanitarian policies and provide effective coordination of National and International Humanitarian interventions; and

- Ensure strategic Disaster Mitigation, Preparedness, and Response

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CHAPTER 22: WOMEN AND SOCIAL DEVELOPMENT

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THE PROBLEM



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The Federal Ministry of Women Affairs and Social Development (FMWASD) has the unique responsibility of addressing the issues and concerns of about 70% of Nigeria's population that occupy the low portion of the economic ladder, which include women, children, persons with disabilities, the elderly and other vulnerable Nigerians.

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While it may be acknowledged that FMWASD has moved the concerns of women to the fore in the nation and made some progress on its mandate of ensuring gender equality; apart from publishing the National Gender Policy, which is a strategic intervention, most of its interventions adopted the needs-based (Women in Development (WID) approach, which uses practical interventions to integrate women into existing structures, using welfare and women-only projects to increase women's productivity and income; and their ability to manage households.

However, this is usually short-term and does not integrate women into all facets of our national life. Equality approach using needs-based, seeks to integrate women into the development process and views women's exclusion and lack of participation from the

development process as the problem. It 'preaches' marginalization and feminizing poverty. So, it focuses on women's involvement in productive labour, reproductive role and women in labour force. The solution, strategy and policy approaches of WID, integrate women into existing structures using welfare, anti-poverty, efficiency, economic change i.e., empowerment, women only projects, increase women's productivity, increase women's income, increase women's ability to manage households and focuses only on how women could better be integrated into ongoing development initiatives. This approach sees women as recipients of change, which has been the main focus of the pet projects of Nigeria's first ladies (past and current), who most often than not have worked in collaboration with FMWASD.

So, while women leaders under the aegis of the FMWASD claim that they have made impact in Nigeria, such may not have been significant, after all. Doubtless, Nigeria may be far from achieving SDG5 if the nation continues in this trajectory. Mainstreaming gender into all spheres, particularly in parliament will enhance having women in decision making positions. However, the outlook for this in Nigeria is poor as the European Union (EU) report on 2019 general elections shows a decrease in women elected. The report also stated that Nigeria has the lowest rate of women in parliament in Africa, with the number progressively decreasing since 2011. While attempts have been made to introduce legislative reform, there are currently no legal requirements for the promotion of women in political life.

Hence, FMWASD needs to refocus its interventions using the rights-based approach by adopting Gender, Legislation and Development (GLAD); because as contained in the Universal Declaration of Human Rights, everyone has the right to take part in the advancement of his/her country. Adopting GLAD approach will allow Nigeria to draw on the full range of human resources available to it to progress; and help to ensure that women's and girls' needs are adequately met in policy making process.

The equality approach using right-based approach seeks empowerment of women through participation and transformation of the unequal power relations between women and men. It recognizes unequal power relations between women and men; and argues that women's subordinate position prevents gender equitable development and women's full participation in society. The right-based approach is focused on unequal power relations and women's subordinate position, gender mainstreaming policy; recognizes women's triple roles – reproductive, productive and community; and sees women as agents of change rather than passive recipients of development.

REFORMS

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2015-2017 REFORMS

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- The launching and implementation of new legislation, policies and programmes such as social protection and safety nets initiatives targeting about 25 million vulnerable citizens including widows, single mothers and survivors of gender-based violence and other harmful practices such as VVF;

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- The passing into law the Violence against Person Prohibition Bill (VAAP Act. 2015);
- The review of the country's National Gender Policy to address its loopholes and advance the overall wellbeing and rights of women in Nigeria;
- The enhancement of Women's voting right with the Independent National Electoral Commission (INEC)'s Gender policy; and
- Review of the National Action Plan (NAP) for the implementation of the United Nations Security Council Resolution (UNSCR) 1325 and Related Resolutions in Women, Peace and Security in Nigeria.

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RECENT REFORM (2018-2020)

- Establishment of initiatives and programmes to ensure physical structures are accessible to persons with disabilities and provision of braille, sign language facilities for information or services opened to the public for accessibility for PWDs in the next 5years;

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- Accreditation of the federal school of social works. The ministry's School of Social Works has finally gained full-fledged accreditation;
- Professionalization of the ministry. This led to the following reforms

a. The creation of the federal ministry of humanitarian affairs and disaster management and ceding of the social development department to the newly created ministry.

b. The creation of the additional professional departments viz: women development, child development, gender affairs & economic services

- Introduction of virtual management meetings using zoom. This initiative was birthed by the ministry in compliance with COVID-19 protocols which has become a very effective tool for service delivery within this novel era;
- Introduction of reward system at the management level. This initiative is aimed at staff motivation for higher productivity;
- Introduction of regular sensitization workshop on SERVICOM principles and ethics to new officers in women affairs ministry. This is to ensure Accountability, Transparency and Probity in service delivery;
- Implementing the public service reforms/SERVICOM upgrade of quick fixes. This is to develop a robust system under the Pillar of Governance in enhancing and improving service delivery;
- Data management desktop/hub for Violence against Women (VAW)/ gender-based violence. An initiative that regulates and mitigates all violence against women as regards domestic, sexual, psychological, forced pregnancy, female genital mutilation etc.; and
- Creation of gender capacity building and training division. A regulatory and standardized program for men and women, formal education and empowerment. Also serves as a support to the system and strengthens MDA Desks.

MAIN ACHIEVEMENTS

- Strengthened services and programmes in 'Inclusive social protection systems' to promote economic empowerment to persons with disabilities:

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- The ministry has committed its services to supporting the self-employment of people with disabilities through the provision of entrepreneurship training, grants, loans and micro-credit schemes;

- Commitment to giving incentives to cooperate bodies for employment and empowerment for PWDs and ensuring that organizations disclose the number of PWDs in their employment as required by law.

- In addition, the ministry has Improved access to inclusive education for children with disabilities; commitment to the development of an inclusive education policy that provides free compulsory education for all children with disabilities. The ministry has also achieved a great feat by its movement from federal secretariat to its present international headquarters. Thereby relocating to its Headquarters complex.

- Strengthened the services and programmes that promote economic empowerment to persons with disabilities:

- Committed to supporting the self-employment of people with disabilities through the provision of entrepreneurship training, grants, loans and micro-credit schemes;

- The ministry has also committed to giving incentives to cooperate bodies for employment and empowerment for PWDs and ensuring that organizations disclose the number of PWDs in their employment as required by law;

- Improved the availability and affordability of technology/ innovation for Persons with disabilities.

- Establishment of affordable technology and innovative center to support the manufacture of appropriate and affordable assistive devices;

- Improved access to sexual and reproductive health rights and services for women and girls with disabilities; and

- Committed to the provision of quality and affordable information, commodities, sexual and reproductive health services.

KEY CHALLENGES

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The ministry has been faced with some challenges which include eliminating all forms of discrimination in education and skills, promoting and protecting the rights of girls, eliminating discrimination against girls in health and nutrition.

In addition, most of the interventions adopted by the ministry is a needs-based approach which is usually short-termed and does not integrate women into all facets of our national life

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PROPOSED NEXT STEPS

The ministry has and will continue to dedicate its activities:

- To advising the government on Gender and Children issues.
- Issues affecting Persons with Disabilities and the Aged;
- Initiate policy guidelines and lead the process of gender equality and mainstreaming at both the national and international levels.

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CHAPTER 23: YOUTHS AND SPORTS DEVELOPMENT

THE PROBLEM



The Ministry of youth and sport is a vibrant sector of the country as it serve as an avenue to empower youths with potentials. Notwithstanding, the sector has been facing some problems of which some are persisting problems that has yet to be totally address which is holding back the advancement of the ministry. Although, the government has

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been making effort to improve the Nigeria sport system but it rather keeps deteriorating.

Some of the persisting problems that has been addressed,

- Late release of fund for programme;
- Shortage of office for staffs;
- Poor transportation system; and
- Inadequate funding.

Other problems are:

- Poor welfare;
- Low moral due to unconducive environment;
- Use of influence in selection of national sport team;
- Politicization of sport facilities; and
- Poor representation of Nigeria in international sporting bodies.

REFORMS

2015-2017 REFORM

The Buhari administration undertook some reform action between 2014 and 2017 to recuperate the Ministry. Some of the reforms are:

- Merging of the Ministry of Youth Development and National Sport Commission;
- Creation of a joint website for youths and sports;
- Organization of the NYSC Empowerment of Corps Volunteers on the War against Poverty (WAP).

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To meet the yarning of the Youth, the government repositioned the Ministry by making a collaboration between Development of National Accelerated Youth Development Programme (NAYDEP) and UNIDO. The government through the ministry, also organized leadership skill training acquisition for Plateau and Kaduna Youths; and provided medical service in 2016 to all national athletes in training using the Ministry's clinics.

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2018-2020 REFORM

- Facilitated the Federal Executive Council (FEC) approval that reclassified Sports as a business instead of recreation;

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- Working with the Nigeria Economic Summit Group (NESG), the Ministry has completed a draft of the Sports Industry Policy;
- Secured Federal Executive Council (FEC) approval for the creation of the N75 billion Nigeria Youth Investment Fund (NYIF). The official flag off of its Portal was conducted by the Honorable Minister on 16th October, 2020, in Abuja;
- The United Nations Department for Economic and Social Affairs (UNDESA) and the FMYSD recently conducted the Nigeria Youth Employment Action Plan Survey to get views of the Nigerian Youth on Employment prospects and inform the Government about the Policy directions and approaches to be pursued.

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PROGRAMMES & INITIATIVES

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- Conceptualized and developed the DEEL (Digital Skills Acquisition, Employability, Entrepreneurship, and Leadership & Mentoring) Programme for comprehensive Youth development. The DEEL Programme was launched to wide acclaim on 12th November, 2019 by the Honorable Minister in Abuja. Subsequently, the DEEL Programme has been strategically endorsed by the Federal Government of Nigeria, AfDB, Google, many private sector corporate organizations as well as several social sector organizations.

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- The Nigeria Online Youth Assembly (NOYA) website was activated to connect youth to a wealth of opportunities;

- Initiated and launched the Adopt Campaign to improve athletes' training regimes as well as Sporting Facilities and Infrastructure. These includes:
  - Adopt – an – Athlete
  - Adopt – a – Sport
  - Adopt – a – Pitch
  - Adopt – a – Sports Centre
- Commenced the Work Experience Programme (WEP) aimed at connecting 42,000 young Nigerians with Internship opportunities; and
- Resuscitation of the Nigeria Sports Hall of Fame to celebrate the Country's sporting heroes.

GRASSROOTS SPORTS DEVELOPMENT

- Conceptualized and developed the Talent Hunt Programme; a platform for the discovery of new Sporting Talents;
- Ensured the revival of Principal's Cup in the Country;
- Introduction of Headmaster's Cup for Primary Schools in Nigeria for the first time and consisting of 5 different Sports; and
- Developing a plan to restore moribund long – distance races in Pankshin and the Mambilla Plateau.

SPORTS DEVELOPMENT, INFRASTRUCTURE & FACILITIES

Under the Adopt – a – Pitch initiative, FMYSD was able to get high end Corporate Organizations and individuals to take up the rehabilitation of Strategic Sporting infrastructure and facilities. Such timely intervention includes:

- Dangote Industries adopted the main Pitch of the Moshood Abiola National Stadium, Abuja and undertook to rehabilitate the football pitch and the electronic

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Scoreboards. This intervention saw FMYSD secure about $1 million in funding from Dangote Industries for the rehabilitation works;

- FMYSD was able to collaborate with Sir Kessington Adebutu, who adopted the main pitch of the Daura Township Stadium and ensured that the brown football pitch was remodeled and modernized to a World grade Astro Turf (Synthetic) pitch;

- Presently FMYSD is in the process of concluding arrangement with a popular Lagos based Philanthropist for the rehabilitation works of the football pitch, athletic tracks and electronic scoreboards of the National Stadium, Surulere. Funding for this intervention is more than $1million;

- Facilitated the direct adoption of Sportsmen and Women through the Adopt – an – Athlete initiative to finance expenses towards the Tokyo Olympics, 5 athletes have been fully adopted while 12 more are on the path to full adoption, giving a total of 17, 45 others are awaiting adopters;

- Inaugurated a Cross –Sectoral Task Force which was mandated to return the National Stadium, Surulere to its original masterplan through the audit of tenanted Facilities at the Stadium; and

- Ensured that the Concession Processes of the National Stadia in Lagos and Abuja finally commenced, following several years of inactivity.

YOUTH DEVELOPMENT

- FMYSD launched the digital app and pocket sized versions of the Nigeria Youth Policy;

- Strategic initiation of capacity funding and "coding for employment" training with AFDB on the DEEL Programme;

- Developed a 60 Day App Challenge to help Youth develop business models to businesses that rely on digital technology for their operations;

- Collaborated with CBN to secure AGSMEIS – Agricultural loans for Youth owned SMEs;

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- As a direct impact of its Youth development initiatives, FMYSD is now a Certified CBN / NIRSAL training partner;

- Working through Citizens and Leadership Training Centre (CLTC) to provide online Leadership training for Nigerian Youth. 5,000 Youth tuned in for the 2day seminar; online courses are available on CLTC website;

- Launched the Nigeria Youth against Rape (NYAP) campaign with 4 million Nigerian Youth Standing with FMYSD against rape;

- FMYSD trained 15,000 youth on digital Skills in collaboration with IBM through its Digital Youth Nigeria (DY.ng) initiative;

- The Honorable Minister facilitated a football tournament in Oyo State, SD Unity Cup 2020. Following advocacy visits by the HM, Governors of about 7 States have indicated interest in organizing Unity Cup tournaments in Football, Basketball, Volleyball and other Sports in their respective States;

- The Ministry Partnered with relevant Youth and Civil Society groups through the #I Choose Life Challenge to fight against alcoholism and drug use. More than 200,000 Youth were engaged via social media in arts Projects for the period;

- Planned processes and collaboration are ongoing between FMYSD and Google on support for youth SMEs in Nigeria. Processes are nearing the implementation phase; and

- As part of the Sub- Committee on Job creation working on providing relief to Nigerians affected by the COVID – 19 Pandemic through the Economic Sustainability Plan, the Honorable Minister Supported the inclusion of youth oriented Projects and Programmes in the Economic Sustainability Plan to create Job opportunities and skills development initiatives for Nigerian Youth.

WELFARE

- Received to very Public acclaim, the Honorable Minister initiated an Athletes Welfare Scheme (AWS) that pays a monthly stipend to the families of deceased Sporting Icon;

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- At the peak of the COVID – 19 Pandemic lockdown, the Honorable Minister initiated an Athlete Relief Fund (ARF) campaign by raising N11 Million through personal contacts to give succor to Nigerian home- based athletes during the Pandemic. A total of 220 athletes benefited from this drive;

- In a measure of Compassionate goodwill, the Honorable Minister also picked the hospital bills of some present and retired athlete

STRATEGIC IMPLEMENTATION PARTNERS

- Under the leadership of Mr. Sunday Dare, FMYSD has forged Strategic Partnerships and Linkages with many Corporate and Social Sector Organizations while delivering on its Programmes and initiatives with the following:

- IBM;
- Microsoft;
- Google;
- Junior Achievement Nigeria (JAN);
- Wilco;
- Guinness Nigeria Plc;
- Halogen Securities

MAIN ACHIEVEMENTS

- Approval of a N75 billion Nigerian Youth Investment Fund (NYIF) to support enterprises among 68million Nigerian Youth between the age of 18 and 35;

- IBM partnered with the ministry to commence online training digital skill training for over 7000 youth;

- Subsidization of data for youth during COVID-19 Lockdown;

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- Initiation of the D.E.E.L and W.E.P programmes to actualize the agenda of lifting 10million youth out of poverty;
- Inauguration of Steering Committee of the Sport Industry Working Group (SIWG) to create advantageous environment and have proper policy in place to drive investment, incentives and also drive infrastructural development through sport;
- Sensitization workshop on Anti-corruption for the staffs in the ministry with the support of ICPC; and
- Recognition of women in sport.

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KEY CHALLENGES

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- Delay of digital youth digital training and innovation opportunities because of COVID-19.; and
- Delay in the release of funds.

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ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered.	Yes

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2.	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance	Yes
4.	Have the reforms made the services more affordable for citizens	Yes
5.	Have the reforms reduced corruption	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	In each sector or governance sphere are things improving, staying the same or getting worse	Things are improving
9.	Where things are improving will those improvements endure	Yes

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10.	Where things are not improving, what should be done	

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PROPOSED NEXT STEP

- Launching of E-Sports and gaming;
- Empowering more youths to alleviate poverty; and
- Training of staffs;
- Provision of more advance equipment

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CHAPTER 24: REFORMS IN CREATIVE INDUSTRY

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THE PROBLEM



Nigeria has huge and vibrant creative industries, employing millions of people and creating wealth for them. The country is considered a rich haven of creative assets that can help in providing employment, alleviating poverty and diversify its economy. However the problem of the creative industry is how to quantify the creative industries to articulate policies that support them. Comprehensive statistics on the creative industries in Nigeria are not available, although there are pieces of information here and there. Moreover, there has been no detailed creative industries mapping to identify the key sectors and evaluate their contributions. Again, the inadequacies of the creative industries definitions discussed earlier notwithstanding, intellectual property remains a prized output of the sectors under review. Its protection, however, is one of the greatest challenges facing Nigeria's film, creative writing and music industries without exaggerating, one could state that piracy is a critical factor that hinders the full exploitation of these sectors by Nigeria at local and global levels. The World Bank estimates that nine out of every 10 Nollywood films sold are pirated. This implies that the current recorded earnings of Nollywood may represent less than 20% of its potential.

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However, piracy appears to have had no redeeming feature. It has produced no empirically verifiable benefit to writers. Clearly, the discourse on piracy, when subjected to a rigorous interrogation, may yield a much more complicated picture than scholars

usually paint. But the fact that piracy may have had some "positive" effects on the film and music industries still does not decriminalize a practice that denies creative workers the fruits of their labour. Incidentally, advances in technology have made possible the digital delivery of music, film and creative writing through the Internet. This situation expands the audience of these products beyond the existential constraints of time and space; similarly, it makes the work of pirates easier and more lucrative. The Nigeria Copyright Commission (NCC), Ministry of Information and Culture, National Film Corporation and National Commission for Museums and Monuments are statutory body charged with the enforcement of reforms action in other to make our creative industry the most lucrative in the world. These statutory bodies have implemented various reforms actions that has led to the improvement of the Nigerian creative industry but However, the industry is fraught with many challenges including poor financing and infrastructure, piracy, copyright infringement, and marketing problems. Some of the additional problems includes:

- Society's entrenched culture of buying pirated products;
- Poor support by law enforcement agencies;
- Lack of practical way to monitor and stop exploitation of Nigerian works abroad;
- Increasing violation of copyright in the digital environment;
- The lack of basic logistic provisions, lack of security for commission's personnel, among others;
- Inability to engage in commercial film production and its limited operational function such as leveraging on the private sector led growth of the industry.

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REFORM ACTIONS (2015-2017)

- **Establishment of National Endowment fund for the Arts**: The Federal Ministry of Information and Culture (FMIC) and relevant stakeholders worked assiduously for the establishment of the National Endowment fund for the arts. The fund is a financial and legal instrument fir the creative industry, which government organizations, NGO's, corporate bodies and individuals shall contribute to. The fund will generate income, ensure perpetuity of investments in the sector as well as shape organizational strategy in the short and long terms;

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- **Special Intervention:** To further encourage sustainable growth and develop the economic potentials of the performing arts sector in Nigeria, geared towards wealth creation, employment generation, and poverty alleviation in line with the Sustainable Development Goals (SDG's) the earlier established N3billion grant programme captioned Project Act Nollywood in other to support existing practitioners and pave way for systematic policy reforms and development. There were three government schemes in the project, namely:

  - Capacity Building Fund (CBF) – 300 million;
  - Film Production Fund (FPF) - 700 million; and
  - Innovative Distribution Fund- 2billion

RECENT REFORM (2018-2020)

- **Creation of Ports and Foreign Exploitation (PFE) unit**: Establishment of ports and foreign exploitation unit by Nigerian Copyrights Commission to stop exploitation of Nigerian works abroad and for Nigerian creative industry to get their full recognition globally;

- **Creation of Online Copyright Inspection (OCI) unit**: The creation of OCI unit will enable strict compliance to copyright laws online and enable the practitioners in the creative industry get their full compensation. The online copyright inspection unit will closely watch activities concerning the creative industry online and will not hesitate to prosecute offenders;

- Expansion of Departments and sections by National Commission for Museum and Monuments to accommodate the reform requirements in terms of staffing and training;

- **Commercialization of the Nigerian Film Corporation:** The commercialization of the Nigerian film corporation is adopted in other regulate and organize professional practice in the film industry; and

- Promoting transparency of actions taken by the National Commission for Museum and Monuments.

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MAIN ACHIEVEMENTS

- Reduction of Interference;
- More financial benefits for creators and copyright owners; and
- The commission gains more confidence from copyright owners

KEY CHALLENGES

In spite of all the strategies put in place for tremendous achievements in the creative industry, It has not stopped the creative industry from experiencing challenges. Some of which were already documented in the previous Compendium. They are:

- Bureaucratic limitations;
- Budgetary constraints;
- Operational inefficiency;
- Low commitment to MOU by collaborator agencies; and
- Inadequate digitalization and computing equipment

ASSESSMENT OF REFORM INITIATIVES

To assess the extent of the consolidating effort of the various sectors under the creative industry the 10 assessment criteria was used. The result showed the creative industry has continually improved upon its process in line with international its international counterparts, with room for more visible improvement.

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S/N.	QUESTIONS	RESPONSE
1. 1	Has the creative industry reforms improved the quality and quantity of the public services delivered?	Yes. Though it is still going through a process
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes
3. 3	Has the creative industry reforms reduced the cost of governance?	Yes. In terms of blocking some loop holes in the payment process
4. 4	Has the creative industry reforms made the services more affordable for citizens?	Yes and more accessible too
5. 5	Has the PP reforms reduced corruption?	Yes. To some extent , in some quarters
6. 6	Has the creative industry reforms reduced unnecessary bureaucracy and red tape?	Yes, the use of technology has made the system more efficient.
7. 7	Is the PP reform initiative likely to lead to improved development outcomes?	Yes. To some extent

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8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	There is improvement in some spheres/sectors.
9. 9	Where things are improving, will those improvements endure?	Yes. With the right people, unification of purpose. The improvements will endure
10. 10	Where things are not improving, what should be done?	A look at the deterrents will facilitate the best way forward (solving the major problems of communication, transparency and honesty).

PROPOSED NEXT STEPS

Just as it was in the previous Compendium, the next steps proposed are still very much relevant. This is important in order to solidify already ongoing reform initiatives by the government. They include:

- Aggressive follow up in the actualization of understanding in various MOUs with other agencies; and
- Development of new initiatives to ensure efficiency in service delivery

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CHAPTER 25:

JOB CREATION AND ENTREPRENEURIAL DEVELOPMENT

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THE PROBLEM

Nigeria, one of the most robust economies in Africa, still has grim employment figures. As at 2019, the NBS reported an overall unemployment rate of 25% - with an underemployment rate of equally high proportion.

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According to the most recent data by the NBS, the unemployment rate during Q2, 2020 was 27.1%, up from the 23.1% up from Q3, 2018, also saw underemployment rate increased from 20.1% in Q3, 2018 to 28.6%. With the working age of Nigeria set to increase with its rising population, the data suggests that unemployed rate for people between the ages of 15 and 34 years hit 34.9%, up from 29.7%, and is projected to rise.

The rising unemployment has seen successive government – including the Buhari administration - try to pivot it with series of Micro Small and Medium Entrepreneurship (MSME) programmes. There has been growing recognition of the important role the MSMEs play in economic development. They play essential roles through several pathways that go beyond employment generation. They are major economic growth driver-supporting sectors that not only contribute significantly to improve living

standards, but also bring substantial local capital formation and are responsible for driving innovation and competition in developing economics.

However, the subsector is faced with several challenges that include poor access to affordable finance, limited access to local and International markets, deplorable infrastructure, weak access to modern equipment and low Government patronage. Other gaps include the aversion to joint ownership by entrepreneurs, family ties, financial mismanagement, lack of basic business capacity (knowledge, skills and attitude), poor record keeping especially accounting books, inadequate market intelligence, aversion to compliance requirements (SON, NAFDAC, etc) low motivation and lack of confidence.

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REFORMS

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The Nigerian Small and Medium Enterprises Development Agency (SMEDAN) was founded by the SMEDAN Act 0f 2003 on the Development of the Nigerian Economy MSME Sector. The Agency positions itself as the backbone of Nigeria's MSME growth. Efforts by the federal government to promote job growth include reforms to legislation for starting and running businesses and a series of youth empowerment and entrepreneurship schemes in collaboration with relevant stakeholders like the CBN, NIRSAL, BOI, BOA, and most recently, Ministry of Humanitarian Affairs and Disaster Management and Social Development. Other relevant MDAs for the development of entrepreneurship and job creation include the Ministry of Labour and Employment Ministry of Youth & Sports development, and National Directorate of Employment (NDE).

One key reform that predates the Buhari administration was the Youth Enterprise with Innovation in Nigeria (You win) programme, which was initiated to enhance over 3000 youth entrepreneurs in Nigeria.

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2015-2017 REFORMS

Although the, you win program has been discontinued, the Buhari administration began other initiatives aimed at job creation and entrepreneurship growth, some of which include;

Special Entrepreneurship Development Funds: The BOI manages up to 20 intervention funds, including food and agro-commodity manufacturing and graduate entrepreneurship programmes, in various areas of the economy.

MSME Clinics: In order to bring closer contact between relevant government agencies and small businesses operating in different cities across the country, MSME clinics have been launched, providing a forum for rapid resolution.

Some of the more initiatives for the year under review include;

RECENT REFORM (2018-2020)

- Having identified the challenges of the MSME sub-sector in Nigeria and being the nodal institution of Government established to midwife the wholesome development, SMEDAN strategically:

➢ Partnered with the National Bureau of Statistics to conduct a national survey of MSMEs in the country that have been updated twice after the first survey conducted in 2010;

➢ Implemented the MSMEs Mass Registration program to provide verifiable data/details of entrepreneurs operating within the MSME space;

➢ Developed and launched the National Policy on MSMEs which the second review is currently awaiting the Federal Executive Council's approval;

➢ Developed a robust Strategic Plan for the structured development of the MSME sub-sector;

➢ Initiated a State Level Annual Impact Assessment to measure the impact the Agency's programmes or interventions have had on the development and growth of the sub-sector;

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- Initiated a National Framework for Accreditation of Business Development Service Providers to provide standardized and quality of service delivery to MSMEs;

- Initiated and implemented the Mind-shift- National School Entrepreneurship directed at the training of Primary and Secondary School Teachers in entrepreneurship education. This is aimed at building the capacities of the teachers at that level to help imbibe the entrepreneurship spirit into the students at a very early age;

- Implemented the One Local Government One Product Programme Implementation (an adaptation of Japanese One Village One Product). This is to develop rural communities around their natural endowments for wealth creation and create access to markets, finance, value adding technology and entrepreneurship training;

- The initiation and implementation of the Conditional Grant Scheme to attend to the financial demands of the MSMEs especially the micro entrepreneurs. This is essentially to create jobs, wealth and poverty alleviation across the country through access to markets, finance, training and extension services; and

- Initiated the revitalization of the 23 Industrial Development Centers (IDC) to provide functional workspace to MSMEs across the country.

- The Ministry of Labour and Employment carried out the following;

- Development of the Public Special Works (PSW) programme by the in collaboration with NDE;

- Collaboration with stakeholders to organize job fairs for employment creation;

- Capacity development and structural readjustment to enhance to ability, and effectiveness of the workforce;

- Establishment of the National Electronic Labour Exchange (NELEX), an electronic register of job seekers;

- Establishment of three (3) Migrant Resource Centers (MRCs) in Lagos, Abuja, and Benin City for guidance and counselling, information dissemination, referral, job placement of returned migrants and those interested in migration;

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- Development of a common and harmonized National Social Security Data for all Social Security schemes in Nigeria; and
- Currently reviewing the National Policy on Occupational Safety and Health; and
- Collaboration of NDE and ACAs for programme monitoring and implementation

MAIN ACHIEVEMENTS

- The MSMEs Mass Registration program has been able to capture and provide details of over 1.5 million MSMEs as at October 14th, 2020 and estimated to hit over 5 million before the end of 2020;
- The second revised National Policy on MSMEs is being processed for presentation and approval at the Federal Executive Council;
- The Strategic Plan for the structured development of the MSME sub-sector for SMEDAN is awaiting formal launch;
- The State Level Annual Impact Assessment to measure the impact of the agency's programs for years 2018 and 2019 has been prepared for use by the any interested stakeholder;
- The accreditation of Business Development Service Providers is almost 90% completed;
- 14,000 teachers were trained in four states (Jigawa, Benue, Delta and Gombe);
- A total of 109 Coops in 2018, 37 Coops in 2019 and 72 Coops in 2020 benefitted from the One Local Government One Product Programme;
- A total of 6,390 MSMEs in 2018 and 5,000 MSMEs in 2020 benefitted from the implementation of the Conditional Grant Scheme;
- Various levels of works going on in the 23 Industrial Development Centers (IDC)
- Organization of sensitization programmes such as "service improvement as a tool for the attainment of Goals of Economic Recovery Growth Plan (ERGP)"; and

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- Strengthened competence of field officers on recruiters licenses administration for efficient service delivery.

KEY CHALLENGES

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- Non funding of some key programmes of the Agency initiated to create enabling environment for MSMEs to operate and grow;

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- The unhealthy competition between various Agencies/Institutions of Government in the MSME space;
- The negative impacts of some policies that negates the objectives of ease of doing business in Nigeria;
- Poor power supply still impedes entrepreneurial development;
- The heavy political influences on the implementation of the Agency's programmes;
- Poor inter-agency relationship that has not allowed for the growth of MSMEs;
- Inadequate infrastructure for the development of MSMEs;
- General insecurity issues that presently envelopes the country;
- Delay in policy implementation due to government bureaucracy;
- Delay by the Federal Ministry of Labour and Employment to ratify ILO Conventions C143 on Migrant Workers' Supplementary Provisions, C181 on Private Employment Agencies and C189 on Domestic work; and
- Lack of systematic Labour market needs assessment.

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ASSESSMENT OF REFORM INITIATIVES

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Judged against the 10 criteria, the initiatives to promote job creation and entrepreneurial development were regarded as still work in progress in an attempt to achieve desired objectives.

S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms improved the quality and quantity of the public services delivered?	The reforms have obviously positively impacted on the quality of services but inadequate funding of the projects have limited the target numbers/quantity planned for each year
2. 2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes, in view of the fact that the Agency have implemented its programmes adopting State and rural level engagements
3. 3	Have the reforms reduced the cost of governance?	Not applicable
4. 4	Have the reforms made the services more affordable for citizens?	Yes, service delivery is now enhanced.
5. 5	Have the reforms reduced corruption?	Very significantly since the levels of authorizations and approvals has been reduced
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	The automation and awareness creation has significantly helped in reducing the red tape usually experienced with

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		governance.
7. 7	Is the reform initiative likely to lead to improved development outcomes?	The Strategic Plan has set measurable outcomes at the end of each year
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Things are certainly getting better
9. 9	Where things are improving, will those improvements endure?	The processes for improvements are part of the new orientation of the Officers to ensure that it is sustainable
10. 10	Where things are not improving, what should be done?	Initiate tailored or targeted capacity building for the Officers and probably restructure the management

PROPOSED NEXT STEPS

- Strengthen partnership/collaboration with all MDAs in the MSME development space;
- Initiate a spectrum of private funding schemes for MSMEs;
- Initiate revenue generating activities that are permissible by the Act establishing the Agency;

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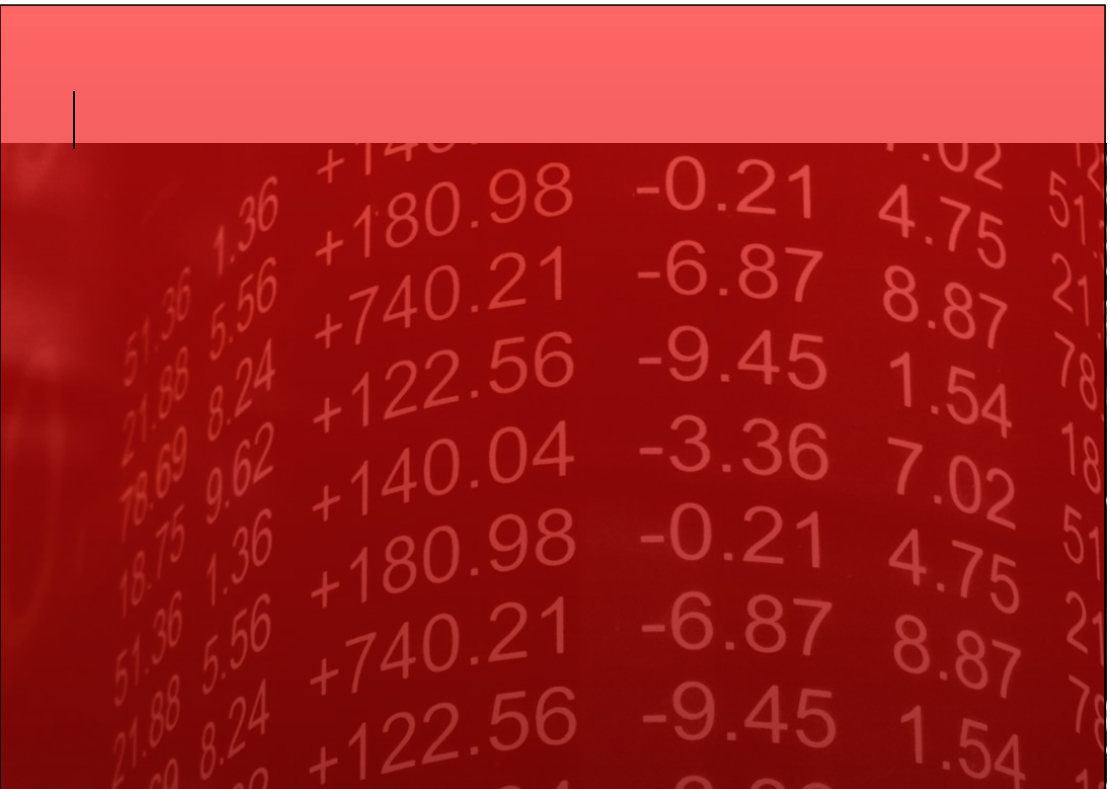
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- Deepen relationship with Stakeholders at the State and Local Government tiers of Government;
- Advocate for the establishment of a specialized funding for MSMEs;
- Full implementation of the reviewed National Policy on MSMEs;
- Effective co-ordination with State and Local governments on reform initiatives;
- Regular monitoring of activities of Private Employment Agencies (PEAs) to check unfair labour practices and generate more revenue for government;
- Convene National Labour Advisory Council (NLAC) meeting on the ratification of ILO Convention C143 on Migrant workers' Supplementary Provisions, C181 on Private Employment Agencies and C189 on Domestic work; and
- Consolidation of gains of recent reform initiatives.

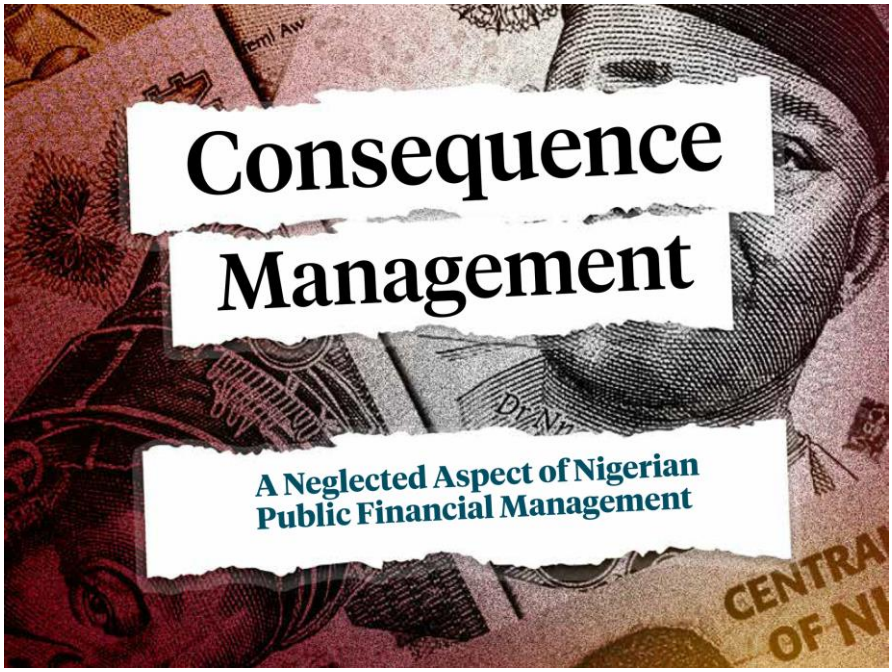


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PART FOUR:

PUBLIC FINANCIAL MANAGEMENT AND ECONOMIC GROWTH

THE PROBLEM



The previous compendium clearly reiterates that the Buhari led administration inherited some daunting challenges in public financial management in Nigeria in spite of some public reforms that were implemented between 1999 and 2014. Some of these challenges existed as a result of some lacunas in the constitution while others were related to culture of governance and attitudes of public servants. In 2015, the Buhari administration began to consolidate and deepen existing Public Financial Management reforms, one of the major steps being the initiation of a bill to guide the budget process and procedure (i.e the Organic Budget Law). The administration also adopted and commenced the implementation of GIFMIS (Government Integrated Financial Management Information System) and IPSAS (International Public Sector Accounting Standards) as important public financial management tools. As good as all these steps are, they have not sufficiently addressed the challenges with PFM partly due to imperfections in the use of the tools. Further, as captured in the previous compendium,

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domestic debt was disproportionately high relative to prescribed optimal mix of debt portfolio of 60:40 of domestic and external debt respectively, many MDAs still resisted adoption of TSA.

REFORMS

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The previous compendium contains key improvements/actions that were being implemented since inception of Buhari administration in 2015, to address identified challenges in PFM. Within the period under review (2018-2020), the administration has progressed in strengthening the reforms and introducing new initiatives. One of such strengthening is the reengineering and structural realignment of the Ministry of Finance by merging it with Budget and National Planning. Other key reform actions include:

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THE PRESIDENTIAL INITIATIVE ON CONTINUOUS AUDIT (PICA): PICA was set up by the Buhari Administration to strengthen controls over Government finances through a continuous internal audit process across all Ministries, Departments and Agencies (MDAs). The main objectives of PICA include but not limited to (a) to ensure all Federal Government receipts and payments are subjected to financial rules and regulations and (b) to identify areas of wastages and leakages in personnel cost, overhead cost, capital expenditure, statutory transfers, debt services amongst others. Through the activities of PICA, the Buhari Administration is addressing the issue of poor levels of remittance of operating surpluses by MDAs. For example, from remitting only N51 million between 2010 and 2016, JAMB has gone on to remit more than 20 billion Naira to the Federal Government since 2017. In the area of payroll audit, 54,000 fraudulent payroll entries have been identified, with payroll savings of N200 billion as at 2018.

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EXPANSION OF TREASURY SINGLE ACCOUNT (TSA) COVERAGE: The previous compendium puts rightly the import of TSA as being primarily designed to enthrone centralized, transparent and accountable revenue management; facilitate effective cash management; ensure cash availability; promote efficient management of domestic borrowing at minimal cost; block loopholes in revenue management and establish an efficient disbursement and collection mechanism for Government funds. The TSA system was launched in 2012, under President Good luck Jonathan but implementation was low as only about 447 MDAs had adopted it as at November, 2014. Following President Buhari's executive order in August 2015, there was a great improvement in

the implementation which is evidenced in the implementation in 92 percent of all MDAs as of May, 2018.

The TSA expansionary reform has improved transparency and accountability in the management of all FGN receipts by providing a consolidated view of Government's cash flow; blocks the leakage s and abuses which hitherto characterized Public Finance Management in Nigeria; ensures availability of funds for the execution of government policies, programmes and projects; controls aggregate cash flows within fiscal and monetary limits; and improves management of domestic borrowing programmes enables investments of idle funds.

EXPANSION OF INTEGRATED PAYROLL AND PERSONNEL INFORMATION SYSTEM (IPPIS): One of the key reforms that has contributed significantly to public finance management in recent times is the introduction of IPPIS. More details about IPPIS are contained in chapter 2 of this compendium. It is important to state that Buhari led administration has continued to expand the coverage of IPPIS to different public institutions including the Armed Forces, Federal Universities, and other academic institutions in-spite of great opposition.

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REPLACEMENT OF OLD CASH-BASED ACCOUNTING SYSTEM WITH AN ACCRUALS-BASED SYSTEM: The accrual-based accounting system is embedded within the International Public Sector Accounting Standards (IPSAS) which was approved by the Federal Government in July 2010 following which a technical sub-committee was set up that eventually produced a harmonized format for both cash and accrual IPSAS basis of accounting. The IPSAS accrual eventually took effect from 2016. Within the period under review, the accrual accounting system has been strengthened and further entrenched across MDAs.

Accruals-based accounting, in addition to providing greater transparency in public financial management, provides comprehensive information on Government's current and projected cash flows, leading to better cash management. For example, the conversion from cash accounting to accrual accounting led to the discovery of unrecorded debts owed contractors, oil marketers, exporters, electricity distribution companies and others.

CREATION OF ASSET TRACKING AND MANAGEMNT PROJECT: The Federal Ministry of Finance, Budget and Economic Planning launched the Asset Tracking and Management

Project (ATM Project) in 2016. By the ATM Project, the Federal Government is, for the first time, able to locate, identify, assess and evaluate all its movable and immoveable assets on real time basis.

Also, a **Central Asset Register** was created and domiciled in the Federal Ministry of Finance, Budget and Economic Planning for recording the actual quantity, value, condition and location of all the capital assets belonging to the Federal Government. These initiatives are in line with requirements of the International Public-Sector Reporting Standard (IPSAS), which has been implemented by the Ministry of Finance.

REFORMS WITHIN THE EFFICIENCY UNIT (EU): At inception of its first tenure in 2015, the Buhari led administration observed the disproportionate share of recurrent expenditure to capital expenditure which has stifled flow of investment into infrastructure. There were also evidences of wastage and inefficiency in the utilization of capital expenditure funds. This led to the creation of the Efficiency Unit by the Minister of Finance in 2015. In essence, the unit was created to spearhead the efficient use of government resources by adding value for money in all government expenditure and ensure reduction in recurrent expenditure. The Unit monitors Ministries, Departments and Agencies (MDAs) of government, identifying and eliminating wasteful spending, duplication and other inefficiencies, and identifying best practices in procurement and financial management.

As stated in the previous compendium, one of the Efficiency Unit's immediate actions when it was set up in 2015 was to review the overhead expenditure of the Federal Government of the Federation for prior years and recommended controls and limits of spending on items such as travels, trainings, welfare, honourarium and sitting allowance, meals and refreshments as well as adverts and publicity where unjustifiably large amounts were expended annually.

These provisions have been in effect across MDAs within the period under review and have been noted to have greatly contributed to reducing public recurrent expenditures.

BUDGET REFORMS: The Buhari led administration has introduced major budget reforms in alignment with Fiscal Responsibility Act (FRA) within its first five years of existence (2015-2020). In line with the requirements of FRA, the Buhari administration prepared and submitted to the National Assembly, the MTEF/ FSP 2016-2018 and MTEF/FSP 2017-2019. The projections and ceilings in the MTEF/FSP documents provided the basis for the subsequent annual budgets. More importantly, the administration adopted Zero

Based Budget (ZBB) approach as a solution to tackling the inefficiencies associated with the old budgeting system. The Zero Based Budgeting system is a method of budgeting in which all expenses must be justified every year as it focuses on project justification as opposed to incremental budgeting approach used in previous year. The Buhari administration adopted and has continued to promote ZBB to ensure needs and benefits-based resource allocation in response to dwindling oil revenues, provide incentives to improve MDA operations through cost effectiveness and encourage prioritization and linking initiatives/ activities to broad government policy goals and objectives. The Buhari administration took a further step in improving the ZBB process by enabling it with a web-based application. The ZBB web application is expected to prevent unauthorized changes in MDA's budgets; minimize conflicts on specific budgetary provision between MDAs, Budget Office and the NASS; reduce the time required for budget preparation as a result of the creation of drop-down options on several sub-heads including pillars, sub-activities and costing; minimization of errors as computation is automated; and direct budget submission requiring no travel time and also over N1 Billion in travel expenses.

The most visible and undeniable result of the budget reform of the Buhari led administration is the restoration of the Federal Budget to January –December cycle with the 2020 Budget for a long time after 12 years. This was also made possible through the online budget proposal submission via the Government Integrated Financial Management Information System (GIFMIS) platform that became effective in 2018. The GIFMIS has contributed significantly to improving the transparency and efficiency of the budgeting system.

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DEBT MANAGEMENT REFORMS: The Buhari administration has facilitated the development of a Debt Management Strategy (2016-2019) through the Debt Management Office which was subsequently approved by the Federal Executive Council in 2016. Against this backdrop, Debt Sustainability Analysis is undertaken annually to access Nigeria's capacity to finance its projects/programme and service its obligations without unduly large adjustments that may compromise its macroeconomic stability, overall growth and stability. The DSA informed the decision of the Government to stake the issuance of international bonds between 2017 and 2020. Nigeria issued its first ever diaspora bond of US$300 million with a tenor of 5-years in 2017 and the proceeds were used to part-finance the 2017 budget. Sukuk Bond was also issued in tranches (1st

Tranche – 100 billion Naira in 2017; 2nd Tranche of 100 billion Naira in 2018 and 3rd Tranche - 150 billion Naira has just gone on sale in May 2020). The Sukuk Bond proceeds are being used to fund major road projects across the six geopolitical zones of Nigeria. The Buhari Administration has also issued Nigeria's first ever Sovereign Green Bonds.

DOMESTIC BORROWING COST: Through the CBN's policies and directives, Treasury Bill rates – which represent domestic borrowing costs for the Government have fallen from between 16-18 percent per annum in 2017 to 2-6 percent per annum in 2019/2020.

FISCAL SUPPORT TO STATES: APC government led Muhammadu Buhari maintained stability of the nation expenditure in more than N2 Trillion Naira in bailout packages to State Governments, to enable them meet their salary and pension obligations, especially in the face of dwindling oil revenues in the first 3 years of the Administration.

The support has come in the form of the following:

- Support Facility (Total Budget of N614 billion extended to the States);
- Paris Club Refunds ($5.4 billion);
- Infrastructure Loans. Loan Restructuring for Facilities with Commercial Banks: In 2015, the DMO restructured Commercial Bank Loans with a total value of N575.516 billion for 23 States to reduce the debt service burden on the states. In exchange for their loans to State Governments, the banks were issued 20-year FGN Bonds at a yield of 14.83% per annum. The Restructuring Exercise benefited the States through;
- Reduction in the monthly debt service burden of States from between 55% to 97% for various States;
- Interest rate savings for the States ranging from 3% to 9% per annum;
- Longer repayment period for loans now converted into Bonds; and,
- Freeing up of needed cash to run the machinery of Government in the states.

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MAIN ACHIEVEMENTS

There are lots of achievements that accrue to the PFM reforms under the Buhari led administration:

- The decision to fully operationalize the Treasury Single Account (TSA) has resulted in consolidation of more than 17,000 bank accounts previously spread across DMBs in the country into a single account domiciled with CBN. This has achieved savings of an average of N4 billion monthly in banking charges. TSA has also enabled timely and complete overview of FGN's cash position, efficient cash management, elimination of bank charges and idle funds in commercial banks and independent revenue collection through direct remittance of all revenues to the TSA under e-collection initiative;
- Through the Efficiency Unit, leakages have been blocked with estimated savings of not less N10 Billion annually;
- The activities of PICA have contributed to reduction in personnel cost based on discovery and elimination of ghost workers that were discovered across different MDAs;
- There is increase in the proportion of budget allocation to capital expenditure. The budget allocation for capital expenditure increased from below 15% in 2015 to as high as 29.8% in 2017 although declined to approximately 21% in 2020;
- The Nigerian Sovereign Investment Authority (NSIA) has seen inflows of around US$2 billion under the Buhari Administration. These are the first government inflows since the original US$1 billion which the Fund kicked off with in 2012;
- The Federal Government has also launched a database for assets tracing, recovery and management to stop re-looting of recovered assets;
- Creation of a Standard Operating Procedure (SOP) by the National Planning Arm of the FMFBNP to ensure effective and efficient reengineering of the ministry

KEY CHALLENGES

- The key challenges with the public financial management still remain as documented in the previous compendium. The only improvements are with the lacunas

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in the constitution which have been addressed to some extent by the passage of the finance bill;

- To restate, the challenges as elucidated in the previous compendium include the following:

Challenges with TSA implementation:

- Absence of a framework for the management of idle funds in TSA;
- Non enforcement of spending limits on extra-budgetary funds by MDAs;
- Lack of competition in the provision of payment gateway services for the TSA;
- Difficulties in accessing bank statements online and non-implementation of auto-reconciliation;
- Non automation of foreign exchange transaction processing; and
- Inadequate ICT infrastructure to support TSA.

Challenges with PICA include:

- Lack of continuous training for audit personnel charged with the responsibility;
- Inadequate funding;
- Reluctance by some MDAs to release information considered as classified;
- Absence of strong anti-fraud control;
- Absence of control over enrolment into payroll;
- Lack of automated procedures to exit to exit retirees; and
- Lack of policy framework to manage payroll cost

Other generic issues include:

Critical gaps particularly in terms of adequate staffing, skills and competencies at MDA's level as well as inadequate funding to monitor compliance of all the ongoing reform initiatives at MDAs. There is also a challenge of inadequate ICT infrastructure to support the GFIMIS, IPPIS, financial reporting in line with IPSAS and utilization of segments of the National Chart of Accounts for budget preparation and financial reporting.

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ASSESSMENT OF REFORM INITIATIVES

S/N.	QUESTIONS	RESPONSE
1. 1.	Have the reforms improved the quality and quantity of the public services delivered?	There is improvement in quality of governance to pre-2015 era but there are declines recently possibly due to the disruption caused by the 2020 pandemic for which public sector in Nigeria was not fully prepared
2. 2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Budget is more inclusive particularly with the allocation of funds to Social Investment Programme. This was made possible because of savings from wastages.
3. 3.	Have the reforms reduced the cost of governance?	There is significant reduction in recurrent expenditure which is being traded off for capital expenditure.
4. 4.	Have the reforms made the services more affordable for citizens?	Not applicable
5. 5.	Have the reforms reduced corruption?	Yes

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6. 6.	Have the reforms reduced unnecessary bureaucracy and red tape?	The introduction of e-payment and web based budgeting have reduced unnecessary delays. Budget submission and approval is now expedited.
7. 7.	Is the reform initiative likely to lead to improved development outcomes?	The zero based budgeting translates capture of only justifiable and critical items which when deployed are expected to culminate in improved development outcomes.
8. 8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	Remarkable improvements have been recorded in the area of timely submission of information.
9. 9.	Where things are improving, will those improvements endure?	The adoption of electronic systems of doing things has prepared the public sector for the new normal across the globe. It can only endure and be improved upon..
10. 10.	Where things are not improving, what should be done?	Not applicable.

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CHAPTER 27: BANKING REFORMS

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THE PROBLEM



In Nigeria, the banking system remains the major driver of financial intermediation that accounts for over 90% of financial service in the financial system. Its stability is crucial to the ability to effectively and efficiently allocate resources across sectors of the economy, and in stimulating non-inflationary economic growth. The Central Bank of Nigeria formulate policy that promotes the soundness and safety of the banking system.

Compared to 2017, the banking sector recorded the following significant strides in 2018 and 2019.

However in 2020, with the outset of the COVID-19 pandemic and the associated containment measures which disrupted supply chains and trade, subdued global demand, and dampened general economic activities, the achievements recorded in the preceding years, were considerably moderated. The Pandemic resulted in loss of incomes, erosion of investments, and suppression of financial activities. The probability of loan default heightened, elevating overall risk in the financial system. This underscored the introduction of reforms and selective interventions by the Bank to mitigate the impact of the Pandemic, not just on the banking system, but also on the macro economy at large, on which the sustainability of the banking system depends.

REFORMS

2015-2017 REFORMS

To structure the 2015-2017 reform, the CBN initiated and developed some of the 1999-2014 reform:

Introduction of Bank verification Number*:* in order to complement the existing means of identification, the CBN collaborated with the Bankers' Committee to introduce Biometric Verification Number (BVN). The introduction of BVN was to protect bank customers' transaction, check fraud and strengthening the Nigerian banking system.

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Foreign Exchange Management: the CBN carried out a number of countervailing policy action on prioritizing of the most essential need for foreign exchange and maintaining stability in the exchange rate so as to avoid depletion of Nigeria's foreign reserve.

Regulation of Banking Operation in the Free Zones in Nigeria: in 2016, the CBN ruled out policies on banking operation in the free zones in Nigeria. The objective of the policies are:

1: Complement and enhance the provision of the Free Zones (FZ) Act;

2: Provision of necessary details to promote efficient and sustainable banking service in Nigeria's Free Zones;

3: spell out details of permissible and prohibited activities of banks in Nigeria's Free Zones; and

4: provision of details of incentives available to banks in Nigeria.

RECENT REFORM (2018-2020)

From 2018 to date, the Bank has embarked on various reforms to improve the financial system and other sectors of the economy. Particularly, in view of the disruptive impact of COVID-19 on global economic conditions and its contagion in the domestic economy, particularly, on the soundness of Nigerian banks and their capacity to effectively intermediate, the CBN introduced a myriad of policies and reforms. These reforms were targeted at enhancing monitoring and supervision to avert risky behaviour among banks, deepen the payment system, expand financial inclusion, increase credit access to the real sector of the economy, and promote the efficient functioning of the financial market among other objectives. These policies are summarized in the ensuing paragraphs.

SURVEILLANCE ACTIVITIES

FINANCIAL REPORTING STANDARDS

The Bank continued its supervisory and surveillance activities, with a view to ensuring the standardization and compliance by banks to global best practice in reporting. The

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Nigerian banking industry began the implementation of IFRS 9 in January 2018, in accordance with the final version of IFRS 9 standard financial instruments by the International Accounting Standards Board (IASB). A joint CBN/NDIC IFRS 9 implementation Project Team was constituted to pilot the implementation process. In addition, the electronic line card scheme, codenamed Credit Assessment Analysis System (CAAS), was fully deployed in 2018, as a technological approach in the evaluation of banks' credit and all examinations involving risk assets appraisal. In addition, the Bank continued to monitor the implementation of the Basel II/III standards to ensure regular update and improvement in regulatory and supervisory framework.

CYBER SECURITY AND FINANCIAL CRIME SURVEILLANCE

With the emergence of financial technology companies (Fintech) and the associated increase in cyber-attacks, information theft, and money laundering, the Bank, in collaboration with its stakeholders, is at an advance stage in deploying a regulatory sandbox where innovations of financial applications could be poorly tested before unloading to the financial system and the wider public. Also, towards mitigating money laundering and terrorism funding, the maiden Risk Based AML/CFT (RBA) examination of twenty-seven (27) banks was conducted from April 8 – May 17, 2019. The RBA examination entails both quantitative and qualitative risk assessment methodology, aimed at identifying the overall Money Laundering/Financing of Terrorism (ML/TF) risk in banks, considering the structural and inherent risks as well as the effectiveness of AML/CFT risk litigants.

DEEPENING PAYMENT SYSTEM

Towards deepening the Nigerian electronic payments system and enhancing the soundness of the financial system, the CBN in July 2018, issued a regulation of instant (inter-bank) Electronic Funds Transfer Services in Nigeria. The guideline set out rules for the operation of Instant Electronic Funds Transfer in Nigeria, and stipulates procedures for the enhancement of the soundness of instant EFT services, to adequately protect the interests of instant EFT customers and operators. The policy sets the maximum cycle for the completion of instant EFT transactions at T+1 (I.e. should not exceed one day after the transaction date). Within the same period, the CBN and the Bankers' Committee

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established the Shared Agency Network Expansion Fund Initiative to facilitate financial inclusion.

GLOBAL STANDING INSTRUCTION (GSI)

In contrast to the observed consistent decline in the NPLs of Nigerian banks since 2017, NPLs recorded a 14.4 % rise from between end-December 2019 and end-June 2020. The increase was partly ascribed to the negative impact of COVID-19 on businesses. In addition to other reforms, including permitting commercial banks to restructure loans, thus minimizing the size of NPLs in the balance sheet of Nigerian banks, the CBN on July 13, 2020, issued guidelines on the Global Standing Instruction (GSI). The GSI enables banks to lay claim on the monetary assets of loan defaulters deposited in other banks, as a means of loan recovery in the banking sector. The intention is to facilitate loan repayment culture; reduce Non-Performing Loans in the banking industry and safeguard the soundness of the financial system; and create a watch-list for consistent loan defaulters. The policy also serves as the last resort by a creditor bank without recourse to the borrower, to recover past due obligations on principal and accrued interest only, excluding any penal charges from a defaulting borrower through a direct set-off from deposit/investments held in the borrower's qualifying bank accounts with participating banks. Eligible accounts subjected to GSI, include individual savings accounts, current accounts, domiciliary accounts, investment/deposit accounts in both Naira and foreign currencies, electronic wallets as well as, joint accounts.

FINANCIAL INCLUSION

LICENSING OF PAYMENT SERVICE BANKS (PSBS)

In its bid to reduce the number of unbanked adults' population and achieve the set target for financial inclusion in Nigeria, the Bank issued licenses to Payments Service Banks (PSBs) to expand the latitude for tech companies to participate in the Nigerian financial space. Consequently, the following companies were licensed to provide banking services such as; accepting deposits from individuals and small businesses, providing payment and remittance services, issuing electronic wallets, and offering withdrawal services on electronic platforms: 9Mobile PSB, Hope PSB and Money Master PSB.

Other activities geared towards closing the financial exclusion gap include:

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- Conduct of a Gender Landscape Study in collaboration with EFInA and the Bill and Melinda Gates Foundation to establish the reasons for the lack of access to finance by women in Nigeria. The results of the study outlined the barriers to women's access to finance and mitigation strategies for effective follow up;

- Establishment of Gender Desk in the Financial Inclusion Secretariat in 2019, to reduce the gender gap and drive implementation of policies, schemes and interventions targeted at improving women's access to finance;

- Maiden Account Opening Week (AOW) an initiative of the CBN, the Bankers' Committee and other Stakeholders, was introduced in 2019, to provide opportunities for financially excluded Nigerian and MSMEs, to open accounts with formal financial services such as payments, savings, credit, insurance, pension and capital market products. The pilot exercise was held in six (6) purposely selected states, covering the most financially excluded in each geo-political zone;

- In furtherance of this, the Bank also revised the Nigeria Bankers' Clearing System (NBCS) Rule, effective from September 1, 2018. The objective was to provide for efficient operation of Automated Clearing System, speedy and efficient collection of cheques, ACH instrument, bills and other payment instruments payable or deliverable to member banks of the NBCS by a system or systems of clearing; prescribe appropriate standards for the use of the NBCS, and provide a mechanism and framework for the clearing and settlement of payment instruments among member banks.

CATEGORIZATION OF BVN – BVN 2.0

In line with its drive to deepen access to financial services, the Bank introduced BVN 2.0, which simplified the requirements for Bank Verification Number (BVN) across certain types of transactions. The classification scheme bifurcates BVN requirements into BVN Premium, covering customers that can provide the 18-line basic information requirements for a complete BVN enrolment; while customers, particularly in rural areas, who do not meet the full enrolment criteria, are classified under BVN Lite. Customers in this category are required to provide minimal documentation, including name and phone number for BVN enrolment, and can only perform limited financial transactions.

RECAPITALIZATION OF MICROFINANCE BANKS

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The Bank reviewed the minimum capital requirements for Microfinance Banks (MFBs). Unit MFBs were classified into Rural MFBs (Tier 2) and Urban MFBs (Tier 1). By April 2020 and April 2021, Tier 2 MFBs were required to have a minimum capital of N35 million and N50 million, respectively, Tier 1 MFBs were expected to have N100 million and N200 million as minimum capital. State MFBs were required to have N500 million and N1 billion as minimum capital by April 2020 and April 2021, respectively, while National MFBs were required to have N3.5 billion and N5 billion, as minimum capital over the same period. The recapitalization policy would engender the emergence of stronger and more viable microfinance institutions with strong capital base to provide loan caches to the active poor and SMEs to stimulate economic activities and serve as a catalyst for poverty alleviation.

DEVELOPMENT FINANCE

CREATIVE INDUSTRY FINANCING INITIATIVE (CIFI)

In line with its developmental function, and in view of its strategy to surmount inherent market rigidities and direct credit to critical segments of the economy, the Bank intensified its interventions in the Nigerian economy. Part of this effort, in the review period, was the introduction of the Creative industry Financing Initiative (CIFI) in 2019 with a seed fund of N22.9 billion. This was part of an effort by the CBN and the Bankers' Committee to boost job creation in Nigeria, particularly among the youth in Nigeria. The main objective of the programme was to improve long-term, low-cost financing for entrepreneurs and investors in the Nigerian creative and information technology (IT) sub-sectors. The initiative targets four sub-sectors, namely: fashion, information technology, movie and music production. Both start-up and existing enterprises in the creative industry, as well as students of higher institutions engaged in software development, were eligible to access the facility. This initiative was funded from the AGSMEIS Fund.

ENFORCEMENT OF LOAN-TO-DEPOSIT RATIO (LDR)

To encourage lending in the economy, to micro, small and medium enterprises (MSMES) retail mortgages, and consumer credit, the Bank raised the Loan-to-Deposit Ratio from 60 to 65 per cent. This policy is critical to ramping up growth in the Nigerian economy.

COVID-19 MONETARY POLICY RESPONSE

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To cushion the effect of the Pandemic on the banking system and the economy at large, the Bank rolled out a suite of reform programmes and interventions in collaboration with key stakeholders. These policies include:

- Reduction of interest rate on all applicable CBN interventions from 9 to 5 per cent;
- N1.0 trillion credit facility for the manufacturing sector;
- N50.0 billion Targeted Credit Facility (TCF) for households and micro, small and medium enterprises (MSMEs);
- N3.5 trillion combined Stimulus Package targeted at households, businesses, manufacturers and healthcare providers;
- N100.0 billion Credit Support for Healthcare Sector (CSHS) - Established in April 2020;
- Granting of an additional one-year moratorium on all CBN related intervention programmes;
- Regulatory forbearance to restructure loans in impacted sectors (including Oil & Gas, Agriculture, and manufacturing sectors); and
- Agreement between the CBN and Bankers Committee to suspend layoffs of staff in the banking sector in May 2020.

REVIEW OF BANK CHARGES

The Bank revised its 2017 guide on approved charges by banks and other financial institutions in Nigeria. The Bank ascertained the appropriateness of the charges as well as weigh-in the concerns of stakeholders. Consequently, it issued the Guide to Charges by Banks, Other Financial Institutions and Non-bank Financial Institutions, effective January 1, 2020. The revised Guide, covered:

- Downward review of charges for electronic banking transactions;
- Review of other bank charges to align with market developments; and

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- Inclusion of new sections on Accountability/Responsibility and a Sanction Regime to directly address instances of excess, unapproved and/or arbitrary charges, among others.

MAIN ACHIEVEMENTS

- Decline the stock of non-performing loans (NPLs) in the banking industry, steadily declined from 14.8 per cent recorded in 2017, to 11.4 per cent in 2018, and later 6.1 per cent in 2019;
- The increase in the Loan-to-Deposit Ratio (LDR) from 60 to 65 percent in December 2019, significantly raised the amount of loans advanced to the private sector by Nigerian banks;
- Trends in critical indicative parameters suggest relative soundness of the banking system. The average liquidity ratio (LR) at 45.6 per cent in December 2019, remained above the regulatory minimum of 30.0 percent by 15.6 percent points Increase Access to Credit; and
- Despite the increasing pressure on the conduct of foreign exchange inflow into the economy, the Central Bank of Nigeria sustained its interventions in the foreign exchange market to ensure the stability of the Naira. By deepening free-market principles in the operation of the foreign exchange market, the Bank recorded considerable progress narrowing the premier across segments of the foreign exchange market.

ASSESSMENT OF REFORM INITIATIVES

To determine the extent of achievement of reform goals of the central administrative coordinating agencies of the government as a basis for alignment and realignment, the reform initiative undertaken was judged against 10 assessment criteria. The result

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indicates that progress has been made although on a slow pace with emphasis on the need to focus more on functional aspect of reform rather than structural aspects.

S/N.	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered?	Yes, some of the banking sector reforms like the new LDR requirement and the development finance initiatives resulted in increased gross lending to the real sector.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Reforms such as SANEF/Agents Banking, BVN 2.0, and establishment of the PSBs have increased the access to financial services to Nigerians, especially disadvantaged groups like women and rural communities.
3.	Have the reforms reduced the cost of governance?	Not Applicable
4.	Have the reforms made the services more affordable for citizens?	Yes, reforms such as SANEF have brought banking activities closer to the populace thereby reducing the cost of access to financial services in the form of reduced transportation cost and made it more convenient.
5.	Have the reforms reduced corruption?	Yes, platforms make transactions more transparent. The GSI also makes it almost easier for banks to recover loans from defaulters.

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6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Bureaucracy and red tape have been reduced with electronic application for the intervention funds through NISAL Microfinance Bank and the continued use of E-dividend Mandate portal.
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, the reforms, including; the development finance initiatives and the COVID-19 intervention, are expected to engender output growth, job creation and diversify the economy.
8.	In each sector or governance sphere, are things improving, staying the same or getting worse?	On the average, things have improved especially as regards increased access to credit and financial services
9.	Where things are improving, will those improvements endure?	The improvements will most likely endure
10.	Where things are not improving, what should be done?	A reassessment of the reform initiatives to fine-tune them for current realities and improve their effectiveness and efficiency.

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PROPOSED NEXT STEPS

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- The coordination between the fiscal and monetary authorities would be strengthened to ensure that macroeconomic policies are not at cross purposes, and to facilitate the transmission of policy in the economy;

- Further liberalization of the foreign exchange market to fast track the complete unification of exchange rates, eliminate currency arbitrage and boost foreign investors' confidence in the domestic economy;

- Intensify the financial inclusion drive to bring more Nigerians into the formal financial system, thus, enhancing the transmission of monetary policy;

- Leverage its partnership with National Identity Management Commission (NIMC) to enable integration between the two databases to further the development of a credit profile for banking customers and provide banks reassurance in providing services to large customer base;

- Strengthen its supervision of banks, to ensure soundness, safety and overall stability of the banking system; and

- In the medium-to-long-term, the interventions would be channelled towards diversifying the export base of the economy to improve the inflow of foreign currency and assuage the pressure on external reserves.

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CHAPTER 28: CAPITAL MARKETS REFORMS

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THE PROBLEM



An adhoc commission called Capital Issues Commission was first established in 1962 by the government to serve as an essential arm of the CBN and it later metamorphosed into SEC in 1979. The SEC maintenance surveillance over the capital market, regulates the capital market with a view to protecting investors; and developing the capital market in order to enhance its allocative efficiency, and pave the way for a private sector led economy.

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In 2016, the Capital Market experienced a setback which eroded the investors' confidence 7.5% drop in the market capitalization. The stock market closed as one of the worst performing market in 2016 due to a weak economy. The major problem that the SEC face are; Delay in issuance and dispatch of certificates, total value of the unclaimed dividend in Nigerian capital market is high, low capital market knowledge and awareness, and low level of retail investors' patronage in the capital market. Majority of miners in Nigeria operate informally, partly because of the difficulties in obtaining mining licenses, poor mining techniques and safety methods, as well as problems of assessing technical and financial assistance. These reasons contribute to environmental and social problems such as pollution and destruction of water bodies, degeneration of arable farmland, as well as negative health impacts of working in hazardous conditions (mercury and lead poisoning). These health impacts have been the focus in the Local and International media, which tend to depict the entire Artisanal Small-scale Gold Mining (ASGM) sector in a negative and damaging light.

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REFORMS

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2015-2017 REFORM

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A master plan was launched in November 2015 in order to map out strategies for the improvement of the Capital Market in key areas and for expansion of Capital Market's role in the Nigerian economy. These strategic plans are:

- ***Capital Raising to Fund National Economic Priorities:*** the aim of this is to align the capital market with Government's agenda and support the overarching vision and intent of the country to become a top 20 economy by 2020. The capital market will raise funds for critical sectors of the economy such as infrastructure, agriculture, SMEs and solid minerals.

- ***Alignment of Market Structure, Capabilities and Competencies to the Requirements of the Economy:*** *the plan of SEC is to increase the scale and capacity of operators to ensure stability and provide the capital to enable them to make needed investments in infrastructure as well as in skills and talent development for innovation and competitiveness.*

- ***Improvement of Competitiveness and Attractiveness of Nigerian Capital Market:*** this is to get the capital market more competitive and diversified to meet a requirement for the nation's growing economy, improving mobilization and allocation of funds within the domestic market.

- ***Creation Of An Enabling And Facilitative Legal And Regulatory Framework Supportive Of The Deepening And Development To The Nigerian Capital Market:*** this plans to achieve more effective cross-sector integration, particularly amongst regulators within the Financial Service Industry, promote an environment that facilitates market development, and improve investors experience.

2018-2020 REFORM

- SEC Proposes to Improve the Retail Investor Experience through Modernized Fund Shareholder Reports and Disclosures: The Commission is committed to improving the Main Street investor experience and modernizing information content and delivery by encouraging fund disclosures that use modern communication techniques to emphasize clearly and concisely the information investors find most useful, today's proposal should facilitate better-informed decision making;

- ***Tax Incentives:*** the value added tax ("VAT") exemption on commissions paid for stock market transaction was to last for five years expired on the 24th of July 2019;

- ***Encouraging Investment of Pension Funds:*** this is to continually encourage pension fund participation by facilitating the creation of a national monoline financial guarantor to provide guarantee insurance against defaults in a bond issuance programme; and

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- ***Encouraging Retail Investment: for continuous growth of the capital market, products must be available which can be accessed by retail investors:*** The SEC is encouraging the pooling of funds by the public through collective investment schemes, mutual funds and linked notes as this will increase investor base and amount of capital accessible by seeking equity or debt investment.

Other reforms are:

- SEC proposes major changes to prospectus and shareholder report disclosure scheme;
- E-dividend mandate management system (E-DMMS); and
- Dematerialization.

MAIN ACHIEVEMENTS

- Reduced unclaimed dividend fund.
- Seamless trade.
- All outstanding certificates are dematerialized.
- Successfully identified unregister companies that are not registered in the capital market.

KEY CHALLENGES

- Legacy issue and key stakeholder inaction.
- Funding.

ASSESSMENT OF REFORM INITIATIVE

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance	Yes
4.	Have the reforms made the services more affordable for citizens	Yes
5.	Have the reforms reduced corruption	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes

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8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Improving
9.	Where things are improving, will those improvements endure	Yes
10.	Where things are not improving, what should be done	Reappraise and more effort

PROPOSED NEXT STEPS

- Identify bottlenecks impeding investment;
- Refine process approach.

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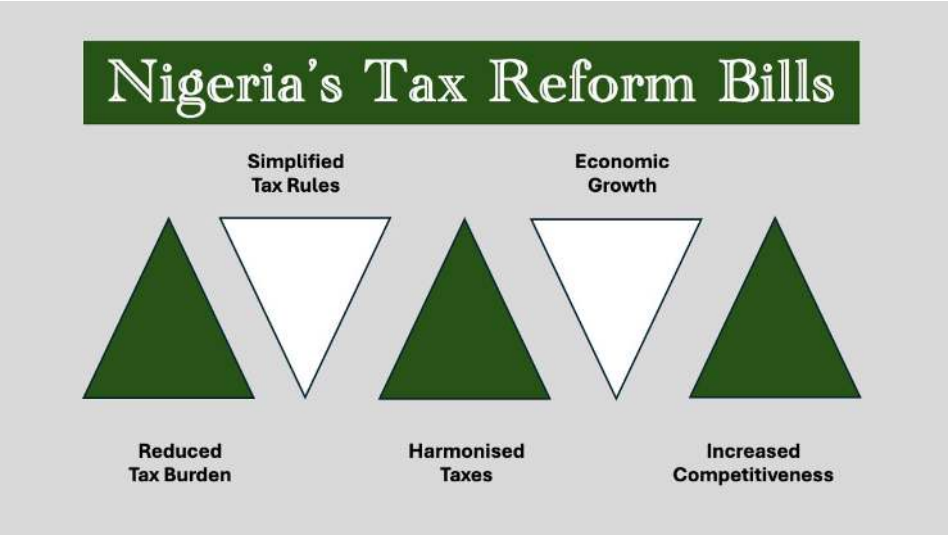
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CHAPTER 29: REVENUE ADMINISTRATION AND TAXATION REFORMS

THE PROBLEM



Nigeria has relied on oil as the main source of revenue for too long. Taxation being the most stable and sustainable source of revenue must be made the pivot of national development. That need is particularly urgent in the face of fluctuating prices of oil and other commodities

REFORMS

2015-2017

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- ***E-Filing Platform:*** it was launch by the FIRS to ease tax payment process. The platform is aimed at increasing efficiency, minimizing data entry errors and it also allows taxpayer to perform some aspect of their tax administration process in secure manner.

- ***Online Tax Payment:*** tax payers can now pay their tax online through internet baking. It serves as a means of time and cost reduction and also reduced to interface between taxpayers and tax authorities.

- ***Waiver of Tax Penalty and Interest Programme:*** the FIRS came up with a waiver initiative for taxpayers owing liabilities and interest for three years. This waiver initiative was a favourable as taxpayer who were owing were to pay 25% of their actual liability and spread the balance while the interest and penalty was waved. This initiative improved the ease of doing business and also improved voluntary compliance.

- ***Nation Wide Tax Registration Drive:*** in 2016, the Federal Engagement and Enrolment Tax Teams (FEETT) was set up to run a campaigns on television and radio in five different language. The agency would continue to work to bring in more taxpayer into the tax net as that would translate into more revenue for government.

2018-2020

- The Voluntary Assets and Income Declaration Scheme, VAIDS, was launched in July 2017 as a tax amnesty programme to encourage voluntary compliance by recalcitrant taxpayers. The programme was originally designed to run for nine months with March 31 2018 as the terminal date but was eventually extended for another three months until June 30 2018.

- The Voluntary Offshore Assets Regularization Scheme, VOARS was launched in October 2018. The Scheme is aimed at encouraging voluntary declaration of offshore assets by taxpayers. Taxpayers are required to pay a one off levy of 35% of value of declared asset in lieu of taxes, penalties, interest and immunity from prosecution for tax offences. In addition, 63% of the assets will be registered in the tax system and become taxable going forward.

- The Finance Act 2019 was passed by the National Assembly and signed into law by the President on 13th January 2020 to strengthen tax administration and improve non-oil revenue. The highlights of the reforms contained in the Act are:

a. Increase in the rate of value added tax from 5% to 7.5% to improve VAT yield;

b. Mitigation of double taxation associated with the commencement and cessation rules under the previous provisions of the Companies Income Tax Act;

c. Exemption of small companies from payment of income tax and reduction in rates of income tax for medium companies. This is to support business start-ups and encourage recapitalization and job creation for small and medium businesses.

d. Incentives for the agricultural sector by provision of initial tax free period of five years; renewable by additional three years for companies engaged in agricultural production.

e. Taxation of offshore digital services to Nigerian residents, provided the service provider has significant presence in Nigeria. The Minister of finance is to determine what constitutes significant presence.

f. Thin capitalization and interest on foreign loans to a maximum of 30% of earnings before interest, tax, depreciation and amortization. This is aimed at moderating the debt to equity ratio of taxpayers.

g. Equalization of insurance companies which henceforth allows them to carry forward losses beyond four years like other categories of companies.

h. Introduction of VAT compliance threshold of 25 million naira in annual taxable supplies aimed at reducing compliance burdens on start-ups and small companies.

i. Expansion of scope of stamp duties to include electronic transactions and cross border transactions.

j. A fixed rate of 50 naira FIRS adhesive stamp has been introduced; and all electronic transfers through money deposit banks now attract 50 naira stamp duty.

k. The scope of goods liable to excise duties has been expanded.

- Tax pro, an in-house Integrated Tax Administration System has been developed and deployed nationwide. It is an automated system for

a. E-TCC, e-Receipts and VAT to address the challenges of tax arrears and compliance management. This system became operational on 1st June 2020 and the

VAT module was deployed nationwide on 14th September, 2020 to handle real time filing and payment processes

- Strategies for enhanced stakeholder collaboration and the deployment of up-to-date technology have been put in place to improve the quantity and quality of data; as well as efficiency of business processes. Some of these strategies are as follows:

a. In collaboration with the Federal Ministry of Finance, Project Lighthouse was commissioned to enhance the process for debt recovery by integrating the list of debtors to the GIFMIS platform to enforce debt payment.

b. An MOU was executed between FIRS and NIBSS on funds sweeping and settlement of all FIRS taxes to Federation Account at CBN.

c. NIBSS has provided an Application Programme Interface for transmission of Customer Identity Verification while FIRS has developed a corresponding API for collection of transmitted information.

d. FIRS has developed a portal for Deposit Money Banks (DMBs) to provide information of transactions above ₦10 million for corporate bodies and ₦5 million for individuals.

e. The AMANDA platform has been deployed for the electronic processing of tax clearance certificates and e-receipts.

f. Development and deployment of Business Intelligence Portal to strengthen intelligence gathering on taxpayers' financial transactions. This initiative is being done in collaboration with NIBSS (data pertaining to VAT accruable on bank transactions) Nigerian Customs Service (on importers transaction data) CBN and NFIU (on financial information).

g. The infrastructure for Automatic Exchange of Information on financial accounts, tax rulings, cross-border arrangements, etc. between international tax authorities has been developed in an effort to reduce global tax evasion. Test running of the software on the platform is being done before full deployment.

MAIN ACHIEVEMENTS

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- The non-oil component of total collected revenue between 2018 and 2020 has been consistently higher than the oil component. Total FIRS collection in 2018 was 5.32 trillion naira. Petroleum profits tax was 2.467 trillion naira (or 46.3%) while non-oil taxes amounted to 2.853 trillion naira (or 53.7%). Total collection for 2019 was 5.26 trillion naira. Petroleum profits tax was 2.111 trillion naira (or 40.1%) while non-oil collection was 3.151 (or 59.9%). As at the end of September 2020, the total collection so far is 3.88 trillion naira. Petroleum profits tax is 1.315 trillion naira (or 33.9%) while non-oil collection is 2.567 trillion naira (or 66.1%).

- The sum of 70 billion naira was realized from VAIDS. In addition, taxpayers who had existed below the tax radar were brought into the system through the instrumentality of VAIDS and VOARS.

- Tax to GDP ratio has increased from 5.7% (as at 2017) to 6.1% in 2020.

- Since the deployment of e-TCC, 41,076 TCCs have been electronically processed while 267,840 foreign and local e-receipts have been generated so far.

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KEY CHALLENGES

- Notwithstanding the increase from 5.7 to 6.1%, Nigeria's tax to GDP ratio is still one of the lowest in the world. Even within sub-Saharan Africa, the average is 17%. If oil taxes are isolated, the tax to GDP ratio further declines to a mere 4.6%. Voluntary compliance is still at suboptimal level; overall tax yield is still grossly inadequate to address developmental needs; and exchange of information is still below satisfactory level making it difficult to generate reliable data and maintain accurate statistics.

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- Security challenges in some parts of the country slowed business activities and by extension impacts negatively on collectible revenue.

- More work still needs to be done in reviewing tax laws first; to simplify complex provisions to enhance ease of understanding; and second to provide for taxation of e-commerce and e-transactions.

- The level of financial inclusion is still low. A large portion of businesses exist outside the formal sector making it difficult to track and generate the required data for inclusion in the tax net.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of public services delivered	Yes. This is measured in terms of additional revenue yield and new taxpayers that have been brought within the tax net.
2	Do more people now have access to the services including disadvantaged groups such as women, young persons and people with disabilities	More people, including disadvantaged groups have better access to tax administration platforms owing to the deployment of technology and e-services
3	Have the reforms reduced the cost of Governance	Voluntary compliance is still at suboptimal level. Also the audit function is in the early stage of reorganisation. Governance cost will reduce significantly when voluntary compliance level improves and the audit function is fully strengthened.

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4	Have the reforms made the services more affordable for citizens	Electronic platforms have reduced the cost of doing business in terms of time, effort and resources. Taxpayers are able to access most of the services provided by FIRS within the comfort of their offices or homes.
5	Have the reforms reduced corruption	The introduction of electronic services has reduced vulnerabilities and leakages within the system.
6	Have the reforms reduced unnecessary bureaucracy and red tapes	E-filing, e-payment, e-TCC and other electronic platforms have significantly reduced bureaucracy and red tape in tax administration.
7	Is the Reform initiative likely to lead to improved development outcomes	Yes. The improvement is already visible in terms of consistent yearly improvement in the percentage of non-oil collection.
8	In each sector or Governance sphere, are thing improving, staying the same or getting worse	There are improvements in the tax system in terms of better regulatory framework and improved business processes.
9	Where things are improving, will those improvements endure	Most of the reforms came about as a result of legislative and institutional changes. The improvements recorded are therefore likely to endure.
10	Where things are not improving, what should be done	A system audit should be carried out to ascertain the factors that are hindering improvement. This could involve a review of legal framework; institutional restructuring; policy review or business

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		process review.

PROPOSED NEXT STEPS

- There are several activities at different stages of implementation to ensure further improvement in the overall tax system. These activities are clustered around four cardinal pillars namely:

a. Rebuilding FIRS' institutional framework

b. Robust collaboration with stakeholders

c. Building a customer (taxpayer)-centric institution

d. Building a data-centric institution

CHAPTER 30: AGRICULTURAL SECTOR REFORMS

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THE PROBLEM



FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)

Nigeria has huge agricultural potential with over 84 million hectares of arable land, of which only 40% is cultivated; a population of 167 million people, making her Africa's largest market; 230 billion cubic meters of water; and abundant and reliable rainfall in over two thirds of its territory, the country has some of the richest natural resources for agricultural production in the world. Not surprisingly, Nigeria used to be a major player in the global agricultural market in the past, as the world's largest producer of groundnuts and palm oil in the 1960s, and the second largest exporter of cocoa. The country was also self-sufficient in food production before the emergence of oil in the 1960s.

The Federal Ministry of Agriculture and Rural Development (FMARD), is a Ministry of the Nigerian government that regulates agricultural research, agriculture and natural resources, forestry and veterinary research all over Nigeria. From planting to harvesting

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and consumption/commercialization, different constraints have made farming difficult for farmers in Nigeria. In 2018, the Ministry reported that about 30% – 40% of the foods produced in Nigeria is ultimately wasted. This means that the problems stem beyond the farming process as issues such as wastage can still hinder successful Agriculture.

In the United States of America, only about 2% (2.1 million) of the country's population are farmers yet American farms contribute about 136 billion dollars to the nation's GDP. Agriculture in Nigeria has the potential to generate more if we can tackle the problems head-on instead of looking for short fixes.

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The Federal Ministry of Agriculture and Rural Development (FMARD) has identified the following gaps in the Agricultural sector:

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- Prevalent subsistence farming with regards to low level of mechanization of agriculture which makes the agricultural sector unattractive to youths.
- Huge post-harvest losses with about 40-60% of the produce lost in storage, transportation or during processing owing to lack of technical skills/facilities.
- Production losses arising from pests and disease, flood, incidence, environmental degradation, input availability, land tenure system, mechanization level and labour skill mix.
- Underdeveloped value-chains majorly at the primary stage of development without effective linkages with the industrial and service sectors.
- Moribund projects on agro-processing and marketing initiatives due to insufficient funding over the years had hindered completion.
- Various on-going projects in the cooperative, animal, veterinary and fisheries and related sub-sectors are experiencing inadequate funding to fully execute them.
- Poor land acquisition, land use processes and absence of investment in land due to insecurity of longer-term rights of land use for small, medium and large-scale farmers.

- Limited rural credit access points, insufficient access to credit and loans for small-medium scale producers/ processors due to lack of collateral, risk for crop failure and high interest rates for agricultural lending.
- Weak research-extension linkages, research outputs not demand –driven and research results are not made accessible to end-users.
- Inadequate capacity for quality control and standard for production/ marketing, poor access and quality of information for intending investors' abilities to properly plan investments.
- Limited access to low-cost credits for rural farmers due to weak synergy among FMARD, BoA, BoI, CBN, Nigeria Incentive Risk Sharing Agricultural lending (NIRSAL) and related financial institutions.

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NIGERIA INCENTIVE-BASED RISK SHARING FOR AGRICULTURAL LENDING (NIRSAL)

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NIRSAL Plc is a $500 million Non-Bank Financial Institution and a wholly owned Corporation of the Central Bank of Nigeria (CBN). It is designed to Redefine, Measure, Re-Price and Share agribusiness-related credit risk. The Company was created to stimulate the flow of affordable finance and investments into the agricultural sector by de-risking the agribusiness finance value chain, fixing agricultural value chains, building long-term capacity, and institutionalizing incentives for agricultural lending through its five (5) strategic pillars namely: Risk Sharing, Insurance, Technical Assistance, Incentives and Rating.

NIRSAL as part of these strategic measures has developed a Mapping to Market (M2M) concept that is aimed at sustainably fixing the upstream segment of the agricultural value chain. M2M concept is a smallholder based sustainable commercial agribusiness development framework, leveraging rural social forces and dynamics to bring about change management, control and wealth creation through agricultural primary production by smallholder farmers in Nigeria.

The Nigerian agriculture sector is filled with potentials in land, water, labour and markets but has been bedeviled with several challenges, particularly lack of equipment, technology and advanced intellectual capitals; sub-optimal production activities; broken commodity value chains; and poor flow of finance and investments to agricultural value chains. These challenges have deprived the sector of the ability to maximize its potentials for food security, employment creation and economic growth. Past efforts at a solution have come in the form of government grants, subsidies, piecemeal value chain development interventions and many disaggregated forms of support from various sources, all leaving little or no substantial and sustainable impact on the sector.

REFORMS

2015-2017 REFORMS

FMARD took some initiatives to bridge the identified gaps in the agricultural sector:

- The Agricultural Promotion Policy (APP) was a policy initiated to focus on solving the core issues at the heart of limited food production and delivery of quality standards;

- The Growth Enhancement Support Scheme (GES): This scheme ended government's participation in the direct procurement and distribution of seeds and fertilizers but rather recognized that private sector dealers should sell directly to farmers at subsidized rates;

- The Agriculture Country STAT: This is a statistical framework and applies information systems for analysis and policy-making designed in order to organize, integrate and disseminate statistical data and metadata on food and agriculture coming from different sources. It gathers and harmonizes scattered institutional statistical information so that information tables become compatible with each other at the country level and with data at the international level;

- Financing Agricultural Programme: This was introduced as a new financing arrangement for agricultural inputs which use commercial bank funds. Instead of the usual approach of government paying for seeds and fertilizers directly to the companies, there has been a move to a system where the government only provides risk sharing

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facilities with banks. In collaboration with the Central Bank of Nigeria. The government developed the Nigeria Incentive-based Risk Sharing System for Agricultural Lending (NIRSAL), which will leverage N450 billion in new lending from banks' own balance sheets into agricultural value chains.

RECENT REFORM (2018-2020)

FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)

APPEALS PROJECTS: "APPEALS" stands for Agro-Processing, Agricultural Productivity Enhancement and Livelihood Improvement Support, a Federal Government of Nigeria FGN-World Bank Assisted programme.

The development objective of the APPEALS Project for Nigeria is to enhance agricultural productivity of small and medium scale farmers and improve value addition along priority value chains in the participating states.

The project has five components:

- Production and productivity enhancement is to increase total supply of the targeted priority value chains with a purpose to ensure consistent, reliable and timely stream of produce to the markets.

- primary processing, value addition, post-harvest management and women and youth empowerment will support the reduction of post-harvest losses, facilitate the consolidation of produce and primary processing by farmers' cooperative societies and small and medium-scale enterprises in project intervention areas, focusing on gender-sensitive activities along the core segment of the value chains (production, processing, marketing) and ancillary businesses (agro-dealership, haulage, packaging, business management, etc.).

- Infrastructure support to agri-business clusters aim at improving physical environment (last mile connection to roads and utilities) for agro-industrial and cottage processing units, located in agri-business clusters with significant potential for agro-processing and greater inclusion of small to medium size farmers into the agri-business supply chains through the business alliances.

- Technical assistance, knowledge management and communication is to build capacity of the project staff and partner in the relevant areas of the value chain development, harness the knowledge acquired and generated under the project.

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- Project management and coordination is to ensure effective management and coordination of the project for proper accomplishment of project related goals and the achievement of the PDO.

LIFE PROJECT: The Livelihood Improvement Family Enterprise (LIFE) is a programme of the Federal Ministry of Agriculture and Rural Development Nigeria designed in response to the limited readily available options for the "disadvantaged" (youth and women) in the rural and suburban communities to improve their means of livelihood help them to live decent lives. LIFE promotes community-based on-farm and off-farm business activities along key agricultural value chain as a mechanism for job and wealth creation amongst unemployed youth and women in aforementioned households.

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The LIFE Programme adopts a Cluster model (LIFE Clusters) at the ward level of the Local Government Areas, targeting core commodities of comparative advantage in such communities. LIFE Cluster members are identified, trained and supported in different segments of Agriculture along the entire value chain. This support includes access to affordable agricultural inputs for sustainable production, agro-processing & packaging, transportation and link to competitive financing and markets. Through the LIFE Programme, a robust production to marketing system that reduces food wastage and increase farm earnings for rural families is ensured.

The LIFE Value Chains are selected based on the ecological advantages of our different communities to practice market-oriented agriculture. This gives key priority to the commodities that the ecological zones support most thereby moving away from the era of producing all kinds of commodities in intangible quantities and being best at nothing. On the other hand, the selected LIFE Commodities for communities and states do not prevent farmers from producing other commodities of their interest.

LIFE GOAL: The overall goal of the programme is to contribute to the attainment of food security and economic growth of Nigeria through job creation, value addition, and promotion of business enterprises in agriculture, increasing rural income generation and improved livelihoods for youths and women.

The Specific target is to directly empower approximately 3,000,000 rural youths and women in on-farm and off-farm value chain, produce about 14,000,000 metric tons of food across the 774 Local Government Areas nationwide from 2016 to 2019 focusing on key national commodities while reducing rural food wastage by 20% through the establishment of rural cottage industries and organized link to competitive markets.

LIFE Programme is targeted at rural/sub-urban communities with special focus on:

- Youths between the ages of 18-40 years;
- Women with priority attention on female led households

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LIFE Strategic Objectives are to:

- Promote Community-based Farming as a business to create on-farm and off-farm jobs for unemployed youth and women.
- Promote import substitution through enhancing production and productivity of competitive crops focusing on communities with ecological advantage.
- Promote value addition through the setup of Private sector operated cottage industries processing and packaging of produce with an organized link to market at competitive prices.
- Improve family livelihood through the development of agricultural enterprises and to reduce rural-urban migration among the youth.

'ZERO REJECT' INITIATIVE: The key objective of the Quality Control and Standardization mandate of the present administration tagged "Zero Reject" is to entrench best practices in the food handling chain and linking stakeholders and farmers for quality consumption, export drive and for Agricultural Development Action Plan.

Since the advent of the present administration under the leadership of Honourable Minster, Chief Audu Ogbeh, we have recorded some outstanding milestones which are highlighted below:

- The "Culture of Quality" and Global G.A.P. (certification process) in the Nigeria agro sector is ongoing through:

~~1.~~ The establishment of a standing inter-ministerial technical committee on zero reject of agricultural produce and non-oil-exports in Nigeria, co-chaired by Ministers of Agriculture and Trade…. with MDAs / Regulatory agencies as members and with technical support by UNIDO

2. Establishment of Nigerian Agricultural Export Control Plan as recommended by the EU, with HS codes for goods and manufactured items, and as strategy to lift the present ban on Nigerian dried beans and prevent ban on other agricultural produce.

3. HMA Recommendation of the Export Control plan to Ministry of Trade/EU for inclusion into the Trade/EU Country programme for Nigeria. (By so doing, the plan is secured for the next five years (2018-2023)

4. Nationwide advocacy on agricultural quality control & standardization, which has prompted establishment of the units in some ministries of agriculture across board.

5. Validation of Conduits of Excellence in the Agro Sector.

6. Establishment of National Quality Awards to encourage producers, processors and marketters of Agro produce and manufacturers, inclusive, in line with ECOWAS recommendation in Addis Ababa.

7. Zero Reject Initiative changing mind-set of farmers and extension workers on indiscriminate use of chemicals

- The Ban on Yam Export Bill is undergoing a repeal process and has already passed 2nd reading in the National Assembly.
- The Seed Sector is witnessing a quality assurance revolution.
- Post-harvest loss management and value addition enhanced through agro partner intervention.
- To achieve standardization in commodity weight, we have introduced the use of standard weight & measures amongst marketers.
- High-level interventions in the standardization of agro produce for export have been recorded in the following areas:

1. Dedication of Ikorodu Terminal and Lilypond (Lagos) for export of agro produce and cold-chain facilities.

2. Introduction of standard Mudus and Weight & Measures for marketing uniformity across board and use of market marshals to ensure enforcement—very active now in some states of the federation.

3. Quality Control & Standardization Project listed as one of the priorities of Economic Growth and Recovery Plan (EGRP).

4. Expression of interest by the African Export-Import (Afrexim) Bank to support the establishment of Agricultural Internationally Accredited Inspection and Certification Centers in Nigeria, within the context of their titled "IMPACT 2021, Africa Transformed" and with the aim of ensuring compliance with applicable international standards. Pilot state is Ogun State, for South-West and Enugu for South East.

5. Collaboration on-going with the FAO for strategic intervention in the conduct of baseline survey, dovetailing into publication on Agro Produce, its standards and importing countries. The publication will serve as ease of reference for farmers (G.A.P), processors and marketers.

AGRICULTURE PROMOTION POLICY: The **Agriculture Promotion Policy**, "The Green Alternative" is the outcome of an intensive consultative process starting in November 2015 through April 2016, and involving multiple stakeholders. From farmer groups to investors to processors to lenders to civil servants to academics, many stakeholders provided detailed input, commentary, and support. We are grateful for the resources, energy and intellect put at the disposal of the Federal Ministry of Agriculture & Rural Development by parties too numerous to mention. Thank you for your continued dedication and resolve to build a next generation agribusiness economy in Nigeria.

Building on the successes and lessons from the Agricultural Transformation Agency (ATA), the vision of the Buhari Administration for agriculture is to work with key stakeholders to build an agribusiness economy capable of delivering **sustained prosperity** by meeting domestic food security goals, generating exports, and supporting sustainable income and job growth.

Therefore in **2016 to 2020**, Nigeria's policy now needs to be readjusted to solve the aforementioned challenges. The go forward federal priorities (in partnership with State Governments) will be the following four: food security; import substitution; job creation; and economic diversification.

The new policy regime, tagged the **Agriculture Promotion Policy** (APP) Policy is founded on the following guiding principles, a number of which are carryovers from the ATA reflecting the strong desire for policy stability. New elements added reflect the lessons

from the ATA, as well as priorities emerging from the aspirations of the Buhari Administration:

- **Agriculture as a business** – focusing the policy instruments on a government-enabled, private sector-led engagement as the main growth driver of the sector. This essential principle was established in the ATA and will remain a cardinal design principle of Nigeria's agriculture policies going forward.

- **Agriculture as key to long-term economic growth and security—**focusing policy instruments to ensure that the commercialization of agriculture includes technologies, financial services, inputs supply chains, and market linkages that directly engage rural poor farmers because rural economic growth will play a critical role in the country's successful job creation, economic diversity, improved security and sustainable economic growth.

- **Food as a human right** – focusing the policy instruments for agricultural development on the social responsibility of government with respect to food security, social security and equity in the Nigerian society; and compelling the government to recognize, protect and fulfil the irreducible minimum degree of freedom of the people from hunger and malnutrition.

- **Value chain approach** – focusing the policy instruments for enterprise development across successive stages of the commodity value chains for the development of crop, livestock and fisheries sub-sectors, namely input supply, production, storage, processing/utilization, marketing and consumption. Building complex linkages between value chain stages will be an important part of the ecosystem that will drive sustained prosperity for all Nigerians.

- **Prioritizing crops** – focusing policy on achieving improved domestic food security and boosting export earnings requires a measure of prioritization. Therefore, for domestic crops, the initial focus in 2016 – 2018 will be expanding the production of rice, wheat, maize, soya beans and tomatoes. For export crops, the initial focus will be on cocoa, cassava, oil palm, sesame and gum Arabic. In 2018 onwards, the export focus will add on bananas, avocado, mango, fish and cashew nuts. Investments in closing infrastructure gaps to accelerate productivity and investment in these crops will also be sequenced to reflect capital availability and management attention.

- **Market orientation** – focusing policy instruments on stimulating agricultural production on a sustainable basis, and stimulating supply and demand for agricultural produce by facilitating linkages between producers and off takers, while stabilizing prices or reducing price volatility for agricultural produce through market-led price stabilization mechanisms (commodity exchanges, negotiated off-take agreements, extended farm-gate price under value chains coordination mechanisms, agricultural insurance, etc.)

- **Factoring Climate change and Environmental sustainability** – focusing policy instruments on the sustainability of the use of natural resources (land and soil, water and ecosystems) with the future generation in mind while increasing agricultural production, marketing and other human activities in the agricultural sector.

- **Participation and inclusiveness** – focusing instruments on measures to maximize the full participation of stakeholders including farmer's associations, cooperatives and other groups, as well as NGOs, CBOs, CSOs, development partners and the private sector. This, places a premium on the role of these organizations or groups as agents of economic change in general and agricultural economy in particular, thereby drawing benefits from their policy advocacy roles as partners to and watchdog of government.

- **Policy integrity** – focusing policy instruments on measures for sanitizing the business environment for agriculture, in terms of accountability, transparency and due process of law, ensuring efficient allocation and use of public funding and fighting corruption on all programmes involving public resources. This also applies to compliance with international commitments, protocols and conventions that Nigeria is a signatory to.

- **Nutrition sensitive agriculture** – focusing policy instruments on addressing the issues of stunting, wasting, underweight and other manifestations of hunger and malnutrition with particular reference to the vulnerable groups, which include children under 5, nursing mothers and persons with chronic illness and disabilities**.**

- **Agriculture's Linkages with Other Sectors** – focusing policy instruments on the connected relationship between agriculture and other sectors at federal and state levels, particularly industry, environment, power, energy, works and water sectors.

Within this overall set of policy principles, the Federal Government will concentrate on providing an enabling environment for stakeholders at federal and state level to play

their distinctive roles. The policy emphasis will be on providing a conducive legislative and agricultural knowledge framework, macro policies,
security enhancing physical infrastructure and institutional mechanisms for coordination and enhancing access to adequate inputs, finance, information on innovation, agricultural services and markets.

STAPLE CROPS PROCESSING ZONES (SCPZ) INITIATIVE: This idea focuses on attracting private sector agribusinesses to set up processing plants in zones of high food production, to process commodities into food products. This would be enabled by government by putting in place appropriate fiscal, investment and infrastructure policies for Staple Crops Processing Zones.

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The government will enable this by putting in place appropriate fiscal, investment and infrastructure policies for staple crop processing zones including:

- Tax breaks on import of agricultural processing equipment;
- Tax holidays for food processors that locate in these zones;
- Supportive infrastructure, especially complimentary investment by the government in roads, logistics, storage facilities and power;
- Infrastructure would focus on power, irrigation, flood control, roads, rail, air etc;
- Staple Crop Processing Zones will link farmers in clusters to food manufacturing plants;
- Develop Agricultural Investment Code, in partnership with Ministry of Finance and Ministry of Trade and Investment and CBN;
- The location of Staple Crop Processing Zones will be dependent on a combination of State government support and an analysis of the comparative advantage of the region to produce the identified commodity.

Other reform actions of FMARD include:

- Implementing the National Fertilizer Quality (Control) Act, 2019 and the Seeds Act, (2019) for enhanced input delivery system.
- Improved policy coordination framework.

- Developing indigenous agricultural machinery implements, and equipment for accelerated mechanization of agribusiness undertakings.
- Deepening the adoption of a cluster model that promotes commodity value chains.
- Intensifying capacity building of farmers and processors through extension and technology adoption.
- Strengthening National Agricultural Research Institutes, Colleges, Universities for improved research and development activities.
- Implementing a 10-year National Livestock Development plan for private-driven livestock value-chain business engagement.
- Establishing Special Agricultural Processing Zones in conjunction with AFDB and Ministry of industry, Trade and Investment in every geo-political zone.
- Implementing the Green imperative project in collaboration with the Brazilian Government to provide 10,000 units of tractors and 50,000 units of implements/equipment to be assembled in the country.
- Strengthening the network of Adopted Villages/Schools to improve extension service delivery.
- Supporting ADPs to train and deploy Extension Agents across the country and effectively integrate N-power Agro-beneficiaries in the extension programme.
- Launching of Agricultural Food and job Plan under the Nigeria Economic Sustainability Plan (NESP) at Funtua, Katsina State to register and empower over 5 million farmers to mitigate the negative impact of Covid-19 pandemic on the economy and livelihood of farmers to enhance food security.

NIGERIA INCENTIVES-BASED RISK SHARING SYSTEM FOR AGRICULTUREAL LENDING (NIRSAL)

- In realization of the potential impact that can be created in the agricultural sector and economy in general, President Muhammadu Buhari who is passionate about achieving self-sufficiency in food production and the diversification of the nation's economy through agriculture, at the beginning of his administration, set NIRSAL on the right track for impact.

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- The Buhari regime activated the full potentials of the Nigeria Incentive Based Risk Sharing System for Agricultural Lending (NIRSAL) by the appointment of NIRSAL's executive management team after two years of operating as a project office within the CBN.

- NIRSAL was capacitated to operate autonomously to carry out the unique responsibility of fixing broken agricultural value chains, de-risking agriculture and facilitating the flow of sustainable finance and investments to agriculture.

MAIN ACHIEVEMENTS

FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)

Federal Executive Council approval (2020) for a National Agriculture Mechanization Programme, "the Green Imperative", in partnership with the government of Brazil and multilateral financing institutions to boost food security, create five million jobs and 35 million nutritional effects for Nigerians. Total ban on importation of rice and wheat which is now saving the country $5 million daily.

Between 2016 and 2019, more than ten new rice mills came on-stream in Nigeria. Many of the existing mills have expanded their capacity; several ones are under construction.

The Presidential Fertilizer Initiative (PFI): The PFI was launched as a Government-to-Government agreement with the Kingdom of Morocco. Blending lants resuscitated (combined installed capacity of more than 2.3m MT). This led to price reduction from N9,000 – N1,000 per bag, to N5,500 and FX savings of $150m annually through the substitution of imported commodities with locally manufactured ones. There has also been subsidy savings of N50 billion annually.

Textile Revival Initiative: This establishes a special intervention fund for resuscitating the ailing textile sector, restructure facilities and provide further facilities for textile firms with genuine need for intervention. The seed fund, which is a one-off intervention, terminating by December 31, 2025, will offer a maximum financial amount of N2 billion for a single obligor for new facilities and N1 billion for refinancing. It is envisaged that the textile clusters in Lagos, Ibadan, Kano and Kaduna will be brought back to life, to

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create thousands of jobs in the hitherto moribund factories, and along the cotton value chain, in the cotton growing regions of the country.

FOOD SECURITY INITIATIVE

Introduction of Agro-Rangers: This initiative has recruited and trained 5,000 agro-rangers and employed 30,289 in para-military agencies, to boost on-farm security and enable farmers' return to the farms across the country, especially in areas that have experienced or are experiencing security challenges.

Agricultural Equipment Hiring Enterprise (AEHE): The AEHE is designed to roll out 6,000 tractors and 13,000 harvest and post-harvest equipment units across the country, to support farming activities.

The Green Alternative (TGA): TGA was initiated as a major policy thrust to build an agri-business economy capable of delivering sustained prosperity by meeting domestic food security goals, generate exports, and support sustainable income and job creation.

Achievements of Ministerial priorities deliverables 13 on food and nutrition programme to enhance the quality and safety of food production

- Launched of the National Fertilizer Quality Control Act 2019 on 12th March, 2020, to provide regulatory framework aimed at guaranteeing the supply and distribution of quality fertilizers and other farm inputs to farmers for food security

Achievements of Ministerial priorities deliverables 1&2 on support enterprise initiative as well as land development to mitigate the impact of covid-19 on farmers' nation-wide

- Launched Agriculture Food and Job Plan under the Nigeria Economic Sustainability Plan (NESP) at Funtua, Katsina State to register and empower over 5 Million farmers to mitigate the negative impact of Covid-19 pandemic on the economy and livelihood of farmers to enhance food security.

- Registered 1,138,000 Million farmer-beneficiaries so far across the 36 States and FCT on the 1st phase launched in Katsina State on 23rd July, 2020.

Achievements of Ministerial priorities deliverables 1 on access to market to mitigate the impact of covid-19 on farmers' nation-wide

- Constituted National and State Joint Task Team Committee of agricultural produce to ease and enforce the movement of agricultural commodities during lockdown across the country to ensure minimal disruptions to food production, food supply chain and sustaining agricultural input production.

Achievements of Ministerial priorities and deliverables 3 on commodity value chain development

- Produced 99,324.09 MT of seeds/seedlings nationwide by research and seed sub-sectors.

Achievements of Ministerial priorities and deliverables 14 on national food reserve stock

- Released 70,000MT of grains to the vulnerable people during the Covid-19 Pandemic as palliative.
- Procured 1731.17MT of agricultural food commodities (Maize, Sorghum, Millet) into the National Reserve stock.
- Constructed 2,000 MT of Specialized warehouse in Ilesha Silo Complex for bag storage.

Achievements of Ministerial priorities & deliverables 1,3 & 6 to mitigate the impact of covid-19 on farmers nation-wide

- Procured and distributed Paddy Quality Checking Equipment for Distribution to 36 States & FCT.
- Procurement of Rice Processing Equipment for the North Central Agro-Ecological Zone.
- Flagging off of distribution of various seeds (Soya beans, Maize, Cashew, Sesame, Kenaf, Oil Palm, Cocoa, Rice, Yam, wheat, Plantain Suckers, Gum Arabic, Sweet Potato) to 1,362,947 farmers nation-wide.

World Bank assisted FADAMA III Project

- Processed 1.2 million tons of rice paddies into 842,866 tons of milled rice and 790,379 tons of cassava tubers to garri.

- Cultivated 207,160 Hectares of land comprising 18,936, 132,717, 39,865 and 15,642 for cassava, rice, sorghum and tomato respectively.
- Developed 1,823 ha new irrigation sites including 560ha central pivot system.
- Constructed 222.23 Km access roads.
- Established 35 Numbers Aggregation centers, 22 Agricultural Equipment Hiring Enterprise with 56 number of Tractors and Implements provided.
- Increased yield from a baseline of 5.27t/ha to 18.42t/ha (250% increase) for Cassava, from 2.83t/ha to 5.36t/ha (89% increase) for Rice, from 1.54t/ha to 2.71t/ha (76% increase) for Sorghum, and from 1.6t/ha to 12.25t/ha (666% increase) for Tomato.
- Provided four numbers of Cassava/Rice modern processing centers (two number each value chain) for Federated Fadama Community Association.
- Created 212,364 Jobs across the four value chains, 12,000 graduate unemployed youths across the participating 23 States engaged, and starter packs provided to 5,059 graduate youths and women comprising 3,571 males and 1,488 females.
- Added 841,053.8, 1,497,365.3, 184,978.3, and 1,163,184.8 tons for cassava, rice, sorghum and tomato, respectively, to the national food basket.
- Contributed 26 percent, 14.27 percent, 6.6 percent and 1.39 percent of tomato, rice, sorghum and cassava, respectively, to national production in 2019.

IFAD Assisted Value Chain Development Programme

- Aimed at enhancing sustainable incomes and food security of poor rural households engaged in the production, processing and marketing of rice and cassava.
- Implemented in nine states of Anambra, Benue, Enugu, Ebonyi, Ogun, Taraba, Nasarawa, Kogi and Enugu to reach 50,000 smallholder farmers directly.
- Developed 2000 ha of land for women and youth for rice cultivation.
- Employed 2,124 youth in seed production businesses, leasing of mechanized equipment, extension provision, agro-input distribution, marketing of finished farm produce.

- Trained 120 women in the production of various recipes from pro vitamin A cassava and brown rice to improve dietary intake of households as well as for income generation.
- Established/rehabilitated more than 246 km feeder/farm roads, and developed environmental - friendly processing clusters for rice and cassava.
- Created 5,373 permanent jobs comprising 1,648 women, 1,601 men and 2,124 youth in ownership of various agribusiness ventures.
- Contributed 495,720 MT of Rice ($243.9M) and 653,843 MT of cassava ($46.2) to the Nigerian food security and N94.28 billion (US$290.1 million) to the national economy.

AfDB Assisted Agricultural Transformation Agends Support Programme ATASP-1

- Implemented in Anambra, Enugu, Niger, Kano, Jigawa, Kebbi and Sokoto States.
- Increased the total area under production of Rice, Sorghum and Cassava across out-grower areas around selected designated Agricultural Processing Zones, from 10,560 Ha to 23,534.40 Ha (123%) for rice and 20,400 Ha to 49,471.50 Ha (142.5%) for Sorghum.
- Raised the yield per hectare of these crops from 1.8MT/ha to an average of 6.7MT/ha (272.2%) for rice and 1.0MT/ha to 2.0MT (100%) for Sorghum and Cassava 10MT/ha to an average of 25MT/ha (150%) (Ref. Observation 6).

IFAD Assisted Value Chain Development Programme (VCDP)

- Implemented in Anambra, Benue, Enugu, Ebonyi, Ogun, Taraba, Nasarawa and Kogi States.
- Supported 15,424 Nos. smallholder farmers with production inputs (fertilizer/quality certified seeds/agro-chemicals) for creating market viability for cassava and rice value chain commodities.
- Provided access to at least 272.7 ha of developed land to landless women and youth.

- Constructed 17Km of roads, 27 culverts, 11 small bridges, 14 markets, 7 processing centers for rice and cassava and 40 solar powered across the participating states.
- Created 1,878 permanent jobs in ownership of various agribusiness ventures.
- Contributed 265,072.5 MT of Rice and 299,999 MT of Cassava to National food security.

OTHER ACHIEVEMENTS INCLUDE:

- Provided 145 units of 3.5KVA – 7KVA solar inverters in Schools, Health care centers and Community center in Rural Communities Nationwide
- Constructed 21. Mini-Water Treatment Plants with a total tank water delivery capacity of over 2.4 million liters/day for use in Rural Communities in the 6 six Geo-political Zones.
- Constructed and Rehabilitated 1,039km Rural Roads across the Country.
- Provided 11,403 units 60w All-in-one Solar Street Lights emitting electricity of 0.68 Megawatts of Light to streets and surroundings around Rural Communities Nationwide.
- Cleared over 5,720 hectares of land for small scale cluster farming in 16 states.
- Established Elevated Goat House in 12 locations in the country.
- Constructed 18 units of model Rural Markets with total shop capacity of 1,071 in various communities across the country.
- Distributed 500 threshers to rice farmers from 12 rice-producing states of Ebonyi, Enugu, Katsina, Sokoto, Kebbi, Jigawa, Kano, Kaduna, Niger, Kogi, Benue and Taraba
- Various Agricultural Mechanization equipment and tools developed by the National Center for Agricultural Mechanization (NCAM), Ilorin
- Established 5 hectares each of Commercial Pasture Plots and Irrigation Facilities in 16 Grazing Reserves nationwide.

- Established 4,000 liters/day capacity Milk Processing Plant in Daura, Katsina, Kano, and Taraba States.
- Constructed 12 Windmills powered boreholes in pasture plots for Livestock at the grazing reserves.
- Established 6 National Farmers Helpline Centers in the Zonal Coordinating Research Institutes and 6 Numbers One Stop Agricultural Extension Service Delivery Centers in 5 agro- ecology.
- 139,800 N-Power Agro Trained while 12,360 Extension agents trained in 2019 and 2,458 N-Agro beneficiaries deployed.
- Established 71 One-Stop-Shop-Input-Centers across the country for PPP arrangement.
- Established 10 Agro-Industrial Estates (AIEs) in Sokoto, Ogun, Niger, Benue, Katsina, Jigawa, Osun, Oyo, Abia and Edo States for Public-Private Partnerships arrangement.
- Establishing Agribusiness Incubation Centers (AICs) in designated Universities for entrepreneurship development.
- Completed 43 processing factories for cassava, oil palm and rice under PPP arrangement
- Constructed 2 Federal Veterinary Hospitals in Borno and Kwara States; 4 Live-birds Markets in, Bauchi, Kwara, FCT and Imo States, and 1 Demonstration Apiary in Enugu State
- Constructed 6 Primary Animal Health Centers in Oyo, Adamawa, Kaduna, Katsina, Delta and Benue States
- Constructed 23 Water harvesting structures in 17 States.
- Distributed 1,000 Fish smoking Kilns to selected fish farmers nationwide for value addition
- Upgraded the Nigerian Fisheries Laboratory, Lagos, to promote standardization of fish export

- Established Fish Farms Clusters for Young Graduates and Women, in Ibbi Taraba state; Rigasa-Kaduna state and Enugu state

- Launched of the National Fertilizer Quality Control Act 2019 on 12th March, 2020, to provide regulatory framework aimed at guaranteeing the supply and distribution of quality fertilizers and other farm inputs to farmers for food security

- Launched Agriculture Food and Job Plan under the Nigeria Economic Sustainability Plan (NESP) at Funtua, Katsina State to register & empower over 5Million farmers to mitigate the negative impact of Covid-19 pandemic on the economy and livelihood of farmers to enhance food security.

- Registered 1,138,000 Million farmer-beneficiaries so far across the 36 States and FCT on the 1st phase launched in Katsina State on 23rd July, 2020.

NIGERIA INCENTIVES-BASED RISK SHARING SYSTEM FOR AGRICULTUREAL LENDING (NIRSAL)

- The Anchor Borrower Programme (ABP): This initiative has made available more than 200 billion Naira in funding to more than 1.5 million smallholder farmers of 16 different commodities (Rice, Wheat, Maize, Cotton, Cassava, Poultry, Soybeans, Groundnut, Fish etc.), cultivating over 1.4 million hectares of farmland, translating into the creation of jobs and wealth creation for millions of Nigerians. This initiative is the most ambitious agricultural policy ever introduced into the country.

- Facilitating Agribusiness Finance and Investments through innovative approaches and interventions aimed at eliminating risks associated with agriculture, NIRSAL, under Buhari's regime, has successfully assuaged the fears of financiers and investors which prevented them from channeling finance and investments into agriculture and agribusiness. Specific achievements are described in the sub-sections below.

- Finance Facilitation and Fund Mobilization for Agriculture and Agribusiness

- Over NGN145 billion has been facilitated by NIRSAL from mainly private sources into various value chain segments, including; mechanization, input distribution, primary production, processing, trading and marketing of agricultural commodities;

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- Commercial banks have pledged an additional NGN160 billion to fund agro geo-cooperatives, with the assurance of the NIRSAL guarantee and value chain structuring models;

- Financial Institutions Engagement and Strengthening;

- NIRSAL has trained over 2,600 staff of financial institutions and engaged with 17 Bank Management Credit Committees for capacity building, joint product development, bottom-up and top-down engagements thereby engendering financing commitments;

- NIRSAL has worked with several commercial banks in joint technical teams for the development of de-risked financing product papers for Fertilizer Financing, Mechanization Financing, Agro Geo-Cooperative Financing, Agricultural Logistics Financing, amongst others;

- NIRSAL actively led and supported the design, licensing, set-up, staff recruitment and operational roll out of the NIRSAL Microfinance Bank (NMFB) in support of the Central Bank's vision of a national microfinance bank to drive financial inclusion and access to finance for agricultural and other Micro, Small and Medium Scale Enterprises;

- Increasing Interest of Financial Institutions in Agriculture;

- As a result of the support enjoyed by NIRSAL under the Buhari administration, financiers are increasingly gaining confidence in lending to agriculture, particularly for primary production (farming);

- 36% of commercial banks' finance facilitated by NIRSAL was directed to primary production (farming) activities, a previously untouched segment, with the remaining 64% shared across other segments including Inputs, Processing, Mechanization and Logistics;

- The NIRSAL CRG is now a symbol of trust for lenders and investors with over 26 financial institutions using the NIRSAL Credit Risk Guarantee (CRG) instrument to minimize possible losses in agribusiness finance;

- Over the last five (5) years, the rate of bank lending to agriculture has grown at a compound annual growth rate of 28% rising from 1.4% at the inception of NIRSAL to 4.80% at end of Q2 2020;

- Credit Portfolio Risk Management;

- NIRSAL's unparalleled credit risk management acumen provides assurance and strengthens the trust of lenders and investors in financing and investing in agriculture/agribusiness;
- 88% of all legacy claims paid by NIRSAL since inception has been recovered;
- From a Non-Performing Loan (NPL) portfolio of 7.2% in 2015, which was higher than the industry average at the time, NIRSAL now maintains a less than 1% Non-Performing Loan portfolio, compared to 6% average rate currently obtainable across the banking industry which enables the organization to provide more credit risk guarantees to other actors.

- Agricultural Insurance

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- Insurance Product Development

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- NIRSAL has moved the Nigerian agriculture sector from indemnity-based to Index-based Insurance as a major risk management strategy for the sector.
- Working with the insurance industry, NIRSAL has developed 5 Innovative index-based insurance products to replace the previous mono-product of indemnity-based insurance which only compensated farmers to the extent of the funds expended on their farms before a risk incidence occurred.
- Now farmers have a chance to choose agricultural insurance that truly compensates them to the tune of the value of their average expected return in the event of losses arising from pests, weather, diseases, et cetera.
- NIRSAL has developed the following innovative index-based insurance products:
- NIRSAL Area Yield Index Insurance;

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- NIRSAL Comprehensive Index Insurance;
- NIRSAL Hybrid Weather-Yield Index Insurance;
- NIRSAL Hybrid Multi-Peril Crop Insurance – Area Yield Index Insurance; and
- NIRSAL Hybrid Multi-Peril Crop Insurance – Weather Index Insurance

a. As a result of these products by NIRSAL, private sector insurance actors have entered into the Agricultural Insurance market which was only participated in by the Nigerian Agricultural Insurance Corporation (NAIC) previously.

b. Insurance Coverage and Farmer Subscriptions

c. In the last 4 years under the Buhari administration, the number of smallholder farmer subscriptions to agricultural insurance has risen exponentially to over 1.8 million with the introduction of the index-based insurance products by NIRSAL. This growth is attributed to the influx of the private sector accounting for 70% of current farmer subscriptions.

d. Nine (9) Private Insurance Companies are now approved by NAICOM to sell the index-based insurance products developed by NIRSAL to farmers and other actors.

e. NIRSAL collaborates with the Nigerian Agricultural Insurance Corporation (NAIC), and a consortium of local and international insurance underwriters and actors to provide sustainable and value-adding agricultural insurance in the country.

- Agricultural Value Chain Development

a. In the last 5 years, NIRSAL has excelled at developing and deploying concepts, agribusiness models and frameworks for upgrading, integrating and fixing Nigeria's broken agricultural value chains following systematic and technology-driven approaches.

b. Agribusiness Modelling and Optimization

c. NIRSAL analyzes commodity value chains, identifies gaps and designs solutions and sustainable fixes.

d. Under the Buhari administration, 16 innovative agribusiness models have been developed for optimized value chain operations for various agricultural commodities and are being demonstrated by NIRSAL and adopted by the private sector and other developmental actors.

e. Some of these models include the:

- Agro Geo-Cooperative (AGC) model

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- Inclusive Integrated Private Agriculture/Agribusiness Investment Development (iPAID) model

a. Primary Production and Harvest, Primary Processing, Primary Transport and Primary Storage (PH-P3) model

b. Secured Agricultural Commodity Transportation and Storage Corridor (SATS-C) model

c. Integrated Commercial Livestock Development (ICLD) model

d. NIRSAL Climate Smart Irrigation Program for Optimized Smallholder

- Agricultural Production (NCIS)

a. Overall, NIRSAL is championing and enforcing its Mapping to Market (M2M) Strategy across all supported agricultural transactions to ensure effective value chain linkages, particularly of agro geo-cooperative primary producers, to structured and optimized input and output markets.

b. Agro Geo-Cooperative Development

c. Demands from commercial banks, coupled with NIRSAL's field experience gained under the Anchor Borrowers Program (ABP) of the CBN revealed the need to:

d. Structure and bring governance, clarity and traceability to farming operations for increased productivity, risk management, and return on investment; and

e. Get down to the level of farmer groups instead of national associations which are largely risky and unmanageable.

f. As a result, NIRSAL introduced the Agro Geo-Cooperative® (AGC) concept for aggregating farmlands into contiguous stretches of 250 hectares each and structuring farmers with proper governance structures.

g. The AGC concept is a farmer financing accountability system that:

h. Traces a loan disbursed to the farmer to his person and to his production asset (farmland, poultry pen, fish pond, or stock of livestock);

i. Governs the farmer's behaviour at individual and group level throughout the growing cycle;

j. Evolves farmers from inefficient and non-financeable subsistence farming systems, to organized cooperative systems, structured ENTERPRISE systems and ultimately a farmer- based CORPORATE system; and

k. Ensures capture of output and value at field level, thus, ensuring loan management, repayment and recovery.

- So far, 3,132 agro geo-cooperatives® have been formed by NIRSAL covering 711,535 hectares and 492,773 farmers. Formed Agro-Geo-cooperatives are presented to commercial lenders, investors and development financiers for financing towards the production of priority agricultural commodities. Over 100,000 expressions of interest have been received from across Nigeria for the structuring of over 2.5 million hectares into agro geo-cooperatives.

- NIRSAL's Agro Geo-Cooperative intervention follows the Agricultural Commodity Ecological Area (ACEA) mapping defined by NIRSAL through satellite-based multispectral imaging and validation by local research institutes.

- Technical Assistance and Capacity Building

- NIRSAL has provided structuring, technical assistance and capacity building support to several associations and value chain actors across Nigeria. Over 700,000 farmers have been trained by NIRSAL on good agronomic practices and financial literacy.

- Agricultural Project Monitoring and Field Risk Management

a. NIRSAL deploys a comprehensive project monitoring approach for all supported projects as a critical risk management strategy.

b. NIRSAL has 37 operational Project Monitoring, Reporting and Remediation Offices (PMRO) across the 36 States and the FCT covering the 774 local government areas. The offices are fully staffed and equipped with field tools and vehicles and maintain effective communication and reporting systems with the Head Office.

c. The NIRSAL project monitoring service is subscribed to by close to 300 agricultural value chain actors and 15 financial institutions nationwide.

d. NIRSAL's unique field information, communication and technology capabilities for field risk management and monitoring include: Satellite-based field mapping systems,

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Land parcelization and Geo-tagging technologies, Soil and Weather analysis technologies, Drone monitoring and Remote sensing technologies, BVN Enrolment/Validation and Credit Check Systems, Farmer and Field communication and messaging systems, etc.

~~c.~~ NIRSAL's field risk management capabilities are robust and comprehensive as required to evolve a sustainable private sector driven agriculture sector in Nigeria.

- Loan Management, Repayment and Recovery

~~a.~~ NIRSAL operates a Loan Management, Repayment and Recovery (LMR) system that ensures due repayment by borrowers, realization of expected returns on investment for financiers and recyclability of public and private sector funds invested into agriculture and agribusiness. NIRSAL achieves this using proprietary loan management software and leveraging rural structures and enforcement systems at grassroots levels.

~~b.~~ As a result of the NIRSAL's LMR function, 99% of loans under the NIRSAL CRG portfolio are duly repaid and unlike other participating financial institutions, NIRSAL has recorded about 51% recovery (on-going) of loans given out under the CBN's Anchor Borrower Program.

- Economic, Social and Environmental Impact

~~a.~~ Under the Buhari administration, NIRSAL has made sustainable economic, social and environmental impact in Nigeria and is expanding its influence and outreach to Africa and the globe.

~~b.~~ To date the following economic, social and environmental results have been delivered by NIRSAL:

- Over NGN510billion worth of economic activity generated;
- 520,000+ direct jobs created/sustained;
- 3million+ Nigerian lives positively impacted;
- Climate smart agriculture models, enablers and practices promoted amongst agricultural value chain actors;

- Facilitation of climate finance for climate-compatible agricultural value chain activities;

a. Discussions with Morocco, Germany, France, etc. on foreign investments and de-risking interests in Nigerian agriculture;

b. Establishment of a Risk Sharing Facility for the Government of Togo with overtures from Angola, Gabon, Ghana, South Africa, Uganda, Zimbabwe, etc. due to the brand equity already built up by NIRSAL which is a huge pride for Nigeria in the international community.

c. As an organization under this administration, NIRSAL has grown financially and institutionally over the last 5 years.

d. Having grown its NGN75billion Seed Capital to NGN131 billion as at Q2 2020, improved and rebalanced its capital structure, and turned the once project office at the CBN into 40 physical offices across all the States of the Federation and the FCT, NIRSAL's capacity is expanded to deliver wider and more positive impacts to Nigeria's agriculture and economy at large.

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KEY CHALLENGES

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FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)

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- Limited access to finance by farmers and agro processors
- Weak Extension services
- Insecurity in the country and threat to agriculture
- Covid-19 Pandemic
- Climate Change Adaptation
- Lack of quality and timely supply of inputs, such as fertilizer, pesticides, certified seeds and planting material, herbicides,
- Low Mechanization

- Low value addition
- Poor harvest and post-harvest management
- Lack of enhanced animal breeds and undeveloped diary sub-sector
- Inadequate domestic production of fish and marine resources
- Perennial Flooding
- Transboundary pests/ Disease Outbreaks

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NIGERIA INCENTIVES-BASED RISK SHARING SYSTEM FOR AGRICULTUREAL LENDING (NIRSAL)

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Some of the critical challenges minimizing the impact of NIRSAL's interventions include:

- Inadequacy of the NIRSAL Risk Sharing Fund of N45 Billion. There is a need for an expansion of the fund to meet the increasing demand for NIRSAL's Credit Risk Guarantee Cover by Financial Institutions and other players in the Agricultural Value Chain for the maximization of NIRSAL's finance facilitation role.
- Land Access and Title Issues. There is a need to convert unregistered dead land assets of farmers into live tradable assets. State Governments can leverage NIRSAL's Virtual Asset Title (VAT) to trigger the issuance of Certificates of Ownership to farmers.
- Inadequate Investments in Land Development and Parcelization. Patient investments in environment-friendly virgin/green field land development and parcelization for Agro Geo-Cooperative operations are required. An activation of the Capital Market for patient capital for agricultural land and infrastructural development is required.
- Dead/Idle Agricultural Assets. Idle/dead agricultural assets (plantations and infrastructure) across LGA, state and federal levels must be revived and converted to live assets.
- Non-harmonized Agro-logistics System. Systemic and structural bottlenecks and inefficiencies hampering the movement of agricultural produce from farm to markets

and the flow of private sector finance and investment into agro-logistics need to be addressed.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes. The reforms in the agriculture sector have improved considering the vast investment on rural infrastructure, increased farm access to market, supporting enterprise/initiatives across the Federation.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes. Evidence suggests that the reforms in the agricultural sector have reached a significant number of poor farmers and agro-allied processors across the country. Implementing programmes on youth employment in agriculture, youth and women in agribusiness development and family enterprise show that more people have access to services. The reforms have resulted in attracting Nigerian youths and women into agribusiness investments.

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3.	Have the reforms reduced the cost of governance?	Yes, especially collaborating with the private sector and strengthening synergy among public institutions has helped in checking excessive costs of projects in implementation processes.
4.	Have the reforms made the services more affordable for citizens?	Yes. Through various government intervention schemes.
5.	Have the reforms reduced corruption?	The Reform has greatly reduced corruption at all levels in terms of strict compliance to rules and regulations.
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	The reform has reduced unnecessary bureaucracy and red-tape, particularly with improved access to farm input and access to funds by poor farmers through development finance programmes.
7.	Is the reform initiative likely to lead to improved development outcomes?	The outcome of these reforms will lead to greater agricultural output especially food production targets, reduce total food and animal import, household poverty and improve the standard of living across all sectors of Nigerian citizens.

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8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Yes, millions of Nigerians are actively engaged in various agricultural value-chain businesses.
9.	Where things are improving, will those improvements endure	Yes, with government commitment setting up a presidential committee to harmonize the implementation of agricultural development initiatives and programmes in line with the mandate of relevant institutions for synergy and effective collaboration.
10.	Where things are not improving, what should be done	Not Applicable.

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PROPOSED NEXT STEPS

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FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)

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- Work with States to build rural roads, electricity and water to increase farm to market access and support enterprise initiative across the Federation.
- Engage in land clearing and development in collaboration with State and Local Governments to widen the area of operation and expand agricultural activities nationwide.
- Engage with State Governments and private entities to scale-up production of cattle, sheep and goat, dairy, poultry, maize, sorghum, rice, cassava, tomato, yam, cowpea, soybean, cocoa, palm oil, rubber, shea, acha/sesame, cotton, millet, groundnut, sugarcane, cashew and fish.

- Implement a Rural Transformation Plan, including the Green Imperative on public-private partnership mechanization programme under the agricultural equipment hiring enterprise (AEHE) Centers and Animal Traction programme.

- Implement the National Livestock Transformation Plan along the programmes on Animal Breeding and Conservation, Grazing Reserve Development, Dairy Value Chain Development and Small Ruminant Development.

- Train and Deploy 75,000 Agriculture Extension Workers, and implement programmes on Youth Employment in Agriculture, Youth and Women in Agribusiness Development, and Livelihood Improvement Family Enterprise.

- Establish Agro- Industrial Estates, Agro Processing Centers, one Stop Shop Input Centers, Farmers Market, Integrated Cooperative Service Centers to support input delivery, processing capacity and market outlet.

- Establish cottage crop processing mills across the country via PPP arrangement of public-enabled and private driven process.

- Reposition and restructure Agriculture Research Institutes and Colleges for increased research results and agricultural productivity.

- Implement programmes on Transboundary Animal Diseases/Pests Control, Abattoirs/Slaughter Houses Rehabilitation/upgrading, veterinary Hospitals/ health Centers and Apiculture Development.

- Rehabilitate and construct of Water harvesting Structures and Mini-Earth Dam across the States to augment rain-fed agriculture, assist dry season farming and increase agricultural production in the country.

- Intensify National Accelerated Fish Production Programme through the exploitation of marine resources in Nigeria's Deep Sea/Exclusive Economic Zone (EEZ) by Nigeria’s fish merchants, as well as the exploration of inland water bodies by fish farmers to diversify domestic fish species, for overall sufficiency of national fish requirements.

- Support of food and nutrition programmes to enhance the quality and safety of food production consumption from crop, livestock and fishery value chains through proper standardization, certification and control.

- Enhance national Food Reserve Stock by procuring crops at harvest, mopping up excess production, balancing price volatility and enabling farmers to increase output.

- Actively collaborate with the private sector to create a large number of well-paying jobs for Nigerian youths.

- Implement a strategy towards the realization of Mr. President's June 12 promise to take 100 million Nigerians out of poverty in the next 10 years.

NIGERIA INCENTIVES-BASED RISK SHARING SYSTEM FOR AGRICULTUREAL LENDING (NIRSAL)

- NIRSAL has set a target to aggregate, structure, optimize and facilitate finance and markets for 16,000 agro geo-cooperatives covering 4 million hectares of farmland and 8 million smallholder farmers over the next five (5) years.

- This will generate NGN4.4trillion+ worth of economic activity across priority export, industrial and domestic consumer commodity value chains, create over 8 million jobs and make a positive impact on over 32 million Nigerian lives.

- NIRSAL's plans in motion will support the maximization of the agriculture sector's potential and the Government's effort in the areas of export promotion and import substitution for foreign exchange generation; improved balance of trade; job creation and economic growth.

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CHAPTER 31: SOLID MINERALS REFORMS

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THE PROBLEM



The discovery of oil in Nigeria has led to the neglect of a sector like solid mineral that has the capacity to generate large revenue, foreign exchange and employment for the nation through its value chain. The country today is faced with economic challenges such as instability in the revenue from crude oil, high unemployment rate and high incidence of poverty. For the economy to overcome these problems, rapid growth as well as equal distribution of income is important. The present administration of president Mohammed Buhari that came in to power in year 2015 promised Nigerian to diversify the economy of the country from oil driving and to bring back the glory of this country to its former by looking inward to agriculture and solid minerals as a means to survive the economy in case of recession and drop in the price of oil and also to boost the economy and make it viable among the comity of nations in the world. Available data revealed that Nigeria has large deposit of solid minerals which are distributed across the country. However, many of these resources are not explored. Geological survey of 1987 identified thirty- seven (37) solid minerals in Nigeria but with the creation of Ministry of Solid Minerals Development in 1995 there was improvement on geological data in Nigeria.

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Despite the number and quantity of solid minerals in Nigeria, mining, processing and marketing of these resources have been low. As of 2013, only thirteen (13) solid minerals have been mined. Among these are coal, kaolin, baryte, limestone, dolomite, feldspar, glass sand, gemstones, gold, iron minerals. While others are not mined. The presence of mineral resources is not sufficient for investment in mining and processing of such mineral. The sufficient condition for investment into such mineral is the volume of such mineral. It is important to consider whether such mineral is available in large quantity and sufficient to justify the huge capital requirement of mining, long gestation period of investment and ability to accelerate economic growth. Evidence revealed that mineral resources are available in large quantities and distributed across the country. The distribution of the minerals and volumes based on Federal Ministry of Solid Mineral Development (2013) are as follows:

Bitumen: The total deposit of bitumen in Nigeria is about 45 billion tones. This value doubled the total reserve of crude oil in the country. Despite this, it is surprising that bitumen is still imported into the country for construction purposes

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Coal: One outstanding feature of Nigeria coal is that its quality is high due to its low ash and Sulphur content. Therefore, it does not lead to environmental pollution. About 2.8

billion tons of coal has been found in seventeen (17) different locations and above than seven hundred (700) million tons reserve is known.

Rock salt: These consist of salt that are obtained from the rock. They include table salt, chlorine, sodium bicarbonate, hydrogen, among others.

Iron ore: This has been regarded as having the capacity to generate substantial foreign exchange for the Nigeria. Above 2.5 billion of iron ore have been found in Nigeria. The locations of iron ore deposit in Nigeria include Kogi, Enugu, Niger, Zamfara and Kaduna states. The Federal Government set up rolling mills in Itakpe (Kogi state), Aladja, Oshogbo, Jos and Katsina. However, it is only Itakpe rolling mill that is presently operating. This shows that the potential of iron ore has not been fully exploited

Skill Gap Identified by MSMD

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The Presidential Artisanal Gold Mining Development Initiative (PAGMI) became necessary due to the need to formalize and incorporate artisan miners into the formal sector. The majority of miners in Nigeria operate informally, partly because of the difficulties in obtaining mining licenses, poor mining techniques and safety methods, as well as problems at assessing technical and financial assistance. These reasons contribute to environment and social problems such as pollution and destruction of water bodies, degradation of arable farmland, as well as the negative health impacts of working in hazardous conditions (mercury and poisoning). These health impacts have been the focus in the Local and International media, which tend to depict the entire Artisanal Small-scale Gold Mining (ASGM) sector in a negative and damaging light.

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REFORMS

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2015-2017 REFORMS

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The development of a roadmap for the growth and development of the Nigerian mining industry. This initiative centered on the path to sustainable development in the sector for the next several years; it placed special emphasis on the critical issues and challenges which must be addressed for value creation in the immediate, short, mid-term and long-term periods. The roadmap focused on all areas that must be addressed in order to rekindle and sustain the required momentum for reforms in the sector.

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Improved funding of investments for the mining sector through increased budgetary allocation; Intervention Funds from the Natural Resources Development Fund (NRDF); and development finance from International Development Partners through the World Bank. The funds from NRDF will be utilized for geosciences data generation, improved mines field security, monitoring and enforcement of the provisions of the Nigerian Minerals and Mining Act 2007 and its Regulations of 2011 amongst others while the funds from the International Development Partners will be used f or implementing Nigeria Mineral Sector Support for Economic Diversification (MinDriver) Project.

Framework to introduce bidding process for Bitumen. The government developed a framework to commence the bidding process for prospective investors to explore the vast bitumen deposit in the country. The bidding framework is designed to protect the interest of the host communities and ensured that the bitumen benefitted them.

RECENT REFORM (2018-2020)

The catalyst for this reform action will be the better provision of better access to market for entire Artisanal Small-scale Gold Mining (ASGM) operators through the establishment of special-purpose vehicles jointly owned by one of the Ministry's Agencies (the Solid Mineral Development Fund – SMDF), and the participating States. The gold will be processed under a National Gold Purchase Programme (NGPP) and the following facilities are expected to be floated:

- Establishment of Community Mining Improvement Fund: This will allocate a share of ASGM royalties or mining profits to local host communities for development purposes;
- Micro and Pre-financing Schemes: Needs-based financial assistance initiative promoting miners' access to credit for specific targets such as mines development; and Buyer-credit schemes providing mining equipment directly to miners;
- Provision of extension services and capacity building programmes;
- Decentralize and streamline co-operative and license registration processes; and
- Assist miners with collective permits, feasibility studies and cadastral maps.

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MAIN ACHIEVEMENTS

The Presidential Artisanal Gold Mining Development Initiative (PAGMI)

PAGMI is a comprehensive artisanal and small-scale gold mining development programme, launched in 2019 to foster the formalization and integration of artisanal gold mining activities into Nigeria's legal, economic and institutional framework. This initiative will address the following:

- The PAGMI would address the structural and institutional factors such as rural poverty, lack of alternative livelihood and difficulty in satisfying legal and regulatory conditions of practicing in the sectors;
- Promote development, employment, safer mining practices and financial options plus several other benefit;
- The equipment leasing facility, mine development and micro-credit/pre-financing schemes will increase the mining output as well as improved recovery rate;
- Formalization of the sector which will result in increased employment and increase in Government revenue and royalties arising from the income tax yield; and
- Health, safety and environmental benefits since the effective implementation of the National Gold Purchase Programme will afford safer mining techniques and enlightenment.

KEY CHALLENGES

- Security considerations in transporting the gold to long distance locations, particularly under the present state of insecurity arising from insurgency, banditry, armed robbery etc;
- Lack of clearly defined and/or achievable milestones and objectives to measure progress;
- Political interference from various stakeholders;

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- Insufficient funding;
- Bureaucracy and resistance to reforms/new initiatives;
- Lack of commitments by stakeholders

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ASSESSMENT OF REFORM INITIATIVE

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes, when fully implemented
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes, when fully implemented

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3.	Have the reforms reduced the cost of governance?	Fund spent on combating unsafe mining practices have been saved. Health hazards such as lead/mercury poison have been reduced.
4.	Have the reforms made the services more affordable for citizens?	Yes
5.	Have the reforms reduced corruption?	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving
9.	Where things are improving, will those improvements endure	The improvements would be sustained.
10.	Where things are not improving, what should be done	Things are improving.

PROPOSED NEXT STEPS

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The Solid Mineral Development Fund (SMDF) been the ministry's agency overseeing the initiative will partner with regulators and other inter-ministerial agencies to reduce the **red-tapes and road-blocks** associated with Artisanal Small-scale Gold Mining (ASGM) licenses processes.

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CHAPTER 32: HOUSING AND URBAN DEVELOPMENT

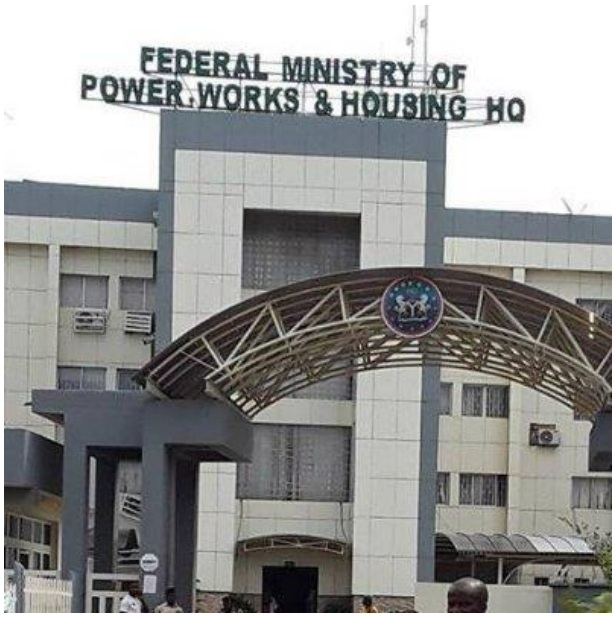
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THE PROBLEM

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The Federal Ministry of Works and Housing was setup to formulate and implement the policies, programmes and projects of the Federal Government of Nigeria (FGN) with regards to road transport, highways construction and rehabilitation, monitoring and maintenance of federal roads and bridges nationwide.

However, even with all the constant and continuous effort of the Federal Ministry of Works and Housing, they still faces some challenges such as inadequate interface/interaction with public, processing timelines of submissions, applications, requests from the public, absence of Independent revenue sub-head for Urban and Regional Development Department ,Non-functional Local Area Network within the Ministry's Headquarters, unreliable Internet Access Outdated Network Servers , Non-Existing Virtual Meeting Facility, poorly

managed Website and no active social media handles and insufficient staff members/professionals with advance/modern tools, expertise and skill for efficient project design/plan and supervision

REFORMS

REFORM ACTIONS FROM 2018 - 2020

The consolidation of existing reforms with the mandate adoption of new ones such as:

- The renovation, rehabilitation and refurbishment of the infrastructural facilities of the ministry to create conducive working environment for the management and staff of the ministry;
- The provision and installation of solar power energy, solar grade and micro-grade megawatts 1.54 MW to generate power across the spectrum of the offices of the ministry without reliance on DISCO and GENCos;
- Implementation of the federal executive council (FEC) approved road concession on the platform of Public Private Partnership (PPP) namely; Dangote group, flower mills to mention but a few;
- The introduction of the virtual/webinar facility to facilitate and fast track ease of doing business, promote access to conferences and correspondence exchange between the ministry and its clients, customers and stakeholders;
- Capacity building of all cadres of management and staff on reform programmes implementation and efficient service delivery;
- Set targets for scheduled officers on processing of documents;
- Transferring of hard copies (paper) to soft copies (electronic);
- Improvements to attitude & behavior patterns with the public;
- Creation of independent revenue sub-head for the Department.;
- Establishment of Structured Local Area Network;

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- Establishment of High capacity power inverters for uninterrupted internet access;
- Upgrade of Local Area Network and Network Servers;
- Establishment of State-of-the-Art Virtual meeting conference room;
- Upgrade of the Ministry website with security features, plug-ins and active social media handles; and
- Provided ICT tools including laptops, printer and retraining of professionals in the services

MAIN ACHIEVEMENT

- Reduced processing time of document;
- Improvements in interaction with the public;
- Successful dedication of revenue sub-head for the Department;
- Effective Communication system within offices in the Ministry;
- Smooth and Uninterrupted internet access;
- Effective Virtual meeting/Video conferencing within and outside the Ministry;
- Improved performance of the staff of the Ministry;
- General reduction of time, energy and cost of carrying out official duties;
- Better and faster dissemination of Information;
- Effective project Planning;
- Effective project supervision/monitoring;
- Delivery of expected results to Nigerians

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KEY CHALLENGES

HIGHWAYS BRIDGES (CONSTRUCTION)

- Encourage & sustain recent long, medium and short-term improvements and gains;
- Instill & improve the sense of ownership & responsibility towards public service;
- Need to train & orient more staff

URBAN AND REGIONAL DEVELOPMENT DEPARTMENT

- Inadequate facilities for operations

INFORMATION AND COMMUNICATIONS TECHNOLOGY DEPARTMENT

- Paucity of funds;
- Personnel Development and Training

ENGINEERING SERVICE DEPARTMENT

- Funding; and
- Insufficient relevant professionals

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ASSESSMENT OF REFORM INITIATIVE

QUESTIONS	RESPONSE
Have the reforms improved the quality and quantity of the public services delivered?	Yes

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Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes
Have the reforms reduced the cost of governance?	Slightly
Have the reforms made the services more affordable for citizens?	Yes. The railway stations that are operating make transportation affordable for all.
Have the reforms reduced corruption?	
Have the reforms reduced unnecessary bureaucracy and red tape?	
Is the reform initiative likely to lead to improved development outcomes?	Yes. By the time all project are commissioned .
In each sector or governance sphere, are things improving, staying the same or getting worse?	Things are improving

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Where things are improving, will those improvements endure?	Yes it will endure, through maintenance, and strict compliance to reforms that has been put in place.
Where things are not improving, what should be done?	Not Applicable

PROPOSED NEXT STEPS

HIGHWAYS BRIDGES (CONSTRUCTION)

- Explore new & updated management methods;
- Use modern technology across all platforms of government operation;
- Recognize & encourage individual & collective endeavor, initiative, merit, honesty; and
- Increase interaction & feedback from middle & top management staff.

URBAN AND REGIONAL DEVELOPMENT DEPARTMENT

- Aggressive development control and revenue generation

INFORMATION AND COMMUNICATIONS TECHNOLOGY DEPARTMENT

- Computerization of Land Registry;
- Contracts and Highway Projects Online Monitoring System; and
- Wide Area Network to connect all the 36 State Offices and FCT to the Headquarters.

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ENGINEERING SERVICE DEPARTMENT

- Train the Trainer Reform/Continuing Professional Development;
- Employment of high flyers (1st class/2nd class graduates)

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CHAPTER 33: MANUFACTURING AND TRADE SECTOR REFORMS

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THE PROBLEM



The incessant high taste for imported products among the Nigerian people is one major problem that impedes the achievement of fostering economic growth through manufacturing and trade. In the past decades, this has been detrimental to the Nigerian economy. High import levels have led to forex shortages, with importers increasing their demand for the dollar, leading to a weakening of the value of the Naira. Other issues resulting from the incessant importation of products due to increased trade conditions are undesirable for trade. Thus, thriving local economies have had to fold up, resulting in the significant loss of jobs, not to mention the fact that a nation is exposed to being a dumping ground for low quality, low-value products that could be harmful to human health, harmful to human health.

Other challenges plaguing the manufacturing and trade sector has been the poor power supply, and high cost of inputs and raw materials.

The Manufacturing Purchasing Managers Index (PMI), which measures the economic health of the manufacturing sector, went from 53 in 2017 to 58 in 2018 and edged higher to 61 in 2019, indicating the reforms implemented in the previous Compendium

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yielded some result. However, the Nigerian economy weakened due to the falling oil prices and a spillover from the COVID-19 outbreak in 2020 with PMI ranging from 41 to 49.

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REFORMS

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2015-2017 REFORMS

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Some of the past initiatives that the federal government has introduced include;

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The Presidential Enabling Business Environment Council (PEBEC): Set up in 2016, PEBEC which is led by the Vice President Yemi Osinbanjo, set out to engage with the private sector on three priority issues; entry and exit of goods, particularly through the ports; entry and exit of people through airports and immigration; and government transparency by showing clarity and consistency of information needed by the private sector to do business.

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The African Growth and Opportunity Act (AGOA) Response Strategy: The AGOA has provided duty-free status for US imports of some goods from qualifying Sub-Saharan African (SSA) countries under a non-reciprocal trade preference programme. An AGOA Response Strategy was developed to provide information, train and support exporters through the assistance of the Federal Ministry of Industry, Trade and Investment (FMITI). Other collaborators include the NEPC, WTO, NCS, and USAID.

Ratification of WTO's Trade Facilitation Agreement: The World Trade Organization's Trade Facilitation Agreement (TFA) was ratified by Nigeria, making them the 107th WTO member to do so. The Agreement includes provisions for the acceleration of the transfer, release and clearance of goods, including goods in transit; the establishment of arrangements for effective cooperation between customs authorities and other relevant authorities on trade facilitation and customs enforcement issues.

Development Bank of Nigeria (DBN): The Buhari administration set a DBN take-off target for 2017, which was conceived in 2014. The WB, KfW (German Development Bank), AfDB, and the Agence Française de Development provided access to the US$ 1.3 billion fund (French Development Agency). The European Investment Bank is another co-operator (EIB). The DBN will focus on supporting small enterprises identified by scale rather than sector, in the informal sector, and not currently served by existing development banks. The bank is expected to also give loans with lower interest rates and longer tenures that are not suffocating to beneficiaries.

Single Window System For Trade: The SON, CBN, and NCS collaborating to enhance trade facilitation and faster clearance of imported goods at the port of entry using the SINGLE-WINDOW. This will contribute to the exchange of relevant information by agencies to encourage and assist with regulatory enforcement and fight the importation into the country of substandard products.

Made in Nigeria Challenge: The challenge will provide a forum for the promotion of goods manufactured in Nigeria, aimed at boosting the country's SMEs. One of the three EOs signed in May 2017 by Yemi Osinbanjo, the then Acting President, was intended to "mandate government agencies to spend more of their budgets on locally produced goods"[12].

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RECENT REFORM (2018-2020)

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The Federal Ministry of Trade and Investment have done quite a lot to address the challenges identified. While consolidating on the implementation of previous reforms, the ministry has gone on an aggressive campaign on production and consumption of made in Nigeria goods and services through a PPP named “BUYNAIJA”. Other PPP schemes entered into by the ministry include; Nigerian Entrepreneur Forum; FAACAN; Association of African Women Empowerment Programmes (AWEP); National Enterprise Development Programme (NEDEP) established to address the challenges inhibiting the growth of MSMEs; introduction of “ONE STOP SHOP” by the NIPC for the seamless process of business start-ups; and granting of pioneer status concession and certain tax privileges to business that have rights of breaking grounds in a particular field of business.

[12] Democracy Day Speech by Acting President Prof. Yemi Osinbanjo in commemoration of the second anniversary of the Buhari administration on May 29, 2017. See Daily Sun Tuesday, May 30, 2017

MAIN ACHIEVEMENTS

- In the area of ease of doing Business in FMITI the ministry embarked or an Aggressive campaign to popularize made in Nigeria products;
- Linking up domestic export oriented industries to enjoy free trade incentives and support for consumer protection council (CPC) to a foster a congenial business environment amongst others;
- Deepening of sub national Reforms by partnering with states through web-based portal;
- In 2018- SMEDAN (Ease of doing Business) Reform initiative came up with one local Government on product program the Development of an action plan to advance programs and projects that will promote domestic investment in critical sectors of the economy thereby leading to t establishment of industries and revival of ailing MSMEs by SMEDA;
- The Agency conducted a study of the ailing industries in order understand their challenges and proper appropriate solutions;
- Between 2018-2020, a total number of 121 Acceptance certificate valued at N295,974,701,926.08 were issued, 195 Industries have been revamped to meet up with globally accepted standards of operation this figure has the possibility of increasing within the next six months;
- Implementation of Agribusiness and agro industry development initiative (NAADI) Fruit juice processing sectors developed;
- In commercial law: - Department security of industrial property files, Trademarks Registry, patent and design by following “Exclusion Restriction Destruction” (ERD) principle, ensuring Digitized-safe solutions;
- In the Weights and Measures Department deployment of large capacity tanks for the certification bulk meters at the petroleum depot and tank farms in the country prior to loading. These activities involve testing, verification, certification and revenue generation for the government as stated in weight and measures Act. The Department of weights and Measures is responsible for equity and fairness in all trade transactions

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in all sectors of the economy. The functions of the Department cut across almost every aspect of commerce in Nigeria. The testing, verification and certification of all weighting and measuring investment used for trade is to ensure accuracy and confidence which eventually helps the Nigerian goods and services in the market competitiveness;

- OLOP - ONE PRODUCT GOVERNMENT is a program adopted by SMEDAN in 2018, for promoting the development of at least identified product per local government in Nigeria. The aim is to add value and advance such identified Raw materials(s) to a Branded, Certified product with expanded market (including export) potentials. It mobilizes local people as a regional economic development model to transform rural communities' natural resources (i.e. specific skills/raw materials/products) into value added, economic activities/products or services. The project was initially introduced by specifying the cooperatives and microfinance banks to be used by the State officers under the conditional grant scheme. The Agency had also developed a virtual Training platform to compliment what industrial Training Fund had also with regard to National Enterprise Development Programme (NEDEP) on mass Registration of the MSMEs, the Agency had started Database Registration in Lagos, Kano, Ogun and Abia states of the federation. Also,

- The Department and the related stakeholders reviewed the strategy of the National MSMEs, which would be forwarded to the Ministry for submission to the FEC for approval;

- Development of a virtual MSME one stop shop. This has helped to unify, streamline and simplify, processes for business formation, management, compliance and empowerment. It has also added to the country's ease of doing business, thereby boosting economic growth and growing investment flows into and throughout Nigeria;

- Weights and Measures of the Ministry was Accredited with MERIT by the Nigerian National Accreditation system (NTNAS); and

- In SMEDAN, the establishment of a micro-finance bank unit to mitigate the difficulty of providing affordable finance and financial services to unbanked lots and pro-poor co-operators in the MSME sub-sector at the bottom of the pyramid, in view of their monumental neglect of the traditional groups of banks operating in the Nigerian economy.

KEY CHALLENGES

Some of the current challenges include;

- Incessant complaints about overlap functions amongst MDAs such as SMEDAN, BOI, BOA and ITF;
- Inadequate funds to pursue objectives of reforms; and
- Delay in the passage of relevant enabling laws, such as the NIPC and IDTRA acts respectively.

ASSESSMENT OF REFORM INITIATIVES

S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms in the manufacturing, trade and investment sector improved the quality of Public Financial Reporting	Consolidation of the reforms has brought about significant improvement as service delivery is now easily accessible to service takers. Prepare their financial statements.
2. 2	Do more people now have access to services including disadvantaged groups, such as women, young persons, and people with disabilities	Yes, establishment of gender unit in the FMITI have given disadvantaged groups a voice.

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3. 3	Have the reforms in the manufacturing, trade and investment sector reduced the cost of governance	Yes, Ease of doing business has reduced government spending on Duty tour Allowances.
4. 4	Have the reforms made the services more affordable for citizens	Yes, several intervention schemes have introduced subsidization, one of which is in the registration processes of business.
5. 5	Have the reforms reduced corruption?	Yes, to a considerable extent. The Anti-corruption unit of FMITI and the SERVICOM division are tasked with keeping the activities of the agencies and departments in check.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes, to an appreciable level.
7. 7	Is the reform initiative likely lead to improved development outcomes?	Yes, with consistency and a strong determination to keep the goals and objectives of key actions and programmes in view.
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Things are improving. The recent PMI saw an improvement despite the global challenge the COVID-19 pandemic posed.
9. 9	Where things are improving, will those improvements endure?	Yes, improvements can endure when the reforms are institutionalized. This will ensure objectives are immune to lopsided alterations from successive management and inconsistent government policies.

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10. 10	Where things are not improving, what should be done?	(i) Wide consultation; (ii) Stakeholders engagement to proffer solution; and (iii) Recommendations and policy formations.

PROPOSED NEXT STEPS

- Automation of the entire process of service delivery in the FMITI;
- Ensure the qualitative and quantitative service delivery standards and principles are strictly adhered to;
- Provision of more intervention funds and credit guarantee schemes to manufacturers to ensure that they have more access to funds in single digits; and
- Preference to allocation of foreign exchange to the manufacturing sector.

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CHAPTER 34: INSURANCE REFORM

THE PROBLEM:



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The National Insurance Commission (NAICOM) was established in 1997 by the National Insurance Commission Act 1997 with responsibility for ensuring the effective administration, supervision, regulation and control of insurance business in Nigeria and protection of insurance policyholders, beneficiaries and third parties to insurance contracts establish standards for the conduct of insurance business in Nigeria. Since its establishment NAICOM has continued to ensure strict compliance in regards to approve rates of insurance premiums which is to be paid in respect of all classes of insurance business, ensure adequate protection of strategic Government assets and other properties, regulate transactions between insurers and reinsurers in Nigeria and those outside Nigeria, act as adviser to the Federal Government on all insurance related matters, approves standards, conditions and warranties applicable to all classes of insurance business. However, even with the various reforms put in place by NAICOM to improve the insurance sector in Nigeria, it is still facing some reoccurring problems.

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Some of these problems are listed below:

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- Manually driven work processes.
- Obsolete and prescriptive insurance legal framework.
- Weak financial condition of insurance companies.
- Impact of COVID-19 on the insurance industry and Nigerians.
- The signing of the Africa Continental Free Trade Area (AFCFTA) on the Nigerian insurance industry.
- Lack of succession and manpower planning.
- Financial exclusion
- Compliance based supervision.
- Low insurance penetration.

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REFORMS

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REFORM ACTIONS OF NAICOM 2015 -2017

NAICOM

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- **Consolidation of no-premium-no-cover:** NAICOM introduced the consolidation of reforms of over seven years such as no-premium-no-cover, International Financial Reporting System (IFRS) and risk- based capitalization aimed at raising the cash flow of insurance companies and reduce complaints on non-settlement claims;

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- Restructuring initiative and market development
- **Establishment of Timetable Publication:** Establishment of a time table for publication of reports, guidelines and the introduction of a new minimum capital to carry out insurance business in Nigeria (2016)
- Sanctions placed on insurers who act against the local content policy
- **Introduction of Operational Guidelines:** NAICOM introduced four different forms of operation guidelines in the insurance sector such as web aggregator's operational guidelines, state government's implementation of compulsory insurance guidelines, independent agent's operational guidelines and the mutual organizations, associations, community based micro guidelines.

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REFORM ACTIONS OF NAICOM 2018 -2020

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- Automation of the Commission's Process.
- Licensing of additional insurance companies.
- The Insurance (Consolidated Bill).
- Actuarial Capacity Development Programme.
- Market Development, Alternative Distribution Channels and Financial Inclusion Initiative.
- COVID-19 Regulatory forbearance and palliatives.
- The NAICOM Academy.
- Regional Integration.

- Interactive sessions with Stakeholders of Nigerian insurance industry.
- Roadmap for transition to Risk Based Solvency Regime.
- AML/CFT Training Workshop (Anti Money Laundering).
- IFSR 17 Working Group consisted and inaugurated.
- Constituted a Joint NAICOM/Pen Com Committee on Retiree/Life Annuity, Compulsory Group Life and Retirement Pack in 2019.

MAIN ACHIEVEMENTS

Reorganization of the Commission – In furtherance of the Governing Board's resolve to reposition the Commission for effective discharge of its regulatory responsibilities, the operational structure of the Commission was reorganized and staff deployed. Sequel to the reorganization and movements of staff, a review of the Divisional composition was carried out. The Commissioner's Division is now comprised of 1 Directorate and 9 Departments/Units reporting directly to the Commissioner for Insurance while Technical Division is now composed of 3 Directorate and 1 Department, whereas the Finance & Administration Division is now made up of the 2 Directorates. In addition, the Commission commenced a process to acquire a new Head Office in order to create a more conducive working environment for its staff, boost productivity and improve regulatory effectiveness, enhance its image and meet the growing needs of its various stakeholders.

Recapitalization Exercise – As part of the Commission's strategy to reposition the insurance industry to contribute optimally to the economy, the Commission reviewed upwards the minimum paid-up share capital of insurance and reinsurance companies as follows:

S/N	Class of Business	Existing Minimum Paid-up Capital	Reviewed Minimum Paid-Up Capital
	Life	#2 billion	#8 billion

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	Non-Life	#3 billion	#10 billion
	Composite	#5 billion	#18 billion
	Reinsurance	#10 billion	#20 billion

Clarification circulars have been issued to facilitate clearer perception of the recapitalization exercise, reduce ambiguity and increase transparency of the exercise. Recapitalization plans and subsequent progress reports submitted by the companies have been reviewed and the outcome conveyed to the companies. Following analysis of the recapitalization plan and progress which revealed the need for extension of the terminal date of the exercise, the commission extended the terminal date of the exercise from June 2020 to December 2020.

However, due to the outbreak of COVID-19 pandemic the Commission extended and segment the recapitalization process into two phases. In the first phase, 50% of the Minimum Paid-up capital for Insurers and 60% for Reinsurers shall be met by 31st December, 2020. In the second phase, all insurance and reinsurance companies are required to fully comply with the remaining 50% and 40% Minimum Paid-up Capital requirement respectively, not later than 30th September, 2021.

In order to enable seamless exercise, the Commission constituted an in-house Committee to monitor and coordinate the exercise. The Commission is monitoring efforts by insurance institutions to comply with the recapitalization requirements. The successful conclusion of the exercise is expected to enthrone a sound and healthier insurance industry.

The Commission's Process: The Commission has recently concluded automation of the NAICOM Portal (Insurance Industry Policy & Licensing Portal). The digital platform will capture all insurance policies issued in Nigeria, generate a unique policy identification number for all policies and acts as a central repository for statistics on all insurance policies as well as verification of policies. Phase 1 of the NAICOM Portal which is intended to capture all insurance policies. Phase 1 of the NAICOM Portal which is intended to capture all insurance policies issued across the country and also provide a link with the Commission's licensing and other authorization processes has been

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concluded and is ready for deployment. The Commission is also currently working assiduously to conclude the digitization of the operations of the Commission's support departments.

Regional Integration: In line with ECOWAS' mission to promote economic integration in the West African sub-region, the process which may lead to the harmonization of insurance laws and practices in the West African sub-region under the auspices of West African Insurance Supervisors Association (WAISA) and the West African Monetary Zone has been presented and is been deliberated upon. The need for harmonization has been heightened by Nigeria's signing of the AFCFTA Protocol and also the need to continue to work with our regional counterparts to realize our vision of a harmonized and integrated insurance practices in the sub-region. All these would ultimately enhance cross border transactions.

Furthermore, as part of the Federal government's determination to enhance FDI inflows, the Federal Executive Council approved Nigeria's membership of African Trade Insurance Agency (ATI), a Multilateral Political Risk and Credit Insurer promulgated by International Treaty and established by African Member States with World Bank technical and financial support. The Federal Government of Nigeria has ratified the ATI's treaty thus, concluding Nigeria's membership of the Agency, this has created additional insurance capacity for foreign investment, sovereign and commercial transactions in the country.

Financial Inclusion Drive – Micro insurance & Takaful Insurance: As part of the Commission's resolve to achieve better insurance accessibility and acceptance in Nigeria, the Commission initiated a Financial Inclusion drive for the hitherto excluded but significant proportion of the populace (using Micro insurance). Four Takaful insurance companies and four micro insurance companies have been granted authorization to transact businesses in Nigeria and are now operational in Nigeria. These developments have increased employment creation and reduce the level of vulnerability of the populace.

Alternative Distribution Channels – Banc assurance: In order to expand the insurance distribution channel, the Commission resolves to license alternative distribution channels such as Banc assurance, Web Aggregators, State Insurance Producers, Independent Agent and Mutual Organization. This is expected to increase access to insurance services and bridge the gap between the expected demand of government/citizenry and supply of insurance products. With regards to Banc

assurance, for instance, the Commission in collaboration with the Central Bank of Nigeria, issued a Banc assurance Guidelines. The implementation of the framework has resulted in the grant of approval for eighteen (18) out of the twenty (20) applications. These channels are currently being utilized as a medium for offering insurance products to the Nigerian populace. The remaining two (2) applications are at different stages of approval.

Interactive Sessions with Major Stakeholders of the Insurance Industry: In order to facilitate better understanding of the concerns, views and challenges of stakeholders of the industry, the Commission incepted interactive sessions with major consumers of insurance, major shareholders associations, insurance correspondents and editors. The sessions enabled full appreciation of the views, concerns and challenges of consumers of insurance products and facilitated seamless regulatory policies aimed at ensuring protection of insurance consumers as well as intimate them of the developments in the Nigeria Insurance sector such as the recapitalization exercise and other regulatory initiatives.

AML/CFT Training Workshop (Anti Money Laundering): In line with the Federal Government's zero tolerance for corruption campaign, the Commission conducts regular training and onsite inspection to ensure compliance with the requirement of the International Cooperation Review Group (ICRG) of the Financial Action Task Force (FATF).

IFRS 17 Working Group: In March 2020, the Commission inaugurated the Insurance Industry Financial Reporting Working Group (IIFRWG), an advisory and consultative team for the purpose of seamless adoption of the International Financial Reporting Standards (IFRS) 17 in Nigeria. The Committee has been meeting regularly.

Joint Regulatory Matters: In recognition of joint regulatory responsibility over Retiree/Life Annuity, Compulsory Group Life and Retirement Pack, the NAICOM/Pen Com Committee was constituted to review the Regulation and Guidelines on Retiree/Life Annuity, Compulsory Group Life and Retirement Pack in 2019. The Guidelines and Regulations provide clarity to stakeholders on provisions of PRA 2014 in areas relating to Retiree Life Annuity to facilitate informed decision, ensure safety of Retiree Life Annuity funds and assets, address concerns of mis-selling and de-marketing by pension and insurance operators as well as bring stability into the financial sector of the economy. The Revised Guidelines and Regulations has been concluded jointly issued by NAICOM and PENCOM.

Issuance of New Licenses: In furtherance of the Commission's resolve to enhance availability of insurance products as well as increase local insurance market for new insurance/reinsurance operators. In this vein, the process for licensing of the following as insurance entities has been concluded and authorization letters issued awaiting formal issuance of license:

- Enterprise Life Assurance Company Nigeria Limited;
- Heirs Insurance Limited (General);
- Heirs Life Assurance Limited;
- Stanbic IBTC Insurance Limited;
- FBS Reinsurance Company Limited;
- Salam Takaful Insurance Company;
- Cornerstone Takaful Insurance Company Limited;
- GOXI Micro-insurance Limited;
- Casava Micro-insurance Limited;
- Shagamu Micro-insurance Limited;
- Consolidated Hallmark Limited

The process for formal issuance of an operational license is nearing completion. This is the first time in decades that new insurance operators are being licensed in Nigeria.

The Insurance Bill: The review of all insurance legislations was incepted in 2009 by the Federal Government. The passage of the Consolidated Insurance Bill is expected to, among others, enhance the powers of the Commission to supervise the Nigerian insurance industry and to decisively deal with emergent situations in the market such as risk-based supervision, management of distressed companies, improve funding of the Commission, etc. A major breakthrough was recently achieved with the second reading of the Bill at the National Assembly. The Commission will continue to liaise with the relevant Committee of the National Assembly to facilitate early passage of the Bill into law.

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Actuarial Capacity Development Programme: The implementation of the programme which is aimed at developing 100 Certified Actuarial Analysts and at least 5 Associate/Fellow Actuaries in Nigeria by the year 2024 is ongoing. To this end, the Commission in January 2020 held in Lagos a Sensitization programme on Actuarial Development. The purpose of the workshop was aimed at developing the necessary professional skills set and talent to drive the insurance sector. Subsequently, 70 candidates have indicated interest in sitting for the Examination and Pre-Assessment test earlier scheduled for March 2020 has been rescheduled for a later date due to COVID-19. The Test will determine successful candidates that would be registered for the Examinations. The development of actuarial capacity in Nigeria is an important component of the Commission's strategic focus and would continue to implement the programme.

The NAICOM Academy: As part of efforts to provide human capacity development for NAICOM and the insurance industry in the sub-region, the commission established an Academy. The NAICOM Academy keys into the Government's avowed intent to develop human capacity in Nigeria and efforts are ongoing to ensure commencement in the fourth quarter of 2020.

Market Development: In furtherance of Commission's insurance market development initiative, sensitization of the polity on the benefits of insurance is ongoing and discussions with relevant security agencies as well as State Governments has commenced. This is intended to facilitate enforcement of compliance with compulsory insurances in Nigeria. To this end, the Commission recently met with the Ekiti State Governor/Chairman of the Governors' Forum, who has been requested to avail the Commission with the platform of the Governors' Forum to speak to the Governors of the 36 states of the Federation. In addition, efforts are ongoing to secure the support of the other state Governors for the proposed enforcement of compulsory insurances across all the states. With respect to Insurance Government Asset and Liabilities, the Commission is putting together Guidelines for the insurances of government assets. The document is at its final review stage.

KEY CHALLENGES

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Prescriptive legislation and stale legal framework which has made exercise of discretion in decision making difficult, prevented principles based regulatory actions and constrained the Commission from taking proactive remedial regulatory action in the management of distressed companies.

Intransigent disposition of a number of insurance operators who leverage their contacts in government to prevent required regulatory reforms and actions.

Non-adherence by Government Agencies to insurance laws and mandatory insurance provisions despite the obvious benefits of insurance as a veritable tool for risk mitigation such as not taking adequate insurance cover, delay or non-payment of premiums thereby exposing important critical assets of government.

Stiff Competition among players through price competition and attendant difficulty in meeting claims obligations when the insured losses materialize.

Undue interference in the Commissions' discharge of its statutory duties by superior organs and agents of government.

Poor Perception of the Nigerian Insurance Industry which has led to public apathy to insurance by the populace.

Others include lack of awareness, high financial literacy, relatively high poverty rate, cultural hindrances, inadequate skilled human capacity, high reliance on corporate business, weak agency system and fraudulent claims. Others are poor business infrastructural facilities, lack of Innovation in product development, lack of awareness on the part of consumers on the uses/suitability of insurance products, low level of literacy, apathy and ignorance, misconception of insurance as similar to banking, long judicial process and lack of data.

ASSESSMENT OF REFORM INITIATIVES

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	YES. It has gone a long way to improve the turnaround period.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	YES. More people now have access to insurance via takaful insurance operators and micro insurance
3.	Have the reforms reduced the cost of governance	YES
4.	Have the reforms made the services more affordable for citizens	YES
5.	Have the reforms reduced corruption	YES
6.	Have the reforms reduced unnecessary bureaucracy and red tape	YES. Authorization and approval by the Commission would be done through the NAICOM Portal reducing human interaction and reducing the turn-around-time.
7.	Is the reform initiative likely to lead to improved development outcomes?	YES

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8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving as there is cost reduction and improved turnaround time
9.	Where things are improving, will those improvements endure	YES
10.	Where things are not improving, what should be done	Not applicable.

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PROPOSED NEXT STEP

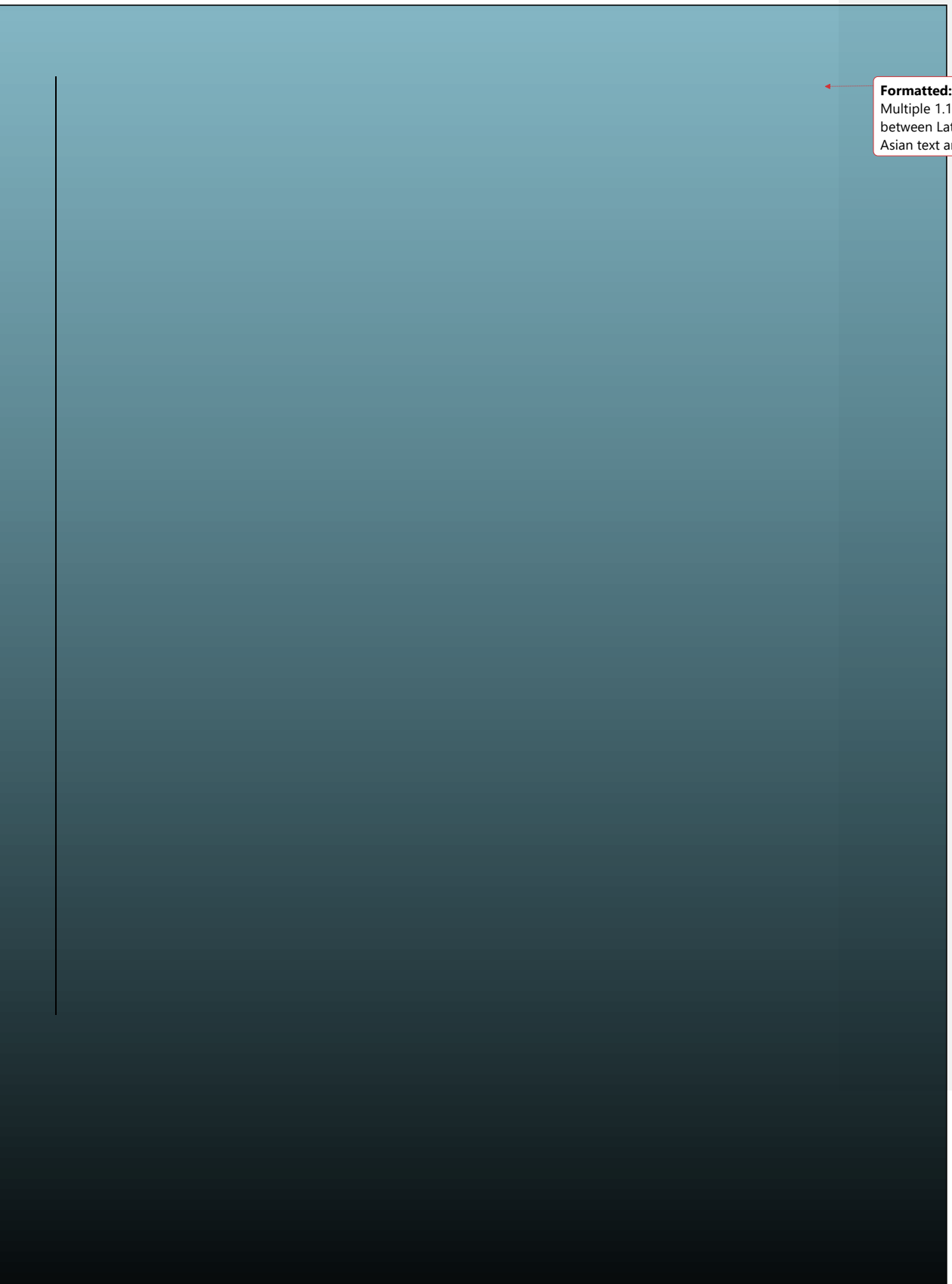
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- Specify information technology standards for the Industry

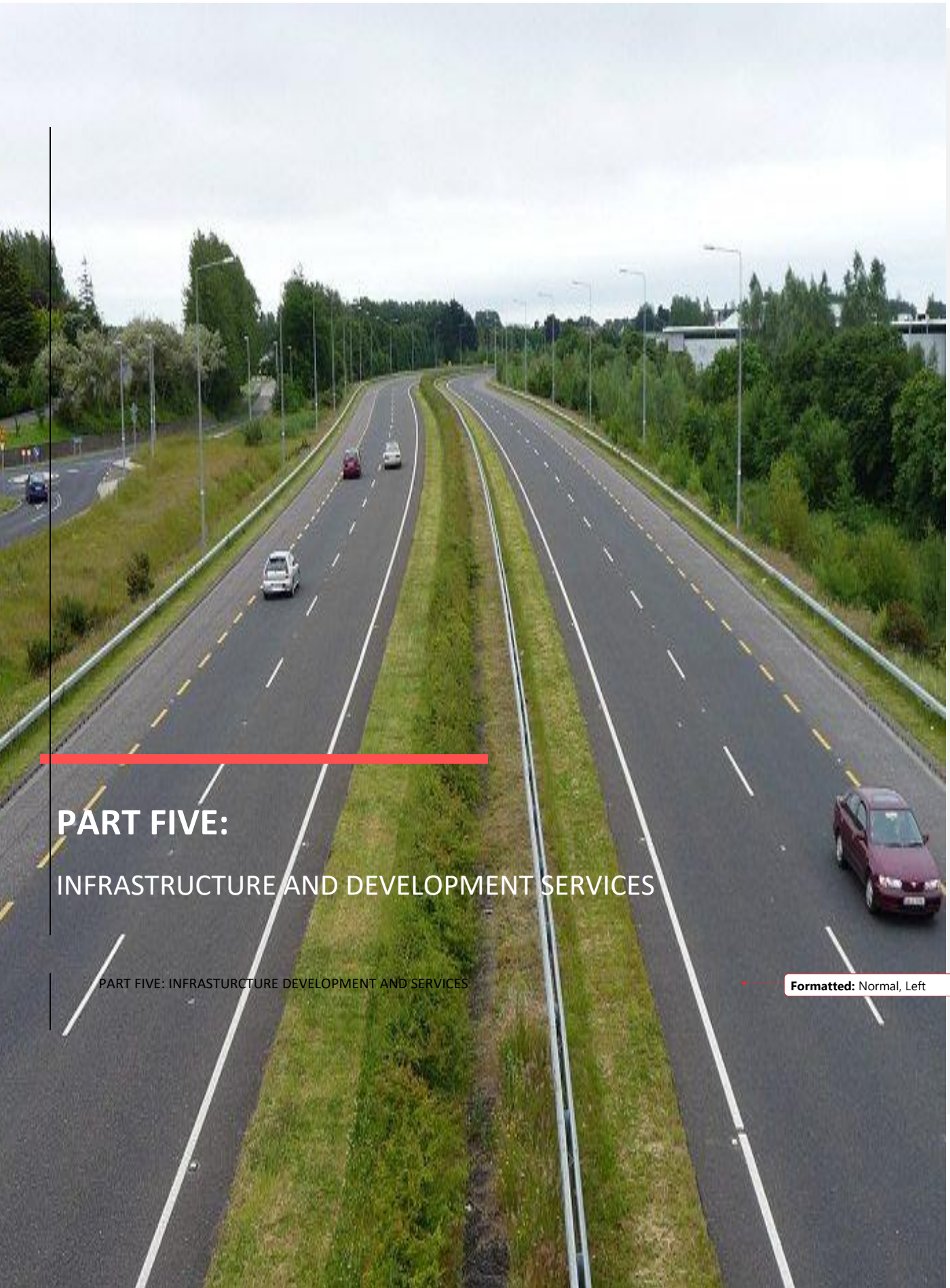
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- Strengthen relevant organs/institutions to develop and implement an Actuarial Development Framework and partner with the College of Insurance & Financial Management (CIFM) and the Nigeria Actuarial Society (NAS) on the development of Certified Actuarial Analysts in Nigeria.
- Issue guidelines on alternative distribution channels.
- Institute Framework for enforcement of compulsory Insurance and establish/implement a framework for a coordinated public education and awareness creation.
- Develop and agree a Plan for the West Africa Regional Market integration initiative with West African Insurance Supervisors Association.
- Conclude the first phase of an upward review of the minimum paid-up share capital of (re)insurers, continually monitor progress.
- Commence development of internal capacity for risk based solvency framework.

- Harmonize/update the regulatory returns templates and institutionalize review of regulatory returns.
- Incept the development and implementation of a robust framework for Crisis Preparedness, Contingency Planning, Business Continuity and Recovery.
- Agree Industry framework for customer satisfaction measurement and conduct Industry customer satisfaction survey.
- Develop and implement a framework for utilization of the Security and Insurance Development Fund (SIDF) and optimize utilization of NAICOM's fund in the TSA through interest yielding investment.
- Develop a Service Charter System for each arm of the Industry.
- Redesign the office layout of the Head Office and renovate the Head Office and Zonal Offices, reform filing and documents management system and introduce internal service level agreements and monitor compliance, review and update the Organizational Structure and redeploy staff.
- Review the MCPD system and reduce the duration and number of recognized professional bodies for MCPD to very relevant or core professions.
- Issue and implement framework for effective utilization of Zonal Offices.
- Identify and prioritize acquisition/conclusion of IT Infrastructural needs like Attendance Management System (Biometric server-linked), EDMS, NAICOM Portal, Visitor Management System, BPM/Automation, etc.
- Conclude action on the commencement of NAICOM Academy to provide human capacity development programmes for staff and the insurance industry.
- Deploy framework for IT supervision of regulated entities by December 2021.



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PART FIVE:

INFRASTRUCTURE AND DEVELOPMENT SERVICES

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CHAPTER 35: TRANSPORTATION SECTOR REFORMS: AVIATION, INLAND WATERWAYS, PORTS, ROADS AND RAIL

THE PROBLEM



Transportation is a necessary requirement for all nation, regardless of population, capacity and the economic and technological development. The transportation system is a very integral path of every nation, this is as a result of the fact that it helps in building socio- economic ties between regions in the same state and globally. The transportation system in Nigeria comprises of various sub-sectors which includes aviation, railway, inland waterways, ports and roads. The ministries and agencies responsible for ensuring that this sector is sustained include:

The Federal Ministry of Transportation:

The mandate of the Federal Ministry of Transportation is to ensure fast, safe, efficient, affordable, convenient, integrated and inter-modal transport system that facilitates

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Nigeria's socio-economic developmental needs and enhances the quality of life of the public.

Ministry of Aviation:

The Federal Ministry of Aviation was one of the Federal Ministries of Nigeria that regulates air travel and aviation services in Nigeria.

Federal Airport Authority of Nigeria (FAAN)

Federal Airports Authority of Nigeria (FAAN) is a service organization established by FAAN Act, Cap 5 laws of the Federation of Nigeria, 2004. It is thus charged to manage all commercial airports in Nigeria and provide service to both passenger and cargo airlines. The authority is responsible for creating conditions for the development of air transport and services connected with it, in the most economic and efficient manner. It is authorized to charge to cover costs of the provisions of its service.

Nigerian Ports Authority (NPA)

The Nigerian Ports Authority (NPA) is a federal government agency that governs and operates the ports of Nigeria**.**

These ministries and agencies of government have works tirelessly to ensure the transportation sector in Nigeria delivers expected services to its citizens, socio-economic development and to also ensure the sector can compete with world standards.

In recent times, and even in the previous compendium these agencies have encountered reoccurring problems such as inadequate and obsolete infrastructure, safety and security of airports environments, passenger comfort, lack of transport infrastructure/services and synergy between the various models of transportation, absence of coherent transport policy.

REFORM ACTIONS FROM 2015-2017

AVIATION

- The launching of an aviation roadmap with emphasis on the adoption of Public Private Partnership (PPP) for the establishment of National Carrier, Maintenance, Repair

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and Overhaul (MRO) facility. Leasing Company, development of Cargo/Agro –Allied Terminals and Airport Cities.

- Infrastructural development that covers remodeling of terminal buildings.

ROADS AND MASS TRANSIT SUB-SECTOR

- Development of a national road Map/ Road Transport Manual, for road Mass Transit operations

- Commencement of the compliance with protocols and conventions on road transport administration acceded to by the Federal Government.

PORTS AND MARITIME SECTOR

- The adoption of technologically driven innovations: e.g. the introduction of International Cargo Tracking Note (ICTN). Integrated Advanced Cargo and Customs Clearance System, with scanning, sealing and tracking (SST) capabilities.

- Establishment of integrated port and Maritime Data Centre to further enhance efficiency and transparency

RAIL SUB-SECTOR

- The railway concession arrangement which has seen the successful concession of part of the narrow gauge line to the General Electric (GE).

INLAND WATERWAYS SUB-SECTOR

- Construction of concrete jetties and ramps

REFORM ACTIOND FROM 2018 -2020

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AVIATION

- The Federal Ministry of Aviation has consolidated reforms to ensur that the airports around the country has maximum security and are safe for citizens and non-citizens alike. The are also invested initiatives the looks to improve passenger comfort;
- The ministry has put in place measures to ensure comfort of air travelers;
- Creation of a professional and efficient transport system;
- Building a robust air transport industry that is pivotal to Nigeria's socio- economic development;
- Creation of Aviation commits initiative

ROADS AND MASS TRANSIT SUB-SECTOR

- Restriction of motorcycles on major highways
- Enforcement of protective helmet
- Creation of railway station for ease of movement

PORTS AND MARITIME SECTOR

- Creation of electronic call up system
- Formulation of policies to serve as incentives for stakeholders coming into the country to do business in ports across the country

FEDERAL AIRPORTS AUTHORITY OF NIGERIA (FAAN)

Airports have become a nexus for wide-ranging network of commercial activities with significant impact on local, national and global economies. They are now key growth contributors to the states in supporting a flurry of direct and indirect jobs, not to mention tourism, trade and business. In this light, our aviation industry is up and doing as it was recognized as the fastest growing sector of Nigerian economy in 2019, according to the report of the National Bureau of Statistics.

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"Our public mission as a statutory body goes beyond operating the airport as a business; we are putting the interests of Government, the people of Nigeria and our stakeholders at the heart of what we do. We connect Nigeria to the world, providing vital links supporting the economic and social growth of the nation". Capt Rabiu H. Yadudu.

Statistics from National Bureau of Statistics indicated that "Aviation industry generated N198.62 Billion, translating to a contribution of a 0.14% to the GDP in 2019." The table below captures our traffic in the period 2018-2020.

PASSENGER, AIRCRAFT AND CARGO TRAFFIC MOVEMENTS 2018-2020

YEAR	PASSENGER TRAFFIC	AIRCRAFT MOVEMENT	CARGO TRAFFIC (Kg)	MAIL TRAFFIC (Kg)
2018	16,371,674 International (4,430,310) Domestic (11,941,364)	251,539	164,938,399	39,109,595
2019	17,580,081 International (4,628,348) Domestic (12,951,670)	250,991	230,506,527	55,62m
*2020	5,520.636 International (1,037,523) Domestic (4,483,113)	100,332	116,154,200	33,380,224.6

**2020 figures are provisional (Jan-Sept)*

As can be seen the total number of passengers who passed through Nigerian airports witnessed a growth of 7.4% on Year-Over-Year basis from 2018, representing 17,580,081 passengers in 2019. Out of this, 4,628,348 were international passengers while 12,951,670 were local passengers.

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To facilitate a deliberate coordination of reforms and service delivery that will match the growing traffic trend in FAAN, the Managing Director directed that the programs for driving his reform agenda be summed up in these broad strategic initiatives:

- *SAFE AND SECURE AIRPORTS*
- *IMPROVEMENT OF PASSENGER COMFORT*
- *CREATING AN EFFICIENT AND PROFESSIONAL AIR TRANSPORT SYSTEM*
- *BUILDING A ROBUST AIR TRANSPORT INDUSTRY THAT IS PIVOTAL TO NIGERIAN'S SOCIO-ECONOMIC DEVELOPMENT, AND*
- *AVIATION COMMITS INITIATIVE*

Some of the remarkable and measurable achievements made in the broad strategic initiatives under the period are summarized below:

1. Safe and Secure Airports with the following landmark achievements

~~i.~~ Provision of 45 carry-on Baggage Screening machines

~~ii.~~ Provision of 40 Hold-on Baggage Screening machines

~~iii.~~ Provision of 15 Cargo Screening machines

~~iv.~~ Provision of 4 3D Body Scammers

~~v.~~ Refurbishment of 6 Fire Tenders

~~vi.~~ Full maintenance of 36 Fire Tenders

~~vii.~~ Reconstruction of runway and isolated repair of the Taxiway and Apron at: Nnamdi Azikiwe International Airport, Abuja, Akanu-Ibiam International Airport, Enugu,

~~viii.~~ Expansion of 2 Aprons and Runways

~~ix.~~ Perimeter fencing and operational road construction and maintenance at the following airports: (Ibadan, Kaduna, Jos, Sokoto, Yola, Enugu,

~~x.~~ We Have successfully updated our Aerodrome manuals and Standard Operating Procedures (SOP)

~~xi.~~ We have also successfully implemented Aviation Safety Block Upgrade (ASBU)

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~~xii.~~ Successfully maintained “Emergency and Humanitarian Flight Operations during the heat of the Covid-19 pandemic without incidents

~~xiii.~~ Successfully trained our staff and implemented WHO-ICAO and PTF on Covid-19 protocols for “Restarting Domestic and International Operations” in the airports.

~~xiv.~~ Complete remodeling of Kaduna Airport to International standards.

~~xv.~~ Reconstruction and expansion of the MMA Oshodi access road into a 10 lane Expressway by the Lagos State Government in collaboration with FAAN

~~xvi.~~ Provision of bomb containment vessels at some airports

~~xvii.~~ Provision of Transit Lounge at Murtala Muhammed International Airport, Lagos

~~xviii.~~ We received “A” rating in Safety and Security operations by International Civil Aviation Organization (ICAO).

~~xix.~~ Procurement and Installation of Conveyor Belt at Ilorin, Jos, Makurdi, Sokoto and Akure

~~xx.~~ Acquisition of two Firefighting Simulators for Zaria and Abuja Airports.

~~xxi.~~ Procurement and Installation of Solar Powered Airfield Lightening system at Ten airport

~~xxii.~~ Remodelling and upgrade of Terminal Wing D, Abuja.

~~xxiii.~~ Production and Installation of Information desk at Abuja, Lagos, Port-Harcourt and Enugu

~~xxiv.~~ Review and establishment of Safety Policy and Objectives for the entire organization in 2020.

~~xxv.~~ On-going automation of safety oversight function 2020.

In aviation, it is safety first! Consequently, we have redoubled our determination to improving the facilities to sustain the international best standards in order to exceed the present threshold. And these have enabled conducive environment for a safe and secure handling of passenger, aircraft and goods at world standard of quality.

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2. Improvement of Passenger Comfort witnessed the following reforms under the period

~~i.~~ Provision of 46 Conveyor belts distributed to all airports according to need

~~ii.~~ Completion of Baggage handling systems for Enugu and Owerri Airports

~~iii.~~ Installation of 30 Counters in Lagos, and 18 in Port-Harcourt

~~iv.~~ Provision of 75 units of Air-conditioners for MMIA

~~v.~~ Improvement of airport furniture in 15 Airports

~~vi.~~ Full implementation of the "Executive Orders"

~~vii.~~ FAAN subscribed to the ACI Airport Service Quality (ASQ) A Survey Programme to measure passengers experience with the view of improving comfort and facilitation.

~~viii.~~ Provision of thirty-six (36) customer service work stations and one hundred and twenty (120) office chairs across airports.

These facilities are for comfort and easy facilitation of our passengers.

3. Creating an Efficient and Professional Air Transport System

~~i.~~ Completion and Commissioning of new Terminal Buildings at Abuja and Port-Harcourt International Airports. Those of Kano, Lagos and Enugu airports are on the verge of completion.

~~ii.~~ Completed the remodeling of 12 terminal Buildings at domestic airports namely: ((Lagos, Abuja, PHC, Enugu, Jos, Kaduna, Owerri, Ibadan, Akure, Maiduguri, Yola)

~~iii.~~ Completed the construction of Pilot briefing room and Lounges and Rest Areas at Abuja, Lagos and Kano airports)

~~iv.~~ Launch of Aviation Portal for the provision of real-time information to passengers and feedback from them

~~v.~~ Full implementation of the Executive Order of Doing Business in our airports.

These facilities have changed the negative perception of passengers on our airports.

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4. Building a Robust Air Transport Industry that is Pivotal to Nigeria's Socio-economic Development

~~i.~~ Committed to the BASA agreement and other bilateral and multi-lateral agreements. Nigeria is a signatory to Bilateral Air Service Agreement (BASA) with over 78 countries in which air travelers can fly directly to.

~~ii.~~ And now, with the attainment of Category One Certification of the Federal Aviation Administration (FAA) of America, any Nigerian registered carrier can now fly directly into the United States of America.

~~iii.~~ We have successfully installed ultra-modern landing instruments at the various airports.

~~iv.~~ And recently commissioned the graduation of 727 Aviation Security and Fire Staff for FAAN.

5. Aviation Commits Initiative.

This is aimed at establishing minimum benchmarks across critical functions of the organisation with a view to ensuring proper measurement of Performance and applying sanctions in cases of service defaults. This will enable the organisation to keep an eagle's eye on key performance parameters that guarantees passenger satisfaction and achievement of organisational goals.

- Towards achieving this goal, the Planning, research and Statistics Department produced a handbook on performance management "Performance Management Reporting Modules for FAAN"
- Introduced Electronic billings and payment system at all airports
- Improvement of our non-aeronautical revenue sources at our car parks by introducing pay-as you-go and modernization of the car parks
- Prioritization of completion of abandoned projects.
- We have harmonized existing Government policies and Practices of Public Procurement Act and Executive Order 5

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- FAAN Training School was Certified by ACI as a Centre of Excellence with the objective of establishing a training facility of excellence in the Western and Central African Region
- Reform of FAAN's financial management system in line with the Fiscal Responsibility Act.
- Updated Staff audit with full Biodata capture
- Provision of mandatory/soft skills training for the entire workforce.
- Strengthened collaboration with ICAO/ACI on AMPAP and other related Airports Programmes.

These measures not only enhanced our performance but also gave impetus to our drive towards financial self-sufficiency through cost-recovery measures.

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MAIN ACHIEVEMENTS

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AVIATION AND FAAN

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- Achieved Airport Certification;
- (On-going) development of Airport Master Plans for Seventeen (17) Airports;
- Completion of five (5) Terminals at our International Airports being constructed by Chinese firm.

ROADS AND MASS TRANSIT SUB-SECTOR

The establishment and commissioning of major railways and roads across Nigeria has been a major achievement in the transportation sector in other to improve ease of movement among the citizens of Nigeria and reduce traffic congestion.

PORTS AND MARITIME SECTOR

- Inauguration of new port terminal in Apapa to boost efficiency and service delivery.

- Improvement of the Nigerian maritime administration and safety agency in the area of regulation
- Commission of two tug boats in line with government desire at sustaining the ease of doing business
- Increase in revenue generation 2018 (282.418 billion) 2019(300 billion) contribution to CRF in 2018 is peaked at 33.6 billion.

KEY CHALLENGES

- Paucity of funds
- 25% remittance of our IGR to Federal Government.
- Gridlock
- Inadequate Funding
- Wide spread of low occupancy vehicle for public transport
- Environmental pollution

ASSESSMENT OF REFORM INITIATIVES

In assessing the existing reforms, here are the questions to be answered)

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of the public services delivered?	Yes.
2	Do more people now have access to services, including disadvantaged groups such as women, young persons,	Yes.

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	and people with disabilities?	
3	Have the reforms reduced the cost of governance?	Yes.
4	Have the reforms made the services more affordable for citizens	Yes.
5	Have the reform reduced corruption?	Yes.
6	Has the reform reduced unnecessary bureaucracy and red tape?	Yes.
7	Is the reform initiative likely to lead to improved development outcomes?	Yes.
8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Improving.
9	Where things are improving, will those improvements endure?	Yes.
10	Where things are not improving, what should be done?	Attending transportation programs to learn from the experience of other countries transport and researching into the problem areas and proffer solutions.

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PROPOSED NEXT STEPS

- Concession of four (4) Airports
- Completion and Commissioning of all terminals built by Chinese firm
- Completion of all perimeter fencing at all airports

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- Completion and Commissioning of all modernized and automated toll gates and parks.
- Development of Airport Master Plan for all the airports
- Safety and Security Vulnerability Assessment Study in the Airports
- Certification of more International Airports
- Second runway for Abuja Airport
- Update of Online library and Training Centre
- Adequate maintenance of air-side facilities in all the Airports
- Establishment of Maintenance, Repair and Overhaul (MRO) facility
- Establishment of Aviation Leasing Company (ALC)
- Establishment of transportation university in Daura in collaboration with the Chinese government
- Completion of the ongoing National Freight office at illela, Jibiya and Idiroko in addition to other land and transport projects

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CHAPTER 36: POWER SECTOR REFORM

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THE PROBLEM



The erratic power supply have become the norm in homes and offices in the nation. Power Generators, and, of recent, solar panels are another norm found in homes and offices across the nation because of the unpredictable nature of the

Though not much has been seen in the improvement of the power sector which as a result of several occurring problems:

- Backlogs in the progression mechanism for the core staff of the agencies
- Inefficient resource allocation for projects
- Inadequate monitoring and evaluation of projects

REFORM ACTIONS FROM 2015-2017

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- Power sector recovery plan
- Monthly sectorial meetings with all market participants
- Incremental, stable and uninterrupted power initiative
- Sustainable Energy for ALL-Action Agenda (SE4ALL-AA)
- Nigerian power content development policy
- Rural electricity strategy action plan

REFORM ACTIONS FROM 2018 – 2020

Some of the reform initiatives undertaken by the various agencies responsible for ensuring adequate and stable power supply are as follow:

DISTRIBUTION EXPANSION PROGRAMME

The Federal Executive Council (FEC) had on Wednesday, 17th January 2018 approved a distribution expansion programme (DEP) to expand 33KVA and 11KVA infrastructure across the country as a matter of urgent policy to ensure all of the 7000MW of electricity that can now be generated and transmitted (2000MW of which is now utilized) is delivered to paying customers.

Distribution Expansion Programme (DEP) comes up with intervention programmes that will procure and install distribution infrastructure across distribution franchise and further strengthen the 33KV and 11KV lines network on infrastructure and funding intended as a stakeholder loan to the Distribution Companies.

METER ASSET PROVIDER REGULATION

The Meter Asset Provider (MAP) regulation which became effective on April 3, 2018, following approval by the Nigerian Electricity Regulatory Commission (NERC) is aimed at ensuring that electricity consumers only pay for what they actually consume, fast track a closure of the metering gap and encourage the development of independent and competitive meter services in the electricity industry.

- MAP Regulation provides for the supply, installation and maintenance of end-user meters. It also introduces meter asset providers as a new set of service providers in Nigeria Electricity Supply Industry.

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- Initiation on assets management with proper documentation of all assets in the Ministry Store and frequent entry of Federal Ministry of Power assets into store ledgers in collaboration with office of the Accountant – Generation of the Federation as part of the fulfilment of IPSAS requirement.

- Setting of a procedure and a committee by the Finance and Accounts department to accelerate the retirement of advances process in the Ministry.

NIGERIA ELECTRICITY LIABILITY MANAGEMENT LTD/GTE

This is the first agency of its kind in Nigeria to manage liabilities and stranded assets of Federal Government's Privatised agencies liabilities were managed without achieving its result, such agencies include Nigeria Airways, NITEL, etc. whose liabilities are still lingering. A strategic operational architecture was developed to fit in to this reality in the agency.

RURAL ELECTRIFICATION AGENCY

- Promote a sustainable and supporting the unserved and underserved communities to improve quality of life and economic opportunities

- Shape REA into a top- tier agency by providing internal development programs, employee support initiatives and transparent work practices to solidify REA as an agency that builds and maintains its institutional capacity

MAIN ACHIEVEMENTS

- Issuance of free electric meter

- Developing of a **Triangular Verification Model (TVM**) to ensure that liabilities are properly verified before payments are affected.

- NELMCO was able to provide the necessary comfort, to the PHCN successor companies on pre- privatization liabilities, especially with respect to relief from debt burden.

- NELMCO developed a robust Electronic Data Management System.

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KEY CHALLENGES

- Funding
- Liability creep on inherited liabilities

ASSESSMENT OF REFORM INITIATIVES

S/N	QUESTIONS	RESPONSES
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance	Yes
4.	have the reforms made the services more affordable for citizens	Yes
5	Have the reforms reduced corruption	Yes
6.	have the reforms reduced unnecessary bureaucracy and red tape	Yes
	Is the reform initiative likely to lead to Improved development outcomes?	Yes

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8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving
9.	Where things are improving, will those improvements endure	Yes
10.	Where things are not improving what should be done	Mitigants like restructuring, seeking more funding/ budgetary appropriation, consultation with relevant stakeholders and Government Agencies

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PROPOSED NEXT STEPS

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- NELMCO consideration to warehouse post privatization liabilities; and

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- Debt restructuring, or debt swap to convert some creditors to holders of long term bonds.

Chapter 37: PETROLEUM SECTOR

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THE PROBLEM

The oil sector is crucial to the Nigerian economy. Although over the years, Nigeria has struggled to remain competitive in a global market. The oil sector accounts for more than 90% of foreign exchange earnings and about half of federal revenue. Some documented problems the sector currently faces include:

- Inefficiencies in petroleum products supply, distribution, and pricing;
- Inadequate linkages/collaborations with the Nigerian Oil & Gas Industry to cover interventions in all the aspects of the Oil & Gas value chain;
- Inadequate legal framework, especially the PIB and nuclear and radioactive policies;
- The refineries have functioned at less than 25% for about 5 years and Nigeria only consumes about 300,000 bpd of petroleum products, the balance of the DCAs are typically lost in a maze of unrecorded sales, swaps and corrupt practices;

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- NNPC lacks trading ability and retains the services of too many middlemen, creating difficulty in the marketing of its crude; and
- Poor financial reporting, process documentation and automation, and lack of transparency and accountability of NNPC.

REFORMS

PETROLEUM PRODUCTS PRICING REGULATORY AGENCY (PPPRA)

- Deregulation and Liberalization;
- Development of a strong Database for the sector;
- Development of Pricing Template/Tariffs for Downstream Sector infrastructure;
- Development of Alternative Energy Source thereby enhancing the Nation's Energy mix; and
- Periodic Review of Operators' Margin

PETROLEUM TECHNOLOGY DEVELOPMENT FUND (PTDF)

- Invested in human capital development, the PTDF has commenced efforts for the domestications of Intervention Funds, especially the Overseas Scholarship Scheme, with a view to stemming the escalating costs & relocating the benefits of these programmes from foreign training instructions & bodies to indigenous institutions;
- Efforts have also commenced for the creation of linkages with the Nigerian oil and gas industry with a view to ensuring that the benefits of PTDF capacity building interventions are seamlessly realized through increased participation of Nigerians in all aspects of the country's oil and gas value chain;
- Additionally, there are efforts for the utilization of oil and centers of excellence developed in strategic locations to drive the actualization of the Fund's mandate;

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- Cost cutting and waste reduction initiatives have commenced through institutionalization of efficient and effective internal processes, full regulatory compliance, and due process;
- Reposition PTDF to be a major source of cutting-edge research for the Nigerian for the Nigeria and global oil industry via the redesign of PTDF research roadman; and
- Developing a robust Response Plan and Business Continuity Plan for the Covid-19, pandemic.

NIGERIAN NUCLEAR REGULATORY AUTHORITY

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- Automating/Digitalization of NNRA operations;
- Improve human capital development by training and re-training of staff;
- Implementation of Federal Government executive orders for ease of doing business, efficient and effective service delivery etc;
- Ensuring safety and security of Nuclear Materials for accountability;
- Effective and Efficient collaboration with both internal and external stakeholders i.e International Atomic Energy Agency, Department of Energy of U.S.A etc;
- Improve budgetary monitoring through monitoring and evaluation (M&E) for efficient finance utilization;
- Development of a more robust legal framework based on international best practices;
- Ensure industrial compliance with global health, safety and environmental standards.

NIGERIA NATIONAL PETROLEUM CORPORATION (NNPC)

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- Adoption of open accounts system, publishing of NNPC accounts monthly;
- Cancellation of former crude oil swaps and offshore processing agreements;
- Reduction of crude oil lifting contracts from 43 companies to 21;

- Increased funding for JV ventures;
- Move towards Incorporated JV for some oil blocks;
- Unbundling of the PIB, presentation of first draft – Governance segment;
- Revamping of gasoline pricing template and reduction of subsidy;
- Process documentation, optimization and automation through the use of technology; and
- Development of cost reduction initiatives such as consultancy cost analysis, upstream cost reduction workshops.

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MAIN ACHIEVEMENTS

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PETROLEUM PRODUCTS PRICING REGULATORY AGENCY (PPPRA)

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- Deregulation and Liberalization;
- Price Liberalization: introduction of a Market-Based Pricing Regime
- Huge investment in Oil and Gas facilities/Foreign Direct Investment (FDI)
- Promotion of Local Content through massive indigenous investments
- Job creation
- Products availability
- Development of a strong Database for the Sector;
- Enhanced planning and informed-decision making by Government and Investors resulting in new investments
- Availability of information for Public & Private entities
- Development of Pricing Template/Tariffs for Downstream Sector infrastructure;

- Transparency and Accountability
- Attraction of Private Capital especially through the introduction of segmented margins
- Enhance ROI for operators
- Development of Alternative Energy Sources thereby enhancing the Nation's Energy mix;
- Enhanced domestic LPG Penetration
- Promotion of domestic Auto gas utilization;
- Reduced forex exposure on importation of PMS, AGO DPK;
- Periodic Review of Operators Margin;
- Ensuring a competitive and profitable downstream sector

PETROLEUM TECHNOLOGY DEVELOPMENT FUND (PTDF)

- Constitution of several teams to ensure the Fund's capacity building interventions are seamlessly realized in-line with the above listed reforms. The teams include but are not limited to Organizational Restructuring; SREM; Procurement; Strategic Linkages & Industry Collaborations; University Upgrade & Resuscitation; Enterprise Resource Management; PTDF Act; and Research & Innovation;
- Trained 1,435 Nigerians on the Overseas Scholarship Scheme (OSS);236 Nigerians on the Stakeholder Training Programme and attached 41 PTDF trained welders on the Post Training Attachment Programme (PTA) in the period under review. (2020);
- Funded 13 researchers in Nigerian Universities under the Professional Research Endowment Programme & Annual Oil & Gas Programmes;
- Completion of Phase I of the National Institute of Petroleum Studies (NIPS) Kaduna;
- Construction works at 73% completion at the Centre for Skills Development & Training (CSDT) Port Harcourt, Rivers State;

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- Construction work is at 81% completion at the Federal Polytechnic of Oil and Gas Bonny, Rivers State;
- The PTDF Act Review Team presented a draft bill which has been forwarded to the Honorable Minister of State, Petroleum Resources for consideration;
- Enhancement of collaboration/linkages had yielded collaborations with Dangote Refinery which had led to the constitution of the Zeolite Working Group in furtherance of the production of Zeolite catalyst in-country. Collaboration has also yielded deployment of 79 PTDF beneficiaries (M.Sc. & Ph.D.) to Dangote refinery for employment; and
- Development of Covid-19 response plan and Business Continuity Plan for the Fund.

NIGERIAN NUCLEAR REGULATORY AUTHORITY

- Improve governance in the nuclear industry;
- Enlightenment enhancement for state actors i.e National Assembly, NNRA Board members, Office of the National Security Adviser on international nuclear security policies;
- Having appropriate detection equipment for monitoring Nigerian Borders, both land, sea and international airports;
- Improve legal and regulatory framework with the assistance of the National Assembly.

NIGERIA NATIONAL PETROLEUM CORPORATION (NNPC)

- Documentation of over 500 processes in 10 business areas;
- Development and execution of people strategy initiative;
- Automation of several key processes e.g invoice processing, and document management;
- Reduced operational cost in upstream businesses; and

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- Reduced consultancy cost corporate-wide.

KEY CHALLENGES

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- Withdrawal of Oil Marketing Companies (OMCs) from import due to Prevailing foreign exchange rate regime;

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- Overlapping functions of Agencies in the Ministry;
- Price Arbitrage between Nigeria and Neighboring West African Countries encourages cross-border smuggling. Thus, the need to tackle the problem (exchange rate regime, zero taxation, etc.);
- Inadequate technology to ensure end-to-end Monitoring of Products Supply;
- Impact of Covid-19 pandemic on the sector;
- Inadequate funding;
- Need to improve synergy in the industry;
- Continuos human capital development;
- Security challenges in some part of the country;
- Inadequate awareness on nuclear and other radioactive materials by stakeholders and members of the public; and
- Internet connectivity still remains a pressing challenge, while crude theft and pipeline vandalism continues to affect operational cost.

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ASSESSMENT OF REFORM INITIATIVE

S/N	Question	Response

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1	Have the reforms improved the quality and quantity of the public services delivered.	Improving
2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes
3	Have the reforms reduced the cost of governance	Yes
4	Have the reforms made the services more affordable for citizens	Yes
5	Have the reforms reduced corruption	To an extent
6	Have the reforms reduced bureaucracy and red tape	No
7	Is the reform initiative likely to lead to improved development outcomes	Yes
8	In each sector or governance sphere, are things improving, staying the same or getting worse	Improving
9	Where things are improving, will those improvements endure	Yes, with proper monitoring and sustained policy tempo.

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10	Where things are not improving, what should be done?	Re-Strategize

PROPOSED NEXT STEPS

- The petroleum sector looks forward to a more vibrant downstream sub-sector where refining, supply, marketing, and distribution of products are self-financing and sustaining;
- Waiting for outcome from the newly created teams for onward implementation;
- National Assembly passage of the NNRA proposed bill and accorded presidential accent accordingly;
- Improve funding;
- Cost reduction program to be continued and rolled-out vigorously corporate-wide; and

Identify and automate other key processes in the corporation in a bid to continually support and sustain availability of IT tools and resources.

CHAPTER 38: WATER AND SANITATION REFORM

THE PROBLEM

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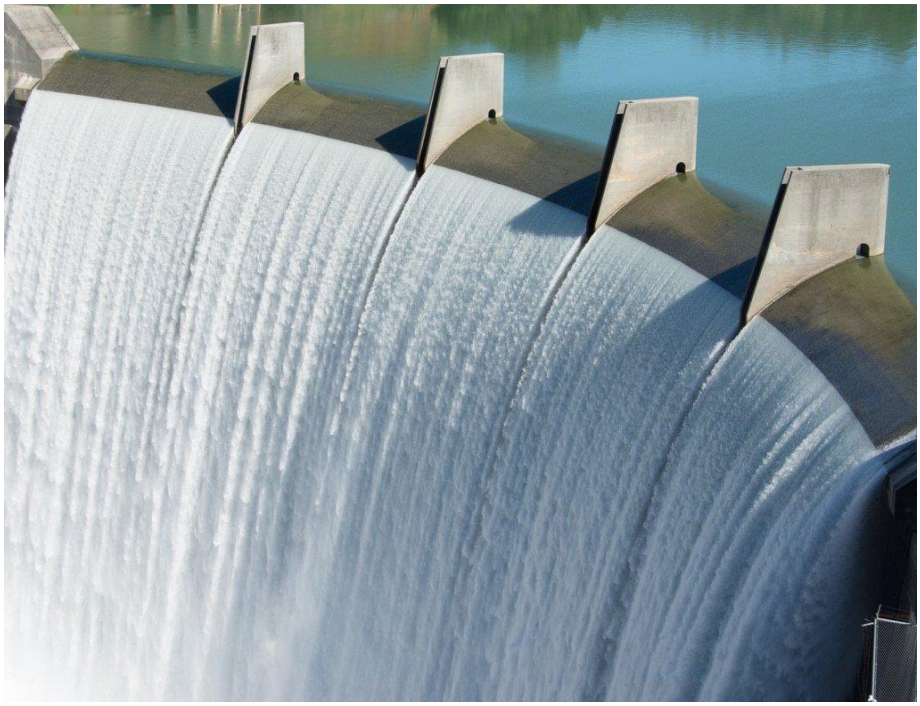
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The last compendium pointed out, an improvement in the supply of water but it fail to meet its 2015 target of 77% but as for sanitation there was no improvement as they also failed to meet 2015 target. Access to water is doing a little bit better compared to environmental sanitation, there are still major problem faced by this sector. Poor record keeping in the government establishment leading to data gaps, inadequate budgetary provisions and delay in disbarment, and incessant encroachment by communities and private individuals on river basin Development Authority land. This are problems that confronts water and environment sector in Nigeria.

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REFORMS

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2015-2017 REFORM

The water and sanitation sector receive massive support from development partners compared to other sectors. For example, UNICEF, World Bank, EU, USAID AND Water Aid all supported the sector's projects at the national and sub-national levels. This is the reason for many reform initiative and policies. The reform in this sector focused on:

- New water resource Policy;
- National Roadmap on Elimination of open Defecation;
- Amendment of the River Basin Act 2016;
- Revision and approval of the Nigerian Standard for Drinking Water Quality.

2018-2020 REFORM

WATER RESOURCES

- Advancing the implementation of the Urban Water Sector Reform Program to enhance sustainable water supply to urban areas with the support of Development Partners;
- Implementing a reform programme for State Water Agencies to improve capacity, revenue generation towards efficient operations and management of facilities with the support Development Partners including World Bank, African Development Bank, French Development Agency, etc. 15 states are currently participating in this reform programme;
- Creation of a new budget line by the Federal Ministry of Water Resources to support State that meet set conditions with up to 30% Federal Government contribution for Urban Water supply project initiated by the state;
- Construction of over 2,300 additional Water Points across the Country, creating 12,435 direct job and 24,870 indirect jobs from 2015 to date;
- Transforming irrigation Management in Nigeria Project (TRIMING) is aimed to improve irrigation management in Nigeria, reduce rural poverty through progressive management transfer to user-regulated bodies;

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MINISTRY OF ENVIRONMENT

The Federal Government is committed to addressing the sanitation challenges, including open defeacation in the country and ensuring proper management of excreta. This commitment is in line with the President of the Federation Republic of Nigeria's declaration of a state of emergency on water, sanitation and hygiene in the country in November 2018. The Federal Government also pledged public participation in NDC revision and implantation

MAIN ACHIEVEMENTS

WATER RESOURCES

- Approval by FEC to roll out a National Programme to End Open Defeacation in Nigeria by 2025 tagged "Clean Nigeria: Use the Toilet" Campaign;
- Signing of Executive order 009 "Ending Open Defeacation in Nigeria and other related matters";
- Inauguration of Steering Committee to provide oversight function to the clean campaign (CNC), chaired by the Vice President;
- Collaboration with National Orientation Agency (NOA) on the ODF campaign;
- Ongoing preparation of a Bill for an Act to prohibit Urination and Defeacation in the Open;
- Sensitization of water service providers on the importance of implementation of Water Safety Plan Urban Water Treatment plants;
- Development of Policy on Wastewater Management in Nigeria;
- Training of Monitoring and Evaluation Officers on the use and application of the (WASH Coms) in various communities to own, supervise and maintain WASH facilities;
- Tracking of all expenditure into the WASH sector by producing a WASH Account report showing what all sector actors spend on WASH yearly.

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MINISTRY OF ENVIRONMENT

- Establishment of Ten (10) additional National Park bringing the total number of National Park in the country to Seventeen (17);
- Activation of 60,000 Health Officers to enforce guidelines for School reopening;
- Reopening of Nigeria's airspace to domestic flight operations, the federal government disinfected airports and airplanes across the six geopolitical zones in the country as one safety measure to curb the spread of COVID-19
- The minister revealed that Nigeria has met its compliance obligations under the Hydrochlorofuorocarbons phase-out management plan of the Montreal Protocol;
- Minister pf Environment donates essential materials to Kaduna State government as he flags off decontamination and disinfection exercise in the state.

KEY CHALLENGES

WATER RESOURCES

- Inadequate funding;
- Absence of effective Legal and Regulatory Framework to attract investors;
- Institutional and Human capacity weaknesses;
- Lack of political will;
- Inadequate power supply;
- Lack of ownership of water Facilities by beneficiary communities;
- Poor operations and Maintenance;
- Poor counterpart Investment by State Government; and
- Delay and Arbitrary Annual Budgetary Appropriation.

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MINISTRY OF ENVIRONMENT

- It lacked the equipment to effectively contain oil theft and pipeline vandalism in the Niger Delta;
- Oil companies operating in the country may be evading gas flare penalty, and this development has led the country to losing as much as N258b yearly; and
- Lack of budgetary allocation stalls ecology reservation initiative.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSES
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes, construction of new water points for example has made potable water more available relative to recent past.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes, the reforms are non-discriminatory. Rather, they are more inclusive.
3.	Have the reforms reduced the cost of governance	No data to substantiate whether it is yes or no.
4.	Have the reforms made the services more affordable for citizens	Yes
5	Have the reforms reduced corruption	Yes
6.	have the reforms reduced unnecessary bureaucracy and red tape	Yes

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	Is the reform initiative likely to lead to Improved development outcomes?	Yes
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Improving
9.	Where things are improving, will those improvements endure	Yes, it is expected that the improvements will endure because most of the reforms are sustainable.
10.	Where things are not improving what should be done	Not applicable

PROPOSED NEXT STEPS

WATER RESOURCES

- Pursue passage of National Water Resources Bill by the National Assembly;
- Completion of on-going projects;
- Vigorously pursue the "Clean Nigeria: Use the Toilet" campaign to cover 747 LGAs yet to be certified ODF and implement Executive Order No.009
- Accelerated implementation of the TRIMING project;
- Expansion of the network for the Telemetry Data Collection Platform (DCPs) and upgrading of Hydrological Modelling Centre;
- Tracking of all expenditure into the WASH sector by producing WASH Account report showing what all sector actors spend on WASH yearly;
- Formation and training of WASH committees (WASH Coms) various communities to own, supervise and maintain WASH facilities; and
- Development of Water Quality Management Roadmap towards achieving water quality target.

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MINISTRY OF ENVIRONMENT

- Employ more measures to penalize pipeline vandalism;
- Launching and equipping of more labs to contain oil theft and spillage; and
- Ensure industries complies with the Nigerian legal & regulatory frame work relating to the oil industry and the environment.

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CHAPTER 39: NIGERIA ICT SECTOR

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THE PROBLEM

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The Buhari-led administration has expressed its commitment to reform and implement developments in the Information, Communication and Technology sector (ICT), just as ICT has become a legitimate instrument for fostering global socio-economic growth. Since the recovery from recession in 2016, the ICT sector has been the key driver of the economic growth of Nigeria. This may have informed the decision of the Buhari administration, on its second term in office, added Digital Economy to the Ministry of Communication. For a country like Niger, with a population of an estimated 200 million people, who are largely youth, ICT and digital economy offers opportunities for far reaching economic development.

However, the challenges and risks abound, as there is still need to improve on digital connectivity and access to ICT to rural areas. In the public sector, prior to the wholistic enforcement of the government's directive on IT projects clearance, it was observed that many of government's ICT projects were being duplicated leading to waste and revenue leakages in billions of Naira annually. In addition, preceding the launch of the Nigeria Data protection Regulation (NDPR) in January 2019, Personal Data Processing in both the public and private sectors were largely unregulated in Nigeria. The major gaps however were the lack of compliance with existing standards and regulations, promoting local content development, building IT capacity, and creating jobs to enable sustainable knowledge-based economy as well as foster transparency and accountability in government with ICT. Other notable problem is the inability of MDAs to increase access and usage of ICT to drive transparency and development in the country.

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REFORMS

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2015-2017 REFORMS

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The previous Compendium documented reforms in these key categories; reforms in the ICT policy framework; reforms in the telecommunication sub-sector; reforms in the information technology sub-sector; reforms in government ICT infrastructure; and reform in the postal sub-sector

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RECENT REFORM (2018-2020)

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Recent initiatives have concentrated on consolidating and improving on past reforms. Part of strengthening efforts on reform actions, existing regulations and promoting innovation include;

- Implementing and enforcing the IT Project Clearance (ITPC) policy of the federal government. Service-wide compliance with this policy is now well supported and the effect is unprecedented;

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- Creation of Nigeria Data Protection Regulation (NDPR). The regulation is now being enforced, and licensing of Data Protection Controller Organizations (DPCO) has commenced in earnest;

- Development of Nigeria ICT Innovation and Entrepreneurship Vision (NIIEV). NIIEV policy focuses on socio-economic impact, competitiveness, and sustainable and inclusive growth fostering a more innovative digital economy for Nigeria;

- Development of Nigeria Government Enterprise Architecture (NGEA). The NGEA is among the series of reforms by NITDA to bring efficiency into government use and adoption of Information Technology systems, intended to enable Federal Public Institutions to evolve and translate their capabilities into government-wide enterprise change, while leveraging digital technologies and innovations;

- Development of Nigeria Smart Initiatives Policy Framework (NSIPF). Implementation of this policy has led to the introduction of data driven agriculture platform in Nigeria, through the National Adopted Village for Smart Agriculture (NAVSA);
- Development of Guidelines for Nigeria Content Development in ICT. This policy is now being enforced by NITDA and the relevant authorities in both the private and public sectors for increased production, sales and consumption of high-quality indigenous ICT products and services;
- Development of IT Outsourcing Regulatory Framework in the Public Sector, and
- Development of public sector ICT Competency Framework.

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MAIN ACHIEVEMENTS

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Consistency in reform implementation have ensured that the successes of previous reforms are consolidated. This has also led to the digitization of core government functions across MDA; increased broadband penetration; launching of over 1000 digital capacity-training centres across the 6-geo political zones of the country; success in resolving lingering problem of Right of Way, which has impeded Broadband penetration among others.

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Other achievements include;

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- The IT Project Clearance process has led to the clearing of several unique IT Projects of various MDAs, with a total amount of N1,185,223,483,015.54;

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- Savings to the Federal Government to the tune of N5, 015,094,859.75. Also, there is considerable increase in patronage of local products and services in the IT industry;
- Licensing of 70 Data Protection Compliance Organizations;
- Over 2,686 new jobs roles created;

- Development of a data protection sector, which is valued at N2,295,240,000 (using the median value of audit implementation cost);
- The Federal Government earned the sum of over N15,000,000 from DPCO licensing and Audit report filing;
- 230 compliance and enforcement notices issued;
- 8 data breach cases initiated and deposited with the Police;
- Over 790 issues were resolved;
- Successful investigation and issuance of data breach fine on a public institution, making it the first and only data breach fine in Africa for 2020;
- Issuance of Guidelines on Use of Personal Data by Public Institutions, 2020;
- Launching of the NDPR Portal for filing of audit reports and reporting of breaches;
- Issuance of the NDPR Implementation Framework 2020;
- Establishment of Information Technology (IT) Innovation & Incubation Parks. A state-of-the-art solar powered IT Centre equipped with computers, internet connectivity and tools designed to create a platform where Technology, Business, Innovation and Entrepreneurship are nurtured. The Parks are intended to serve as the meeting arena for disruptive ideas and emerging technologies, and focuses on helping to close the digital gaps particularly within targeted research and learning institutions nationwide. It is also poised to achieve the followings among others:

- Diversification of the nation's economy through local production of IT tools and services;
- Development of strategic thrusts where Technology, Finance, and Human Resources Are going to be harnessed to create an enabling environment for the potential development of microelectronics, software applications, and entrepreneurship;
- Bridging the gap between Government, Academia and the Private Sector by focusing on the development of local talent, through research and business ideation and promotion;

- Operates along the full IT value chain, from ideation to commercialization, and will be well positioned to help fulfil the expanding economic missions of the country;
- The Park will serve as a Hub for next-generation IT research and incubation projects, and will also capture value by commercializing IT products and services;
- As a long term objective, the Park will create self-sustaining ecosystems that will expedite the development of an indigenous IT industry and help Nigeria transform herself into a knowledge-based society;
- Create a local supply for the IT Sector to meet the increasing demand for IT goods and services from both the public and private sectors; and
- Meet the expectation of high demand for skilled manpower by generating a steady stream of suitably skilled graduates.

➢ Deployment of Information Technology (IT) Capacity Building Centres. The NITDA Information Technology (IT) Capacity Building Centre is a solar powered IT Centre equipped with computers, internet access and tools aimed at enhancing skills development, bridging the digital divide and promoting innovative digital solutions that will address challenges facing the country. This is in line with the Agency's mandate to support economic growth by ensuring Digital Inclusion for the Underserved/Unserved communities and Capacity Building. The Centre would among other things, serve as an

- IT Capacity Building Center in line with the Agency's strategic pillars where IT will increasingly be used to enable the promotion of knowledge-based growth.
- Avenue for creating jobs and providing access to information, knowledge and government enabled digital services for communities especially in tertiary institutions.
- Avenue for stimulating economic growth by creating new products, increasing productivity and promoting new commercial and administrative methods.

➢ Deployment of Digital Capacity Building Centres (DCBC). Digital Capacity Building Centre is a model project designed to provide basic ICT facilities and Internet connectivity primarily to schools (community centres) and similar environments where teaching and learning takes place. It involves the deployment of a network of Internet connectivity, computing devices and related IT infrastructure including alternative solar power energy in the school community, capable of giving uninterrupted access to Internet services. A special component added to this project is the e-Learning

application deployed with educational materials, designed in accordance with the Nigerian educational curriculum.

- **DIGITAL INCLUSION:** Deployment of Community IT Training Centres. To address the challenges of access to ICTs, NITDA has established four (4) special purpose Community Information Technology Training Centres rural and underserved areas spread across the six geo-political zones of the federation. Also, in continuation of the Agency's efforts at IT Development as well as in its strides to enhance the capacity of citizens, 80 DCTCs were deployed across the country.

- Development of Digital Economy Strategy. NITDA championed the development of a National Digital Economy Strategy in an effort to make the Nigerian economy more competitive in the 21st century global economy. The document has been developed and Launched by Hon. Minister of Communications and Digital Economy. It is expected to attain 50% implementation by the year 2023.

- Successful Representation at GITEX2017, 2018 and 2019. The Gulf Information Technology Exhibition (GITEX) is an annual consumer computer and electronics trade show, exhibition, and conference, in Dubai, United Arab Emirates. The objective was; promotion of "Made-in-Nigeria" ICT products and services; Promotion of Nigeria's FDI opportunities to investors. Nigeria's presence at GITEX is designed to foster attention on ICT start-ups, the burgeoning ICT sector, attract offshore investments and stimulate partnerships between local and foreign ICT companies. NITDA highlights innovative ICT start-ups at each event. Ten of such start-ups (in 2017/2019) and (20 in 2019) were sponsored to attend after a competitive process. In 2019 in particular, Nigerian Artificial intelligence start-up Chiniki guard emerged the best start-up AI category at the Dubai exhibition. Chiniki Guard won the grand prize of 10,000 USD in the Artificial Intelligence category competition at the GITEX 2019. Chiniki Guard was also among the 34 startups in the category of the Supanova finalists at the GITEX Future stars competition 2019;

- **CYBER SECURITY**: ISO 27001 Certification. NITDA has earned the much-coveted ISO 27001; 2013 Certification, which conferred on the Agency a mark of attaining global security standard in the ICT sector.

- **NITDA/MIT – REAP.** The Massachusetts Institute of Technology - Regional Entrepreneurship Acceleration Program (MIT REAP) provides opportunities for countries around the world to engage with MIT in an evidence-based, practical approach to strengthening the Innovation-Driven Entrepreneurial (IDE) ecosystems. The REAP

process has commenced in earnest with stakeholder engagements. During this two-year engagement with MIT, regional teams are empowered to:

- Deploy MIT rigor and use data-driven frameworks to deepen analysis and evaluate their current entrepreneurial ecosystems
- Catalyze action through the development of a common agenda and set of shared measurements to support the construction and implementation of a strategic framework for driving regional IDE impact
- Leverage understanding of key drivers of successful IDE ecosystems to design and implement key programs and policies
- Share best practices from world-renowned MIT faculty and partner regions
- Build bridges internally across regional stakeholders to drive regional strategy development and implementation
- Exchange ideas externally with the partner regions and MIT REAP community
- Cultivate a global community of regions and individuals interested in ecosystem development

KEY CHALLENGES

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Challenges include:

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- ICT skills and knowledge gap among the industry practitioners is still low;

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- Weak collaboration on the part of MDAs on the need for compliance with the policy directives by NITDA;
- There is no legislative law backing the NDPR;
- The need for more awareness and sensitization on data protection; and
- There is still poor quality of ICT infrastructure.

ASSESSMENT OF REFORM INITIATIVES

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S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms improved the quality and quantity of public services delivered	Yes. Significant progress has been made in the area of Personal Data Protection Regulation since January 2019 and the sector is already creating jobs. In the area of IT clearance, the reform has saved over 5Billion Naira for the Federal Government within the period under review. Also, there is significant improvement to the number of companies registered under the NITDA automated process. A total of 1060 companies are registered as of 20th October 2020.
2. 2	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Deployment of IT Hubs, Community IT Training Centres and Digital Capacity Building Centre certainly has increased access to resources nationwide.
3. 3	Have the reforms reduced the cost of governance	Yes, due to improved digital services. Again, the automation process put in place at NITDA has helped in eliminating the cost of stationeries and other related items.
4. 4	Have the reforms made the services more affordable for citizens	Yes, for instance, the private sector enjoys the free registration offer by NITDA. However, the citizens still need a cost-effective ICT market especially in the area

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		of hardware.
5. 5	Have the reforms reduced corruption?	By reducing IT project duplication, corruption has reduced significantly. In addition, companies are registered after satisfying all the laid down requirements, which include categorization of service based on defined competencies.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes, the automation in NITDA made the process faster and efficient. Additionally, deployment of IT and provision of online services such as company registration by CAC has reduced delays and unnecessary bureaucratic bottlenecks.
7. 7	Is the reform initiative likely lead to improved development outcomes?	Certainly yes. The existence of the national database for IT companies and classification based on their capabilities can guide government policy direction.
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	There is improvement in the IT sector as companies are currently engaged by MDAs based on satisfying the IT company registration requirements by NITDA
9. 9	Where things are improving, will those improvements endure?	Yes, things can get better by addressing some of the challenges listed above. Again, the advent of COVID-19 has proved that the future of global economy will be IT-driven.

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10. 10	Where things are not improving, what should be done?	Not applicable

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PROPOSED NEXT STEPS

- The registration portal is recommended for review and upgrade to provide more service functionality to meet the demand of the stakeholders;
- Create awareness on the existence of the policy initiatives and educate the stakeholders on the requirements;
- Review the Communication Act 2013 in line with the present realities;
- Collaborate with relevant stakeholders such as BPP, CAC, FIRS, etc; and
- For resource integration for easy document review.

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CHAPTER 40: REFORMS IN NIGER DELTA AFFAIRS

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THE PROBLEM



The Ministry of Niger Delta Affairs was created on September 10, 2008 by His Excellency, President Umaru Musa Yar'Adua to formulate and coordinate policies for the development and security of the Niger Delta Region comprising of the following states: Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers. Actual operation commenced in February, 2009, after the appointment of two Honourable Ministers and the posting of a Permanent Secretary with complement of a few Senior Staff.

The establishment of a Ministry to handle the development of the Niger Delta Region is another attempt by the Government to solve the development issues and challenges, including the perceived sense of exclusion, environmental degradation, poverty, and unemployment in the Region.

Prior to the creation of the Ministry, Government had taken many intervention measures, such as the establishment of Niger Delta Development Board of 1960, the Presidential Task Force on 1.5% Derivation which was set up between 1979 and 1983, the Oil Minerals Areas Producing Development Commission (OMPADEC) of 1992 and the Niger Delta Development Commission (NDDC) which was created in 2000 by an Act of

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Parliament. Unfortunately, these Agencies could not fully deliver the expected results, hence the establishment of the Ministry as a coordinating vehicle to drive the development process of the Region.

The mandate of the Ministry is to formulate and execute plans, programmes and other initiatives aimed at fast-tracking the development of the Niger Delta Region. In addition, the Ministry is coordinating the activities of Government Agencies, Communities in the Area, International Development Partners (through the National Planning Commission), Donor Agencies and other relevant stakeholders involved in the development of the Region.

Although the Delta region is the main source of government income, it is poor and poorly governed, suffering from violence and corruption. Activists have called for real government in the region, infrastructural development and jobs. Human rights activists are concerned that the new bureaucracy will stall progress in addressing these issues. There are also the issues of damages caused to the natural environment and the health of the people, due largely to uncontrollable exploration and exploitation of crude oil and natural gas, which has led to numerous spills, gas flaring, indiscriminate canalizations, coastal erosion and earth tremor.

The ministry also identified its gaps as: Civil Servants not been knowledgeable enough, due to absence of continuous sensitization or enlightenment on enunciated Government policies and inability of the Ministry's website to provide satisfactory services to its users.

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REFORMS

2015-2017 REFORMS

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The ministry focused on socio-economic development needs of the communities and people of the Niger Delta.

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The amnesty programme has continued to be a vehicle for engaging with the Niger Delta militants to curb their militancy and the restless youths of the region.

The engagements of critical stakeholders in the Niger Delta region brought a tremendous turnaround in the management of the Niger Delta Affairs as the relatively peaceful environment has enabled the government to restore its oil production output to over 2,000bpd.

RECENT REFORM (2018-2020)

- **New Vision for the Niger Delta:** This initiative brings together a robust set of promises, solutions, targets and programmes aimed at ensuring that the people of the Niger Delta benefit maximally from the region's oil wealth. The New Vision offers a detailed response to the 16-point Demand Agenda submitted to President Buhari by the Pan Niger Delta Forum (PANDEF).

- Institutionalization of Reform Initiative Monthly Lecture Series as an In-house capacity building programme with the overarching objective of helping civil servants to sharpen their skills and broaden their knowledge on government policies and programme. The specific objective is To create a platform for cross-fertilization of ideas, through in-depth discussions and analysis of reform agenda and other topical issues germane to the service, in general and to the Ministry in particular. It is also aimed at sharpening the skills of staff on debate and discourse and thus help to enhance their performance, through knowledge acquired during the lectures and serves as a veritable vehicle of human capacity development for the Ministry amongst others.

MAIN ACHIEVEMENTS

The New Vision for the Niger Delta initiative achieved the following tangible results:

- The take-off of the Nigerian Maritime University in Okerenkoko, Delta State. The University was granted approval in January 2018 by the National Universities Commission (NUC) to commence undergraduate degree programmes effective 2017/2018 session, and commenced academic activities on April 12, 2018.

- **Ogoni Clean-Up**: Setting aside $170 million seed funding for the Ogoni Clean-up, in an Escrow Account established for that purpose. The Escrow Agreement Signing

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Ceremony took place in April 2018. The clean-up commenced in January 2019, with the handover of the first batch of sites to the selected remediation firms, after painstaking procurement process.

- Two virtual lectures held in line with COVID-19 Protocol with over 90 participants both at the Headquarters and the State Offices located in the nine (9) States of the Niger Delta Region. The Lecture Series was inaugurated by the head of Civil Service of the Federation, Dr. Folasade Yemi-Esan, while the Honourable Minister, Senator Godswill Akpabio, SAN, gave a Good will message. The Lectures provided opportunity to enlighten Staff on (a) Mandate of the Ministry and the Niger Delta Action Plan; (b) Role of Management in Entrenching Anti-corruption Principles in the Ministry. The conduct of the Lecture via a webinar afforded staff the opportunity to participate either from their offices or from other locations at their convenient; and

- Website upgrading and Peer - review of websites with other MDAs.

KEY CHALLENGES

- Issues with accountability of funds;

- The NCDC has been enmeshed in allegations of corruption, thereby affecting the growth and development of the region;

- Poor coordination between the Ministry and other government agencies involved in the development of the region.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE

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1.	Have the reforms improved the quality and quantity of the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes, the ministry's programmes such as Economic Empowerment Progrmmes as well as Housing scheme and Medical outreaches are guided by inclusiveness policy to specially cater for women, youth, the aged and people with disabilities.
3.	Have the reforms reduced the cost of governance?	Yes, the conduct of the Lecture series, essentially as an In-house Training and also via webinar has resulted to substantial financial gain to the Ministry in terms of its execution. It is a cost effective programme.
4.	Have the reforms made the services more affordable for citizens?	Yes, beneficiaries of Economic Empowerment Programme, Medical outreaches, Housing schemes are targeted groups that otherwise would not have been able to access these special series designed for them.
5.	Have the reforms reduced corruption?	Yes, one of the Lecture series dealt with the theme "**Emerging Trend of Corruption: Role of Management in Enhancing Anti-corruption Principles**

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		in the Workplace". This lecture has been used to elicit the cooperation of staff to fight corruption in the ministry
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	It is hoped that staff will respond positively in exhibiting enhanced productivity as more Lecture series, particularly on issues on General Application in Service, Rules and Regulations in the Civil Service, mandate of the Ministry and Roles of departments etc. are discussed.
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, the Economic Empowerment Programme, Medical outreaches, Housing schemes are meant to create sustainable development in Niger Delta Region.
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Ministry's Feedback Mechanism through regular monitoring and evaluation exercises confirm that these projects are producing desired results e.g., improvement in socio-economic condition of the host communities.
9.	Where things are improving, will those improvements endure	Yes, Partnership with Host communities ensure buy-in and ownership of projects to entrance sustainability.

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10.	Where things are not improving, what should be done	More discussions with Host communities through town hall meetings will ensure greater understanding and partnership between the Ministry and the Niger Delta Region.

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PROPOSED NEXT STEPS

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The ministry will dedicate most of its activities to widen the scope and build on the gains already made in areas such as the Lecture Series, Economic Empowerment, Housing Scheme, Medical Outreaches etc. in order to increase the number of beneficiaries of these programmes within the Niger Delta region.

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CHAPTER 41: FEDERAL CAPITAL TERRITORY ADMINISTRATION (FCTA)

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THE PROBLEM

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The Federal Capital Territory Administration was created by President Olusegun Obasanjo on December 31, 2004, following the scrapping of the Ministry of the Federal Capital Territory (MFCT). Seven new Mandate Secretariats were created for Education, Transport, Agriculture and Rural Development, Health and Human Services, Social Development, Legal Services and Area Council. These Secretariats were headed by non-career civil servants in an attempt to reduce administrative bottlenecks.

Several agencies are funded by the FCTA, including the Abuja Environmental Protection Board, concerned with waste collection and disposal and other environmental matters; the Abuja Geographical Information System, which provides a geo-spatial data infrastructure and a one-stop for all land matters for the FCT, used to facilitate land acquisition and collect all land-related revenue for the FCT; the Abuja Metropolitan Management Council (AMMC) for various municipal services; the Federal Capital Development Authority; and others but it still faces social development challenges similar to other regions in the country.

The ministry identified the gaps and problems facing each of the agencies under its administration as follows:

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ABUJA GEOGRAPHICAL INFORMATION SYSTEM (AGIS)

AGIS is an established agency responsible for the control of cadastral and land registration. All matter related to land administration in FCT is handled and decisions are taken base on the reliable data. AGIS has become an icon of good governance with a transformative project of Spatial Data Infrastructure (SDI) for FCT.

The identified gaps:

- Challenges of providing efficient service due to obsolete software infrastructure, servers, computers and devices;
- Poor synergy and collaboration among sister Agencies and Departments.;
- Slow service delivery occasioned by the need for content services provided in compliance with Covid-19 Protocols;
- Epileptic power supply;
- Poor revenue generation;
- Low staff morale; and
- Lack of logistics.



ABUJA URBAN MASS TRANSPORT COMPANY (AUMTCO)

Abuja Urban Mass Transport Company

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Limited (AUMTCO) was established by the FCTA with a mission to provide effective, safe, regular, efficient and affordable urban public transport services for the FCT & environs. Our services include Bus Mass Transit, Bus Hiring and Bus Mobile Advertisement.

Identified problems:

- I.T. Literacy knowledge training for relevant staff; and
- Analytical Management information system training for Management Team.

ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB)

The Abuja Environmental Protection Board is responsible for the enforcement of all environmental legislations and abatement of all forms of environmental degradation and nuisance. It regulates the impact of physical development on the ecosystem.

The identified gaps include:

- Lack of engineered dump sites;
- Waste separation;
- Liquid waste infrastructure maintenance;
- Non-payment of bills;
- Weak legal framework;
- Deteriorating city Sewer infrastructure mainly due to Aging, Usage and inadequate funding;
- Lack of empathy by the residence of FCC to our staff in carrying out their duties;
- Inadequate monitoring equipment;
- Increase in the illegal and unplanned settlement with its attendant environmental problems due to the poor attitude of residents;
- Issues of open defecation still persists ;
- Cattle rearing and movements within the city;

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- Increase in waste generation due to continuous upsurge in city population resulting in overstretching of existing facilities exceeding the Board's delivery capacity;
- Menace of street trading and hawking;
- Lack of sustainable solid waste management infrastructure i.e waste recycling waste to energy plants;
- Lack of adequate waste receptacles (Bins) provided by the residents living within service areas.

FCT PROTOCOL

In carrying out its mission, FCT often establishes protocols with other funding agencies and/or research organizations. Several protocols entail calls for project grants and/or fellowships, in specific research fields.

Identified gap include:

- Uncourteous reception accorded guests of the Administration at the Protocol Department's reception desk.

FACILITIES MAINTENANCE AND MANAGEMENT

The Department of Facilities Maintenance and Management is responsible for the maintenance and management of public infrastructure in FCT, such as; administrative offices, secretariats, national monuments, streetlights, roads, drainages, and public buildings.

Identified gap include:

- Insufficient understanding of the rapid and evolving state of infrastructure by the lean available manpower within various divisions of the Facilities Maintenance and Management (FMM) Department.

DIRECTIRATE OF ROAD TRAFFIC SERVICES (DRTS)

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This division shall perform the core functions of driver license issuance, vehicle inspection and vehicle registration, ensures roadworthy vehicles and competent drivers ply the roads and highways under the road traffic Act, Laws of the Federation of Nigeria (1990) and minimize traffic road crashes through an effective motor vehicle administration and traffic management to ensure the safety of lives and property in the FCT.

Identified Problems:

- Revenue leakages due to proliferation of the FCT with counterfeit documents;
- Delays due to a manual and bureaucratic bottleneck in document processing;
- Tedious record keeping and data management;
- Accessibility to DRTS Services;
- Un-roadworthy vehicles plying the FCT roads as a result of using the manual method of vehicle inspection;
- Inadequate regulation of tricycle & motorcycle operations;
- Traffic congestion and man-hour loss.

FCT EMERGENCY

FCT Emergency Management Department coordinates emergency services in the FCT in a manner that reduces life and property loss as well as relief and rehabilitation of victims. We respond to disasters like flood, accident, fire outbreak and other occurrences that require emergency response. We also prepare emergency management response plans, enlightenment programmes on causes and preventions of disasters and counseling to internally displaced persons (IDPs).

The identified Problem:

- Insufficiency of kits needed for response to emergency situations; and
- Lack of training for personnel.

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FCT FIRE SERVICE



This agency of the FCTA has the statutory responsibility for rescue fire prevention, mitigation, firefighting as well as paramedical and information services.

The identified problem of the agency include:

- Paucity of funds;
- Obsolete firefighting equipment;
- Inadequate Fire Stations in all Districts and Area Councils;
- Inadequate functional fire hydrants;
- Mob attacks on firefighters during firefighting and rescue operations;
- Lack of accessibility to road networks;
- Obstruction to right of way for emergency response equipment

FCT LAND DEPARTMENT

This agency is charged with the responsibility to build the Abuja City and the Territory in compliance with the Abuja master plan; taking into consideration all the aims that necessitated the movement of the Nigeria Federal Capital from Lagos; and to establish a result-oriented supervision with continuous emphasis on service delivery.

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The identified problem:

- Multiple Litigation;
- Inherited Cases of Double I Multiple Allocations;
- Sharp Practices in Land Transaction

FCT WATER BOARDS

FCT Water Board has the responsibility of providing healthy and adequate water for human consumption and industrial uses in the Federal Capital Territory.

The identified gap:

- Non implementation of the FCT Water Board Establishment Act is the primary problem.

HOSPITAL MANAGEMENT BOARD (HMB)

It oversees the overall administration, control and management of all secondary health-care facilities in the Federal Capital Territory.

The identified Problem:

- **LACK OF FULL AUTONOMY FOR THE BOARD:** The HMB lacks full autonomy (administrative and financial) to exercise its functions contrary to the intentions for its establishment and the practice in other States of the Federation. Most of the functions and responsibilities of the Board are handled outside the Board at the moment, including recruitment, promotion and discipline of its staff as well as training.

PARKS AND RECREATION

The Department of Parks and Recreation is responsible for overseeing the planning, development and management of green areas, open spaces, conservation zones and recreation land uses of the FCT, in line with the provisions of the Abuja Master Plan.

The identified problem:

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- Developers do not have information on the building plan approval process. As such finds it difficult to know when their plan has been approved or if there is any correction
- Parks and Garden are developed contrary to the park use.

REFORMS

2015 – 2017 REFORM

- The consolidation of the urban mass transit;
- The continuous expansion of infrastructure and opening of new districts;
- The innovative introduction and compilation of the Monthly Intelligence Report (MIR) in order to have adequate and realistic statistical data on the real security situation;
- The improvement of the Security Service Department synergy with the FCTA call center which has resulted to prompt response from action agencies to distress calls from the general public as the Security Service Department forwards such request promptly to these agencies;
- The deployment of relevant technology that responds to all tax payers' inquiries.

RECENT REFORM (2018-2020)

ABUJA GEOGRAPHICAL INFORMATION SYSTEM (AGIS)

Upgrade of AGIS Data Center to Tier 3 layer

Real time connectivity to stakeholder Departments & Agencies

Specialized training on new workflows and applications

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Induction Training for newly replaced staff

Acquisition of new aerial photos of FCT for use by all stakeholders.

Deployment of new GIS software & Office productivity tools.

Deployment of new online application to the cloud for ease of doing business

Alternative Solar power for Data Center and Computers including cooling system.

Capacity building for staff

Renovation of the AGIS Building for conducive Office environment

Purchase of utility vehicles.

ABUJA URBAN MASS TRANSPORT COMPANY (AUMTCO)

Automation of internal process

E-ticketing payment system

ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB)

Creation of the Commercial Department to enhance revenue generation and debt management.

Division of Solid Waste Department into two (North & South) for effective control and management of solid waste in FCC.

Registration of private waste recyclers, for promotion of waste reduction from source.

Increased participation of the private sector in maintenance of liquid waste infrastructure.

Compliance with TSA directives to curb corruption.

Increase in daily working time for field staff and working during the weekend to quickly identify and treat sewage blockages in FCC.

Collaboration with the media for promotion of environmental programs.

FCT PROTOCOL

Scheduled officers of the Department and Corps members engaged in receiving members of the public who visit the secretariat for one business or the other were trained on all aspects of protocol etiquettes.

FACILITIES MAINTENANCE AND MANAGEMENT (FMM)

Identification of specific areas that requires knowledge that facilitates optimal performance at work/assigned tasks

Additional manpower/constituting of specific task teams.

Introduction of constant training and retraining of the available manpower

Strategies for working harmony ay all divisions of facilities Maintenance and Management Department

Introduction of anti-theft/vandalism system to facilities been manage by all divisions of the department

Strategies on effective and efficient response mechanism to raised issues relating to mandate of the Facilities Maintenance and Management

Introduction of security locks and adopting of RC covers that are less attractive to vandals.

DIRECTORATE OF ROAD TRAFFIC SERVICES (DRTS)

Automation of DRTS operations and activities through establishment of electronic motor vehicle administration platform (DRTS eVReg.

Deployment of end-user engagement platform through the launch of an App (Abuja Inspector) which enables users to check validity of vehicle documents and authenticity of vehicle papers.

Launching a self-service portal to enable members of the public access or initiate some services without the need for coming to the DRTS offices.

Establishment of multiple payment channels to ease and secure payment of revenue to the FCT. The use of these secured revenue collection systems linked to the

technologically advanced DRTS eVReg platform allows for easy revenue auditing and seamless transfer to the FCT TSA account.

Decentralization of registration and renewal processes from DRTS headquarters to other area commands.

Establishment of computerized vehicle inspection plazas to improve on vehicle roadworthiness and reduce auto-crash within the territory.

Establishment of 6 additional Driver's license capturing centers to ease applicant's registration, training and testing processes.

Strategic & tactical operations at traffic conflict prone areas during peak periods, has reduced the rate of congestion and ensured free traffic flow during these periods.

Upgrading of the DRTS call Centre to improve on feedback mechanisms between the Directorate and the FCT citizenry.

Introduction of the Motorcycles and Tricycle Operators License and Riders Certification Card Scheme, to ensure sanity in the activities of motorcycle and tricycle operators in the FCT.

FCT EMERGENCY

Creation of Monitoring and Special Duties Division to respond to item

(i) Production of Jingles in indigenous Languages aired through free air time slots granted by NTA as part of CSR in response to item (ii) Partnership with Communities through vanguards/volunteers who are trained to respond as first response being nearest to scenes of incidents and Establishment of Local Emergency Management Committees Hazard mapping of the entire FCT Vulnerability and Capacity Assessment of the FCT Mobilization and regular interface with Local Divers. Development of functional website and Response portal.

FCT FIRE SERVICE

Solicit for increased budgetary allocations from relevant authorities.

Improved synergy with relevant stakeholders.

Procurement of additional modern equipment for firefighting and rescue operations.

Proper enlightenment on firefighting activities (to curb ignorance among the public).

FCT LAND DEPARTMENT

Establishment of Alternative Dispute Resolution

Review of system privileges, streamlining of workflows and enhanced surveillance and system audit has caused tremendous improvement in security and significantly reduced if not completely eliminated internal compromises.

Strong Recommendation for creation of new Districts/Layouts

FCT WATER BOARD

The request to take over the responsibility of Appointment, Promotion and Discipline (APD) which is at present domiciled with FCTA (DHRM), be transferred to FCTWB through a memo to the Hon. Minister.

That memo to the Hon. Minister for Payment of salaries / allowances of staff which, at present, is the responsibility of FCTA, is proposed be transferred to FCT Water Board in line with Establishment Act, 2017.

The carrying out of Personnel audit, proper placement in line with industry standards and the redeployment of excess staff from FCT Water Board to FCTA be immediately undertaken

HOSPITAL MANAGEMENT BOARD (HMB)

The Hospitals Management Board does not have any reforms initiatives covering the stated period.

It operates within reforms initiated by the Health & Human Services Secretariat and FCTA.

PARKS AND RECREATION

Creation of Front Office for Service Delivery.

FILE:

Digitization of Records

Introduction of Electronic Vetting System for B Plan

Data Tracking and merging to prevent duplication.

General Planning Review (GPR). Drawings with complexity are reviewed by the management team which comprise of professionals in the building industry.

Electronic Vetting:

Park Policy institutionalization to guide on the use of park base on the park land use.

MAIN ACHIEVEMENTS

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ABUJA GEOGRAPHICAL INFORMATION SYSTEM (AGIS)

Efficient delivery of Services.

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24/7 power supply and cooling system.

Efficient workflow.

Increase in revenue generation.

Provision of online services through websites.

ABUJA URBAN MASS TRANSPORT COMPANY (AUMTCO)

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E-ticketing has improved the speed of loading buses, reduced leakages, improved service delivery and ushered in cheaper transportation with 50% discount to our esteemed customers

E-ticketing 50% cheaper fare led to increase in passenger count and higher bus deployment

Automation of internal process has improved efficiency and maximum resource utilization

E-ticketing payment system has enabled us to plan better.

ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB)

Reduction in response time in handling complaints from the public on sewage and other environmental problems.

Increased prosecution of environmental offenders.

Curbing the menace of illegal trading activities such as hawking, shanties, etc.

Proliferation of prostitution and hard drug usage within the FCC.

Public enlightenment to curb greenhouse effect.

Improving the aesthetics within the city.

Curbing of erosion within the FCC.

Sensitization and awareness exercises during the Covid-19 Pandemic.

Decontamination of public places to curb the spread of the Covid-19 virus.

Improvement in general sanitation in the FCC.

Synergy with Development Control on Environmental Impact Assessment (EIA) issues.

Increased monitoring of the sewer facilities, thereby reduction in the cases of illegal connection to the sewers.

FCT PROTOCOL

The Reception accorded to members of the public whenever they come to the secretariat for any business changed for the better.

FACILITIES MAINTENANCE AND MANAGEMENT (FMM)

Recruited additional manpower specially to address surveillance/ fault reporting issues to the Department on infrastructure in FCC being managed

Enhanced illumination of the Federal Capital City (FCC) via installation of standalone solar street lights with some security features

Minimized cases of iron drain covers theft and enhanced functional drainage system in (FCC)

Enhanced city aesthetic and general safety of road and walkway users

Reduced road / drainage system maintenance COST

Enhance working relationship with Abuja Electricity Distribution company (AEDC). FCT Water Board, Abuja Environmental Protection Board (AEPB) and others.

DIRECTORATE OF ROAD TRAFFIC SERVICES (DRTS)

Reduced processing time on vehicle registration and vehicle document renewal.

Creation of a robust database with easy and global access.

Reduced proliferation of counterfeit documents.

Improved information sharing between the DRTS and other security agencies.

Improved service delivery to the FCT citizenry.

The computerized inspection centers have ensured that more vehicles are properly tested before certification which has drastically reduced the number of un-roadworthy vehicles and accident rates in the FCT.

Provision and equipping of additional drivers licensing centers have increased accessibility to this service which is key to safer roads in the FCT.

Introduction of the Motorcycles and Tricycle Operators License and Riders Certification Card Scheme is expected to sanitize the sector in the FCT.

The strategic/tactical traffic plan has reduced congestion, road rage and improved travel time during peak periods in the FCT.

The call center receives incident reports and feedback from members and which has improved DRTS services.

These reforms have reduced financial leakages thus enhancing revenue generated by the DRTS

FCT EMERGENCY

Improved Awareness/Sensitization Enhanced Coordination of Stakeholders who have been galvanized to respond appropriately to environmental and infrastructural issues. Improved response time and better presence in remote Communities as a result of

Community partnership. Saving more lives by getting people out of harm's way or discouraging destructive practices Reduction in the loss of lives and property in floods in the FCT.

FCT FIRE SERVICE

Increased number of Fire Stations from 13 to 15, particularly Zuba District Fire Station due to prevalence of fuel tanker fire.

Took delivery of 4nos. Water Tenders and 1nos. Fire tender.

Dissemination of safety information to the public.

Establishment of social media platforms to educate the public on Fire Service activities.

Administrative training of personnel for capacity building.

Strategic management retreat to reposition FCT Fire Service to enhance efficiency, effectiveness and improved service delivery.

FCT LAND DEPARTMENT

Reduction in numbers of litigation involving Department of Land Administration and FCTA

Restoration of Sanity and Extermination of Sharp Fraudulent Practices

Compilation and Categorization of Appeals/Complaints on cases of Double/Multiple Allocation.

The Application of ICT in Land Administration has led to zero cases of Double allocations.

FCT WATER BOARD

The board is still on the drawing board.

HOSPITAL MANAGEMENT BOARD (HMB)

The gazette of the HMB Act of 2019 granting full autonomy to the Board.

Accreditation of City Hospitals and Kubwa General Hospital by the West African Postgraduate Medical College (WAPMC) and the National Postgraduate Medical College (NPMCN) for Residency training in the following Specialties:

General Surgery

Ophthalmology

Obstetrics & Gynecology

Anesthesia

Family Medicine

Training of House Officers and Interns.

Provision of Neurosurgery services /Neurology care and Plastic Surgery services in Asokoro and Wuse Hospitals respectively.

Acquisition of state-of-the art medical equipment for the Hospitals including:

A 64-slide CT Scan Machine located at Asokoro District Hospital

Two (2) Digital X-ray and Mammography machines in Maitama and Asokoro District Hospitals for enhanced radiological investigation and for breast cancer screening.

A Laparoscopic (key-hole/minimal access) surgery equipment in Asokoro D.H.

Successful implementation of functional **E-Health & E-Medical Records system** in Maitama, Asokoro, Wuse, Gwarinpa, Kubwa and Bwari Hospitals.

Equipping and commissioning of Eye Center in Bwari General Hospital.

Completion of MDG projects in Kubwa General Hospital thereby increasing the capacity of the Hospital

Supply of Automated Medical Laboratory equipment in all FCTA Hospitals.

Securing **ISO 15189 accreditation** by the Medical Laboratory Council of Nigeria (MLSCN) for Bwari General Hospital Medical Laboratory, making it a reference laboratory of international standard**.... the first public hospital laboratory in the Country (including the Teaching Hospitals' Laboratories) to achieve this feat.**

PARKS AND RECREATION

Developers have first-hand information on the Building Plan approval

FILE:

Improved Service Delivery

Reduced BP Processing time

Reduction in the cases of missing files

Improved documentation of Monitoring Activities

Solution on complex drawing is reviewed

Junior staff learn from the review

More opinions are sorted

Electronic Vetting:

Parks made for children's recreation were reverted to their original use.

Parks now serve the purpose of the public interest and aspiration.

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KEY CHALLENGES

ABUJA GEOGRAPHICAL INFORMATION SYSTEM (AGIS)

Slow adaptation to the new improved system

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Slight downtime of the system over the deployed service.

Outbreak of COVID 19

Delay in Budget implementation

Garnishee orders

ABUJA URBAN MASS TRANSPORT COMPANY (AUMTCO)

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Breakdown of buses due to ageing fleet

Inadequate transportation infrastructure

Need for I.T training and retraining

ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB)

Funding

Lack of adequate infrastructure in waste management.

Capacity building and personnel training. Fresher course for the newly employed staff to acquaint them with activities of the Board.

Inadequate equipment for sewer lines services.

Misuse of the sewer line by some residents of the City; acts such as dumping of solid materials into Sewer lines Manholes.

FCT PROTOCOL

The Reception area was not comfortable, conducive and befitting of such a sensitive office.

FACILITIES MAINTENANCE AND MANAGEMENT (FMM)

Inadequate budgetary provision to effectively manage the Facilities/ manpower development

Delay in payment of various maintenance work

Slow procurement process

Incessant power outages on streetlights and other critical places where power is of essence.

DIRECTORATE OF ROAD TRAFFIC SERVICES (DRTS)

Absence of key Transportation Infrastructure such as the Transportation Centre and Interchange Centre in the FCT prevents effective traffic flow in the city.

FCT EMERGENCY

Need for more equipment such as Offices/outposts and Ambulances Need for Training and Retraining of Personnel Application of Modern equipment such as surveillance tools to FEMA's activities Improved funding Need for adequate office accommodation.

FCT FIRE SERVICE

Obsolete equipment

Paucity of funds

Bureaucratic bottlenecks and red tape

FCT LAND DEPARTMENT

Unavailability of survey data for some layouts m Area Councils;

Doctoring/mutilation of Area Councils allocation list by Land Racketeers;

Cloning of Area Councils layout with allocations made on them by scammers;

Distortion of Area Council layouts and existence of false layouts which can only be found on papers but cannot be located on ground

Unwillingness of involved parties to accept Committees resolution

Compilation and Categorization of Appeals/Complaints on cases of Double/Multiple Allocation.

The Application of ICT in Land Administration has led to zero cases of Double allocations.

FCT WATER BOARD

Lack of adequate office space and materials/equipment for optimal performance.

HOSPITAL MANAGEMENT BOARD (HMB)

Lack of Full Autonomy for the Board:

The HMB lacks full autonomy (administrative and financial) to exercise its functions contrary to the intentions for its establishment and the practice in other States of the Federation. Most of the functions and responsibilities of the Board are handled outside

the Board at the moment, including recruitment, promotion and discipline of its staff as well as training.

Inadequate Manpower:

There is persistent shortage of staff as a result of high attrition rate due to retirements and deaths, resignations and abscondments. This is worsened by inadequate budgetary provisions for personnel cost thereby hampering regular staff recruitment.

Inadequate and Overstretched Hospitals:

The population explosion in the FCT has resulted in overstretching of the existing public Hospitals all of which were designed to handle smaller populations at inception and are also not equitably distributed with many Districts and Satellite Towns still without public Hospitals.

Inadequate Funding:

There is inadequate funding of the Board from the statutory budgets, which greatly hampers its ability to deal with many demands from the Hospitals, which do not directly get any subventions from the FCTA. This particularly affects payment for utility services, diesel supply, maintenance and repair of medical equipment, vehicles and Generating Plants amongst others as well as the routine operations of the Board itself.

Lack of Operational Vehicles:

The Board is in serious deficit of operational vehicles to carry out its mandate including monthly/quarterly monitoring and inspection.

PARKS AND RECREATION

3rd Parties still make submission on behalf of developers thereby distorting the information flow

FILE:

Power Supply

Inadequate Fund and Equipment

Office Accommodation

Specialized training

Under networking of zonal offices

It slows down building plan approval process for key development

Electronic Vetting:

Litigations arise from the change of the Parks use.

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ASSESSMENT OF REFORM ACTIONS

S/N	QUESTIONS	RESPONSES
1	Have the reforms improved the quality and quantity of the public services delivered?	YES
2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	YES
3	Have the reforms reduced the cost of governance?	YES
4	Have the reforms made the services more affordable for citizens?	YES
5	Have the reforms reduced corruption?	YES
6	Have the reforms reduced unnecessary bureaucracy and red tape?	YES
7	Is the reform initiative likely to lead to improved development outcomes?	YES

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8	In each sector or governance sphere, are things improving, staying the same or getting worse	IMPROVING
9	Where things are improving, will those improvements endure?	YES
10	Where things are not improving, what should be done	REFORM

ABUJA GEOGRAPHICAL INFORMATION SYSTEM (AGIS)

ABUJA URBAN MASS TRANSPORT COMPANY (AUMTCO)

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S/N	QUESTIONS	ANSWERS
1	Have the reforms improved the quality and quantity of the public services delivered?	Our automation of internal processes has improved the speed of work and provided instant online real time access to reports required for effective managerial decision making. E-ticketing payment systems have helped to increase the speed of loading buses, reduced leakages, improved service delivery and ushered in cheaper transportation with 50% discount to our esteemed customers.
2	Do more people now have access to services including disadvantaged groups such as women, young children and people with disabilities?	E-ticketing payment system 50% cheaper fare led to increase in passenger count, request for higher bus deployment and this makes transporting more affordable to the average citizens.
3	Have the reforms reduced the cost of governance?	The automation of internal processes has improved efficiency and administrative cost, such as stationery and enabled us maximize our resource utilization. The ease of instant access to information has

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		helped to reduce cost of Governance and reduced revenue leakages.
4	Have the reforms made the services more affordable for citizens?	Customers using our new e-ticketing system enjoy 50% discount on all our Bus fares across FCT.
5	Have the reforms reduced corruption?	The e-ticketing system has ushered in cashless policy which has blocked our revenue leakages.
6	Have the reforms reduced unnecessary bureaucracy and red tape?	The automation of internal processes has enabled staff to input data into a central server and auto generate analytical reports required for managerial decision making.
7	Is the reform initiative likely to lead to improved development outcomes?	The e-ticketing payment system has enabled us better plan our operation and make revenue projections better. This will lead to improved bus availability in fostering efficient planning. With the Federal Government drive for digital economy and e-Governance our automation of internal processes has enabled us improve the speed of service delivery and efficiency.
8	In each sector in the governance sphere, are things improving, staying the same or getting worse?	Things are generally improving as we introduce various reforms, system review and periodic revision of strategy and structures. Specifically, this has translated to increased bus availability across the FCT, sustained operations due to uninterrupted supply of consumables, regular payment of salaries, and an interesting and conducive working

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		environment among others.
9	Where things are improving, will those improvements endure?	The improvements can be sustained when more investments are done to improve existing technology. There is also a need for intensive IT training. Government also needs to take decisive actions on AUMTCO.
10	Where things are not improving, what should be done?	The improvements will be sustained when conscious efforts are made to effect transformative steps at AUMTCO, this can be achieved by implementing various reports such as AUMTCO operations review (2015-2019) and 5-year Business Projections (2020-2024).

ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB)

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of the public services delivered?	Yes, remarkable reduction in response time, improved environmental sanitation.
2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes, coverage service areas have been increased from 37 to 45 districts. Waste management intervention extended to more unplanned settlements.
3	Have the reforms reduced the cost of governance?	Not Applicable
4	Have the reforms made the services more affordable for citizens?	Not Applicable

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5	Have the reforms reduced corruption?	Yes, improved level of monitoring of all activities.
6	Have the reforms reduced unnecessary bureaucracy and red tapes?	Yes
7	Is the reform initiative likely to lead to improved development outcome?	Yes, with smart development initiative
8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Improving in each sector
9	Where things are improving, will those improvements endure?	Yes, with adequate political will and support for development projects and programs.
10	Where things are not improving, what should be done?	Funding, public participation where necessary.

FCT PROTOCOL

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of the public services delivered	YES
2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	YES
3	Have the reforms reduced the cost of governance	YES
4	Have the reforms made the services more affordable for citizens	N/A

5	Have the reforms reduced corruption	N/A
6	Have the reforms reduced unnecessary bureaucracy and red tape	YES
7	Is the reform initiative likely to lead to improved development outcomes?	YES
8	In each sector or governance sphere, are things improving, staying the same or getting worse	IMPROVING
9	Where things are improving, will those improvements endure	YES
10	Where things are not improving, what should be done	RE-TRAINING OF STAFF FOR BETTER RESULTS.

FACILITIES MAINTENANCE AND MANAGEMENT (FMM)

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of the public services delivered	Yes
2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes
3	Have the reforms reduced the cost of governance	Yes
4	Have the reforms made the services more affordable for citizens	Yes
5	Have the reforms reduced corruption	Yes
6	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
	Is the reform initiative likely to lead to improved development	Yes

7	outcomes?	
8	In each sector or governance sphere, are things improving, staying the same or getting worse	Yes
9	Where things are improving, will those improvements endure	Yes
10	Where things are not improving, what should be done	Re-strategize

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DIRECTORATE OF ROAD TRAFFIC SERVICES (DRTS)

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of public services delivered	YES
2	Do more people now have access to the services including disadvantaged groups such as women, young persons and people with disabilities	YES
3	have the reforms reduced the cost of Governance	YES
4	have the reforms made the services more affordable for citizens	YES
5	Have the reforms reduced corruption	YES
6	Have the reforms reduced unnecessary bureaucracy and red tapes	YES
7	Is the Reform initiative likely to lead to improved development outcomes	YES
8	In each sector or Governance sphere, are thing improving, staying the same or getting worse	IMPROVING

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9	Where things are improving, will those improvements endure	YES
10	Where things are not improving, what should be done	Monitoring and re-evaluation of strategies / policies and change if need be.

FCT EMERGENCY

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of public services delivered	YES
2	Do more people now have access to the services including disadvantaged groups such as women, young persons and people with disabilities	YES
3	have the reforms reduced the cost of Governance	YES
4	have the reforms made the services more affordable for citizens	YES
5	Have the reforms reduced corruption	YES
6	Have the reforms reduced unnecessary bureaucracy and red tapes	YES
7	Is the Reform initiative likely to lead to improved development outcomes	YES
8	In each sector or Governance sphere, are thing improving, staying the same or getting worse	THINGS ARE IMPROVING
9	Where things are improving, will those improvements endure	YES
10	Where things are not improving, what should be done	N/A

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FCT FIRE SERVICE

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered.	Yes, reduction in fire statistics through establishment of Fire Safety Clubs in FCT Junior Secondary Schools. Annual Dry Season Campaign against indiscriminate bush burning in the FCT/Area Councils. Market Sensitization Programme Establishing more stations particularly in Zuba District. Converting Body Carrier ambulances to Basic Life Supports (BLS). Establishment of Standard ICT Unit. Head a retreat to reposition the FCT Fire Service for strategic management efficiency. Enforcement to enhance compliance to National Safety Code in both public and private premises.
2.	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Yes, through our enlightenment programmes in all the Area Councils such as Government Junior Secondary School, Pasali, Kuje. (School for children with special needs).
3.	Have the reforms reduced the cost of governance	Yes, due to the reduction in response to fire outbreaks, the cost of maintenance and fueling has reduce drastically

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4.	Have the reforms made the services more affordable for citizens	Through establishment of standard ICT Unit and Media platforms: Website: www.fireservice.abj.gov.ng Facebook: www.facebook.com/fctfireserviceofficial Twitter: www.twitter.com/fctfireofficial Instagram: www.instagram.com/fctfireserviceofficial and Youtube: www.youtube.com/FCTFIREFIGHTERS Easy accessibility to the Control /Watch room Reduction in response time, as there is a shift from running calls to phone calls.
5.	Have the reforms reduced corruption	No comment.
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes, through the reforms regular training and retraining of personnel has improved staff for better service delivery and response time
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, they are geared towards the growth and development as regards saving life and properties in line with the mandates of FCT Fire Service.
8.	In each sector or governance sphere are things improving, staying the same	There is an improvement to service delivery to the public. Due to

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	or getting worse	improved services, it has brought the service closer to the people; we can allude therefore that the sector is improving.
9.	Where things are improving will those improvements endure	Yes, through proper monitoring and evaluations of policies, procedures and performances
10.	Where things are not improving, what should be done	Additional funding. Specialized training of personnel on modern firefighting techniques.

FCT LAND DEPARTMENT

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the Public Services delivered.	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance?	Yes
4.	Have the reforms made the services more affordable for citizens	Yes
5.	Have the reforms reduced corruption	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Yes
9.	Where things are improving, will those improvements endure?	Yes

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10.	Where things are not improving. What should be done?	Appraisal of the reform measures and review of strategies

FCT WATER BOARD

S/N	QUESTIONS	RESPONSE
	Have the reforms improved the quality and quantity of the public services delivered	NO
	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	UNCERTAIN
	Have the reforms reduced the cost of governance?	NO
	Have the reforms made the services more affordable for citizens?	NO
	Have the reforms reduced corruption?	NA
	Have the reforms reduced unnecessary bureaucracy and red tape?	NA
	Is the reform initiative likely to lead to improved development outcomes?	NA
	In each sector or governance sphere, are things improving, staying the same or getting worse	NA
	Where things are improving, will those improvements endure	NA

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	Where things are not improving, what should be done	NA

HOSPITAL MANAGEMENT BOARD (HMB)

S/N	QUESTIONS	RESPONSE
	Have the reforms improved the quality and quantity of the public services delivered	+YES
	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	YES
	Have the reforms reduced the cost of governance?	YES
	Have the reforms made the services more affordable for citizens?	YES
	Have the reforms reduced corruption?	YES
	Have the reforms reduced unnecessary bureaucracy and red tape?	YES
	Is the reform initiative likely to lead to improved development outcomes?	YES
	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving
	Where things are improving, will those improvements endure	YES
	Where things are not improving, what should be done	When the above outlined challenges are met, things will definitely

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PARKS AND RECREATION

S/N	QUESTIONS	RESPONSE
1	Have the reforms improved the quality and quantity of the public services delivered	Yes.
2	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities?	Yes.
3	Have the reforms reduced the cost governance?	Yes
4	Have the reforms made the services more affordable for the citizens	Yes.
5	Have the reforms reduced corruption?	Yes.
6	Have the reforms reduced unnecessary bureaucracy and red tape	Yes
7	Is the reform initiative likely to lead to improved development outcomes?	Yes.
8	In each sector or governance sphere, are things improving staying the same or getting worse?	Things are improving
9	Where things are improving, will those improving endure	Yes. With more ICT equipment
10	Where things are not improving, what should be done	Nil

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PROPOSED NEXT STEPS

ABUJA GEOGRAPHICAL INFORMATION SYSTEM (AGIS)

To continue to work actively and effectively to achieve its set goals for the betterment of the capital city.

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ABUJA URBAN MASS TRANSPORT COMPANY (AUMTCO)

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To build staff capacity, particularly in the area of I.T.

Advocacy for additional transportation infrastructure

Private Sector participation to sustain reform, increase fleet size and enhance efficiency.

ABUJA ENVIRONMENTAL PROTECTION BOARD (AEPB)

Increased participation of the private sector in providing sustainable critical infrastructure

Improved service delivery. (Introducing IT infrastructure for monitoring of solid waste collection)

Extensive training of personnel and capacity building.

Public education on environment, health and climate change issues.

Liaise with the Mass Housing Department FCDA/DC to ensure Estates in District not serviced at the moment are provided with internal sewer reticulations (Central Sewers) by the developers.

Ensure the rehabilitation and repairs of damaged trunk sewer lines.

Procure Two (2) numbers Canal Master Truck for liner servicing.

FCT PROTOCOL

Exposure to more on the job training to bring the best out of the officers

FACILITIES MAINTENANCE AND MANAGEMENT (FMM)

Dedication and commitment to the vision and mandate of the agency

Capacity building for staff

DIRECTORATE OF ROAD TRAFFIC SERVICES (DRTS)

Establishment of FCT Public Transportation Scheme to sanitize the transportation sector through the use of technology and innovations.

Installation of speed camera and monitoring camera enforce traffic law and regulations in the FCT.

Delivery of driver license and vehicle documents to applicants' homes and offices.

FCT EMERGENCY

Creation of FCT wideout posts Procurement and Assignment of Equipment to the outposts, Training of Personnel on Contemporary Practices Enhanced budgeting and funds provision. Procurement and stationing of Ambulances strategically to enhance prompt response to emergencies in the FCC.

FCT FIRE SERVICE

Expanding the scope of the coverage to extend to senior secondary schools as well as teachers to anchor fire safety programmes.

Acquire modern firefighting equipment and communication gadgets.

Aggressive awareness campaign in FCT.

Increase coverage by opening more Fire Stations in all districts in the city center in line with the Abuja master plan.

Intensify efforts on National Fire Safety Code Enforcement to accomplish compliance level in both public and private buildings.

FCT LAND DEPARTMENT

Introduction and Launching of E-Search Portal

Creation of LT Unit

Establishment of a formidable Forensic Unit

FCT WATER BOARD

Implementation and repositioning of FCT Water Board Act and the Board.

HOSPITAL MANAGEMENT BOARD (HMB)

To ensure that HMB 's full autonomy is implemented

PARKS AND RECREATION

Fliers will be provided to the developers as well as jingles in radio and television on the building plan approval process.

File:

Professional bodies in the building industry should be invited to be part of the General Planning Review (GPR).

Electronic Vetting:

Government will embark on Public Private Partnership (PPP) to be able to have stake in the development of park with the view to maintain a park use standard.

CHAPTER 42: SCIENCE AND TECHNOLOGY REFORMS

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THE PROBLEM



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The global economic landscape is experiencing rapid changes. Globalization, especially is creating considerable new opportunities and new challenges. Its impact on national economies is driven by significant progress in Science and Technology (S&T) as

exemplified by a plethora of breakthroughs in Biotechnology, Space Research, Energy Development, and Information & Communication Technology (ICT), among others. It is therefore obvious that if Nigeria, given its natural endowments, is to successfully transform its economy and take her rightful place in the comity of nations, S&T and its integration in national socio-economic development processes must be accorded the highest priority. It is in this regard that the Transformation Agenda of President Goodluck Jonathan's Administration which calls for a fundamental and far-reaching re-orientation of the Nigerian State towards holistic socio-economic development in the framework of Vision 20:2020 must be understood.

In Nigeria, various administrations since independence showed interests and increased appreciation of the role of S&T in national socio-economic development. The realization of this fact motivated the Federal Government to re-establish the Federal Ministry of Science and Technology (FMST) as a separate entity in 1985. Since then, Nigeria has expended a great deal of effort on S&T policy development through a combination of the untiring efforts of its scientists, engineers and technologists, international cooperation and government support.

The Federal Ministry of Science & Technology is a Nigerian ministry whose mission is to facilitate the development and deployment of science and technology apparatus to enhance the pace of socio-economic development of the country through appropriate technological inputs into productive activities in the nation.

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REFORMS

2015-2017 REFORMS

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The ministry embarked on the following reforms with a view to improving National R&D such as:

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- National Research and Innovation Council (NRIC);
- Technology and Innovation Expo;
- National Technology Road Map

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RECENT REFORM (2018-2020)

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LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORK

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The Federal Ministry of Science and Technology, is working to contribute to the industrialization drive of the country. In this direction the enabling environment has been created through the following government policies viz:

- National Science, Technology and Innovation Policy;

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- National Science, Technology and Innovation Roadmap 2030;
- Presidential Executive Order No. 5 for Planning, Promotion of Nigerian Content in Contracts, Science, Engineering and Technology;
- National Policy on Methanol Fuel Production Technology;
- National Leather and Leather Products Policy;
- National Strategy for Competitiveness in Raw Materials and Products Development in Nigeria; and
- The 7th policy towards industrialization which is the National Biotechnology Development Policy is being reviewed while the Ministry of Science and Technology is also currently articulating the Nano-technology Policy to fast-track industrialization.

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NATIONAL SCIENCE, TECHNOLOGY AND INNOVATION POLICY

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Stemming from the 1980 ACT 1, the National Science and Technology Policy was launched in 1986. This Policy has been variously reviewed. The last revision was in 2012 and it is again currently undergoing review as a result of the dynamic nature of Science, Technology and Innovation. Unfortunately, the lead organ (National Research and Innovation Council-NRIC) that the Policy envisaged to drive the sector never met until 7th January, 2016 when it was convened by President Muhammadu Buhari GCFR with 15 Ministers from cognate Ministries and two (2) representatives from Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) and Manufacturers Association of Nigeria (MAN) in attendance. Ever since, NRIC has had

several meetings on critical issues on the Sector. Interestingly, the NRIC Bill 2018 for the operationalization of the National Research and Innovation (NRIF) Fund has been passed by the National Assembly, and accordingly transmitted to the President for his assent.

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SCIENCE, TECHNOLOGY AND INNOVATION ROADMAP (NSTIR) 2030

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This Roadmap is a step-by-step approach to move Nigeria from resource economy to knowledge-based driven by innovation. The Roadmap assigns responsibilities to all MDAs as Science, Technology and Innovation is the key to economic development of any nation. It is designed to serve Short-, Medium- and Long-term strategies of Nigeria and it promotes collaborations and networking among all MDAs.

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PRESIDENTIAL EXECUTIVE ORDER NO. 5

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The Presidential Executive Order No. 5 for Planning and Execution of Projects, Promotion of Nigerian Content in Contracts, Science, Engineering and Technology is generally classed as revolutionary. It was signed by Mr. President on 2nd February, 2018. It remains the key to achieving irreversible industrialization in Nigeria, and its achievements can be seen in Procurement, establishment of University of Transportation, and Establishment of Factory for Production of Train Wagons/Coaches. Also, this has led to the Establishment of Strategy Implementation Task Office, as an operational organ of the Presidential Executive Order No. 5 for job creation and cost reduction.

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NATIONAL STRATEGY FOR COMPETITIVENESS IN RAW MATERIALS AND PRODUCTS DEVELOPMENT IN NIGERIA

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This Policy was approved by the Federal Executive Council in 2017 towards ensuring value addition and global competitiveness. The success story of this Policy includes the recent international certification of Federal Institute for Industrial Research Oshodi (FIIRO)'s laboratories for analysis and the Presidential Executive Order No.5, signed by

Mr. President 0n 2nd February, 2018. Nigeria can now analyze and certify its products before export. Nigerian researchers do no longer have to travel to other countries to analyze and certify their results.

The Nigerian global competitiveness ranking has improved from 127 before the implementation of the Strategy to 115 in 2018/2019. Savings from reduction in import of raw materials and products in 2018/2019 is over N2.3T.

NATIONAL LEATHER AND LEATHER PRODUCTS POLICY

This Policy was approved by the Federal Executive Council on 31st October, 2018 to encourage the Leather Products sector to contribute to Nigeria's irreversible industrialization and economic diversification. The implementation of this policy has since commenced.

NATIONAL POLICY ON METHANOL FUEL PRODUCTION TECHNOLOGY

This Policy was approved by the Federal Executive Council on 23rd October, 2019 to stimulate and effectively utilize our gas resources, aid transportation, manufacturing, cooking in our homes, power generation, conserve the environment, create jobs and diversify the economy and stimulate industrialization. This constitutes a major and unique attempt to expand Nigeria's chemical industry value-chain based on abundant natural resources that is currently being flared and enable the country achieve the global warming reduction commitment expressed in the National Determined Contrition under the Paris Agreement.

NATIONAL BIOTECHNOLOGY POLICY

Considering the important contributions of bio-technology to national development, the Ministry of Science and Technology inaugurated Review Committees in 2019. These Committees met severally and work has reached the advanced stage on these reviews. It is expected that these will be completed to allow the Biotechnology sector to also

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support economic diversification. It is expected to be presented to the Federal Executive Council for consideration and approval in 2020.

NATIONAL NANOTECHNOLOGY POLICY

Nigeria is currently exploiting the occurrence of Nanotechnology vis-à-vis advanced materials. The National Steering Committee on the National Nanotechnology Policy which was inaugurated in 2018 has produced a draft Policy on Nanotechnology. The Policy is to guide the direction of investment and utilization of nanomaterials in the country.

The Committee embarked on a Database Survey of Researchers actually in R&D activities in the Universities, Polytechnics and other Research Institutes across the six geopolitical zones of the country.

TECHNOLOGY AND INNOVATION EXPO

Technology and Innovation Expo (Techno Expo) is an annual popularization programme of the Federal Ministry of Science and Technology, aimed at creating awareness in Science and Technology and showcasing achievements and breakthroughs in the Science, Technology and Innovation (STI) sector geared towards commercializing Research and Development result as well as Product and services of Research and Tertiary Institutions, Inventors/ Innovators and the Manufacturing Sector. By this exercise, the Government seeks to make Science and Technology a culture and a driver for the much-desired Knowledge-Based Economy (KBE). It is a one-week long programme from Monday to Friday.

The Expo offers opportunities for net-working among Researchers, Inventors and Innovators. A striking component of the Expo is the "Researchers and Investors Forum'' that is planned to encourage immediate scale up of prototypes by investors. The Ministry as a way of support and encouragement do award cash prizes, plaques and certificates to outstanding Exhibitors in the categories of Tertiary Institutions; Research Institutions; Inventors/Innovators/STI Entrepreneurs; and JETS/States, annually. The Ministry also monitors the MOUs signed between investors and researchers in order to track their progressive in the STI sector nationally.

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NATIONAL COUNCIL ON SCIENCE AND TECHNOLOGY (NCST)

The National Council on Science and Technology (NCST) is the second highest National Policy making body on Science and Technology (S&T) in the Country after the National Research and Innovation Council (NRIC) which is chaired by Mr. President. The NCST meets statutorily once annually to consider pending national issues that would fast-track scientific and technological development of Nigeria and is chaired by the Honorable Minister of Science and Technology with Honorable Commissioners in charge of Science and Technology in the 36 States of the Federation and FCT as members.

TALENTED YOUNG SCIENTISTS OF NIGERIA (TYSON)

Talented Young Scientists of Nigeria (TYSON), is a novel annual programme of the Federal Ministry of Science and Technology targeted to retain 1st Class Distinction graduates of Science/Engineering in the Science, Technology and Innovation (STI) sphere, to harness their potentials toward contributing to national development through competitive Team study of identified national problems.

This involves all graduates of Tertiary Institutions (Universities/Polytechnics) with First Class Honors/Distinction in the areas of Science, Engineering, Agriculture, Medicine, Environmental Sciences and other related courses.

The Maiden edition took place in the year 2019.

774 YOUNG NIGERIAN SCIENTISTS PRESIDENTIAL AWARD (774-YONSPA)

The 774 Young Nigerian Scientists Presidential Award (774-YONSPA) is aimed at effectively encouraging and developing the interest of Nigerian youths in the Sciences. This would result in Nigerian youths taking up professions in Science, Engineering and Technology. The programme is an annual event organized by the Federal Ministry Science and Technology across the 36 States of the Federation and FCT through competitive examinations for secondary school students by each LGA. It is expected through this process to produce the best candidate at LGA level, which will equally compete at the State level for states' best. The States' bests will also compete at the

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Grand Finale in Abuja, and as well be hosted by the President. Whereas, the LGAs' bests as well as the States' bests will be hosted by the Chairman of LGAs and Governors of the States, respectively.

PRESIDENTIAL STANDING COMMITTEE ON INVENTIONS AND INNOVATIONS (PSCII)

Creativity, inventions and innovations are the critical factors in national development, economic growth and global competitiveness, as well as the basis of a better future for humanity.

In order to reposition Nigeria for a greater contribution of invention and innovation to the national economy, a Presidential Standing Committee on Invention and Innovations (PSCII) was set up by President Olusegun Obasanjo and inaugurated by the Honorable Minister of Science and Technology in October, 2005. The Terms of Reference are to encourage invention in technology through commercialization, examine any research claim and assess what can be done to take such claims to prototype and commercial level, and suggest how funds could be sourced to finance the various stages of development from idea through prototype to commercialization.

WARD BASED CLUSTER PROGRAMME (WBCP)

The Ward Based Cluster Programme (WBCP) was initiated by the Federal Ministry of Science and Technology (FMST) to foster the emergence of at least one raw material processing cluster in each of the **9,555 political wards** nationwide.

The implementation of this concept provides a synergistic opportunity for fast tracking the transformation agenda, considering the current constitutional roles of the federal, state and local governments in developmental efforts. It is in this context that establishment of indigenous techno-economic models to catalyze the rapid transformation of community-based economies, in order to among others raise rural income, discourage rural-urban drift, create self-sufficiency, improve internal economic yield while boosting competitiveness of Nigerian exports. The objectives of the programme are to create jobs, generate wealth, improve ways of doing business, raw materials value addition, partnership and Networking, women empowerment, reduce Infrastructural challenges and increase inflow in the Foreign Direct Investment (FDI).

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NATIONAL LABORATORIES, PERSONNEL, EQUIPMENT AND ENERGY AUDIT

This project is aimed at taking a careful Performance Assessment of National Laboratories, Personnel, Equipment and Energy with a view to improving their operational mode for sustainable national development. Its objective is to assess National Laboratories, Personnel, Equipment and Energy Audit for higher performance

THE NATIONAL WASTE TO WEALTH (W-2-W) PROGRAMME USING APPROPRIATE TECHNOLOGIES

The project is focused on implementing a suitable and sustainable end-to-end solution for the transformation of environmental solid waste materials into useful products and wealth creation through an integrated waste to wealth management system using innovation and Best Available Techniques (BAT). The programme takes into consideration the waste generation and management in the six geopolitical zones of the country.

USE OF TECHNOLOGIES FOR THE DEVELOPMENT AND EVALUATION OF IDENTIFIED HERBAL RECIPES FOR IMPROVED, ACCESSIBLE AND AFFORDABLE HEALTHCARE DELIVERY

The objective of the project is to use technologies to develop and evaluate identified herbal recipes for improved accessible and affordable healthcare delivery. Herbal samples with potential for the management of Epilepsy, Trypanosomiasis were collected from selected States across the six geopolitical zones. Subsequently, the samples were taken to the National Institute of Pharmaceutical Research and Development (NIPRD) for scientific evaluation.

The result of the scientific evaluation indicated that the samples were safe and also showed anti-epileptic and anti-trypanosomiasis activity.

DEPLOYMENT OF INNOVATIVE TECHNOLOGIES FOR THE EVALUATION AND PRESERVATION OF FOODSTUFFS (BEANS AND GRAINS) TO ENHANCE FOOD SAFETY

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The objective of this project is to deploy innovative technologies for the evaluation and preservation of food stuff to enhance food safety in Nigeria. This has been demonstrated in some parts of the country.

USE OF INNOVATIVE TECHNOLOGIES FOR THE DEVELOPMENT AND PROMOTION OF IMPROVED PLANTING MATERIALS TO ENHANCE FOOD SECURITY

The objective of this Project is to deploy innovative technologies for the development and promotion of improved plantlets to enhance food security in Nigeria. This project is designed to sensitize farmers and provide them with improved crop plantlets for planting on their farms in order to increase agricultural productivity, farmers' profitability and ultimately, enhance food security.

SUSTAINABLE AND INNOVATION AND ELECTRONIC DIGITAL SERVICE CHARTERS SIGNAGE FOR ALL DIRECTORS, AND ENTERING POINT TO THE MINISTRY

A Charter is dynamic and is an evolving process which is subjected to constant changes and review. For the period under review, the Service Charter of the Ministry of Science and Technology has been updated through regular review to reflect the current reality in the Ministry. The current service Charter of the Ministry was reviewed in 2020 which ranked the Ministry in the first (1st) position in standing among other MDAs by the SERVICOM Headquarters in the Presidency in 2019 as the most compliant MDA to SERVICOM Reform Initiative. On the Innovative electronic digital service charter, it is aimed at driving the Innovation concepts in the Federal Civil service to improve service delivery via dedicated innovation units and innovation challenges as captured in **2017-2020** Federal Civil Service Strategy and Implementation Plan (**FCSSIP).**

ACTIVITIES OF THE MINISTRY ON COVID-19 PANDEMIC

The Federal Ministry of Science and Technology (FMST) is uniquely positioned to discharge its mandates through the operation of professionally managed Agencies/Parastatals with cross-cutting but concise responsibilities, applying specialized

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skills and technologies to various sectors of the economy including; health, education, agriculture, industry, transportation, security and environment among others.

Like every other economy of the world that had plans projected for COVID-19, the Federal Ministry of Science and Technology had projected a series of activities to implement. Following the outbreak of the corona virus disease otherwise called COVID-19, several efforts have been put in place by both public and private institutions to halt the spread of the virus. As it is a known fact, the Corona Virus Disease (COVID-19) pandemic has led to an unprecedented disruption in global supply chains, sharp drop in global crude oil prices, turmoil in global stock and financial markets, massive cancellation of sporting and entertainment events, lockdown of movements of persons in many countries, and intercontinental travel bans/restrictions across critical air routes across the world. It is also expected that the pandemic would strain healthcare systems worldwide. In order to find solutions to these challenges, the Ministry in 2020 has developed a strategy of Prevention, Tracking, Testing and Treatment (PT3) in short-, medium- and long-term basis for responding to the COVID-19.

The Ministry in its desire to find a home-grown solution to the Coronavirus pandemic constituted a Ministerial Committee on COVID-19 Herbal Remedies and Natural Compounds to authenticate claims of anti-COVID-19 activity in Herbal Remedies and Natural Compounds by Scientists, Researchers and Traditional Medicine Practitioners. The submissions made by the claimants are currently undergoing review by the Ministerial Committee.

ESTABLISHMENT OF MODEL BASIC SCIENCE LABORATORIES IN THE 774 LOCAL GOVERNMENT AREAS OF THE FEDERATION

The concept of the deployment of Model Basis Science Laboratory in all local Government areas of the Federal Republic of Nigeria is a Federal Ministry of Science and Technology initiative that will stem the tide of falling standards of science and technical education in the country. This is a critical/strategic intervention at the secondary education level to develop: qualified Teachers in the Basic Sciences in most schools, effective strategy to attract Basic Scientists to take up teaching jobs, adequate facilities such as Laboratories and Demonstration rooms in schools, awareness on the relevance of Science and Technology to our everyday lives in the society. The model Basic science

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laboratory will consist of fully furnished and equipped Laboratory for: Physics, Biology, Chemistry, ICT, and Technical Drawing.

IMPLEMENTATION OF INDIGENOUS/INNOVATIVE MODULAR REFINERIES IN NIGERIA

Nigeria is an oil producing country and reports have shown that there are about five (5) non - operational refineries in the Country, which accounts for the acute shortage of petroleum products and leading to mass importation of petroleum products over the years from other countries.

Modular refinery is a technology whose parts or equipment are constructed in modules designed to be transported quickly and easily anywhere in the world and comes in a variety of sizes with capacities that range from 500 to 20,000 barrels per day; and capable of generating over 3 million direct and indirect jobs, fight restiveness and improve standard of live.

The FMST is taking the leads and willing to partner with many private sectors interested in the constructions and operations of Modular Refineries in order to take advantages of:

- The opportunities of the current scarcity and the high cost of importation of petroleum products;
- Address problems of pipeline vandalization leading to spillage and environmental pollution. In consideration of these and many more, Modular refineries are best deployed to address Nigeria's perennial petroleum products.

ELECTRONIC VOTING MACHINE

The Ministry has, through one of her agencies (NASENI), developed an indigenous electronic voting machine to curtail the problems usually associated with the analogue voting system being operated in the country. This system allows votes to be counted as soon as they are cast. The Agency has made a presentation to INEC on the machine. INEC has constituted a technical review committee to review the presentation. This has since been done. The e-voting machine was equally satisfactorily demonstrated in a meeting of the National Economic Council.

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AUTOMATION OF THE TECHNOLOGY TRANSFER REGISTRATION OPERATIONS

The concept of computerized approach to manage technology transfer data commenced with the introduction of Disc Operating System (DOS)-based Computerized Registry Information System (CORIS) through the collaboration of UNIDO which played a key role in introducing technology transfer data capturing system and training of relevant officers overseas on the operation and management of the CORIS application.

The National Office for Technology Acquisition and Promotion (NOTAP) developed the capacity needed to manage CORIS even when the DOS applications became obsolete, took up the challenge and further developed a Windows based version of the application which is known as automation of Technology Transfer Registration process. This has helped in resolving inadequacies inherent in the old CORIS system including the development of the online filing and submission of technology transfer agreements, timely, effective and more efficient registration process. It makes easier the retrieval of data on technology transfer agreements from CORIS and generates reports on technology transfer agreements in tabular and graphical format.

REPOSITIONING THE FEDERAL MINISTRY OF SCIENCE AND TECHNOLOGY

In order to reposition the Ministry, a Committee has been constituted with the following Terms of Reference:

- To draw historical antecedent of the Ministry to its current status;
- To identify areas of conflict to achieving its mandates;
- To harmonize areas of conflicts mitigating against achieving its mandates;
- To identify areas to strengthen the current operational relationship between the Ministry and its Agencies;
- To identify challenges impairing the effective implementation of the existing mandates of the Ministry;
- To review the existing mandates of the Ministry to facilitate commercialization of R & D results of the STI Sector, and

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- Any other area that the Committee feels is relevant to carry out the assignment.

COMPETITIVENESS ASSESSMENT OF THE MINISTRY'S AGENCIES

The Federal Ministry of Science and Technology in order to promote healthy competition among the Seventeen (17) Research Institutions/Agencies constituted a Competitiveness Assessment Committee to assess the Programmes, Projects, Research and Development, Inventions, Innovations, Human and Materials Resources etc. of these Institutions/Agencies. This is to rank the Agencies for biennial awards that are planned to range from N1B, N750, 000.00 and N500, 000.00, for 1st, 2nd and 3rd positions, respectively. The Agencies submitted their achievements based on the template provided by the Committee and were assessed and ranked appropriately. The first edition took place in 2018.

MAIN ACHIEVEMENTS

The ministry has succeeded in the elimination of duplication of research efforts within the agencies under the ministry, thereby conserving scarce financial resources.

The ministry has improved collaboration among research institutes, universities, industry and government.

It has also has substantially improved the awareness of the public on the importance of science and technology to nation-building. It has worked hard to encourage our young people and the girl-child to show interest in the study of science, technology, engineering, and mathematics.

The ministry has achieved tremendous success in infrastructural development using local content, resuscitation of moribund centers, contribution to sport development, acquisition and upgrading of office and laboratory complex's and development of indigenous machines.

The ministry has established model basic science laboratories in the 774 local government areas of the federation.

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KEY CHALLENGES

LACK OF ADEQUATE RESEARCH STUDIES: There is lack of research studies, which has become a challenge in the effective running of science and technology in the country.

LACK OF SKILLED MANPOWER: The menace of poorly-skilled workers is replete in every industries of the Nigerian economy. In the Federal Ministry of Science and Technology, there is not enough manpower to do the things that are meant to be done and this is causing a big challenge to the development of Science and Technology in Nigeria.

LACK OF INFRASTRUCTURE OF DATABASE: A data infrastructure is a digital infrastructure promoting data sharing and consumption. Similarly, to other infrastructures, it is a structure needed for the operation of a society as well as the services and facilities necessary for an economy to function.

Insufficient funds from the government to carryout researches and projects.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes, when fully implemented
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance?	Yes

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4.	Have the reforms made the services more affordable for citizens?	Yes
5.	Have the reforms reduced corruption?	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving
9.	Where things are improving, will those improvements endure	The improvements would be sustained.
10.	Where things are not improving, what should be done	Not applicable

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PROPOSED NEXT STEPS

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The ministry is still dedicated to activities that will sustain and develop its mandate and vision through:

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- Formulation, monitoring and review of the National Policy on Science, Technology and Innovation to attain the macro-economic and social objectives of Vision 20:2020 as it relates to science and technology;

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- Acquisition and application of Science, Technology and Innovation contribution to increase agricultural and livestock productivity;

- Increasing energy reliance through sustainable Research and Development (R&D) in nuclear, renewable and alternative energy sources for peaceful and development purposes;
- Promotion of wealth creation through support to key industrial and manufacturing sectors;
- Creation of Technology infrastructure and knowledge base of facilitate its wide application for development'

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CHAPTER 43: EASE OF DOING BUSINESS REFORM

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THE PROBLEM



Nigeria had a crushing statistics of 80% of new companies and start-ups failing within the first 3 years, despite being one of the most sought after destination for businesses in the African continent. Some of the challenges that hampered doing business in Nigeria included;

- Access to Capital and Credit;
- Poor power supply;
- Government regulations and bureaucracy;
- Corruption and bribery; and
- Market developments.

The 2020 Ease of *Doing Business Report* of the World Bank released on 24 October 2019 announced that Nigeria had climbed 15 places to 131 out of 190 countries worldwide. Prior to that, Nigeria ranked near the bottom in the 2016 index, with a score of 169 out of 190 assessed countries. The variables representing the difficulties with doing business

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in Nigeria as mentioned earlier also included; building permits; securing electricity; registering property; paying taxes; and cross-border trade.

The economy of Nigeria was in a recession in 2016, caused by dropping oil prices. With a negative growth rate of 1.5%, foreign exchange shortages and high inflation affecting the growth of major economic sectors, there was a decline in both DDI and FDI. This formed the basis for the need for the government diversify the economy by creating an enabling environment to promote economic growth and reduce dependency on oil sector.

Nigeria was ranked 145 out of 190 economies in the 2018 World Bank Ease of Doing Business Report (Report), moving up 24 spots from the previous year. Nigeria was one of the top-10 most improved economies and the top three improved countries in the Sub-Saharan Region, including Malawi and Zambia, according to the survey. The enhancement of Nigeria in the Ease of Doing Business rankings did not occur overnight. The change can be directly attributed to some programs and policies implemented by the Presidential Enabling Business Climate Council of the federal government (PEBEC).

According to Vice President Yemi Osinbajo, the Buhari administration's market reforms, through the Presidential Enabling Business Environment Council (PEBEC), have an opportunity to significantly improve the country's local and foreign investment.

Despite these initiatives aimed at promoting investment opportunities and the ease of doing business, some of the challenges currently faced include;

- Lack of investment profiling tools and instruments for identifying investable opportunities and credible Nigerian entrepreneurs for the purpose of promotion and match making;
- Lack of strong investment elements in the bilateral investment treaties (BITs) that Nigeria signed with other countries that seeks to make an active contribution to the country's sustainable development agenda hence the need to tighten and refine language around standards of protection to avoid overly broad arbitral interpretations that interfere with public policy objectives;
- Poor inter agency collaboration;
- Poor security as investors are scared of investing;
- Infrastructure deficit;

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- The inability to supervise and co-ordinate the functions of various private sector organization operating with the zone;
- Inability to convert Nigeria's enormous comparative advantage in the production of several agricultural primary produce to competitive advantage in the global market as a result of supply chain constraints;
- Lack of concise documents outlining the investment opportunities in states that showcased their competitive advantages and the key investment opportunities; and
- Poor visibility of investable opportunities due to lack of proper profiling of such opportunities and Nigerian entrepreneurs.
- An investor feedback survey was conducted by the NIPC and the following problems were identified;
- Incessant corruption in MDAs;
- Government harassment of existing investors;
- Poor private sector engagement in policy formulation;
- Painful, long, unpredictable government approval process;
- Government policy flip flop, changing rules without notice;
- Porous borders leading to goods smuggled in;
- Difficult business environment due to: erratic power; bad roads; and poor public utilities;
- Multiple taxes by federal and state agents;
- Corrupt judiciary; and
- Insufficient investment incentives.
- Difficulty with automation and digitization of registration services and legacy records of registered entities in Corporate Affairs Commission (CAC)

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REFORMS

2015-2017 REFORMS

Some of the past initiatives that the federal government introduced included;

National Action Plan: PEBEC launched a 60-day National Action Plan 1.0 in February 2017 to incorporate policies aimed at enhancing the ease of business for MSMEs in particular. Eight metrics, including seven of the WB indicators, were used to execute the initiatives. In addition, in May 2017, the government released an Executive Order 001 of 2017 on the promotion of Transparency and Efficiency in the Business Environment.

The Strategic Plan (SIP): Three policy priorities were prioritized in the plan: tackling corruption; strengthening security; and restoring the economy. It was introduced as an attempt to counter the steep downturn in the economy.

Some other key reforms implemented since 2016 include the automation of companies' registration by the Corporate Affairs Commission (CAC); facilitating the legal frameworks for the operation of credit reporting bureaus and the use of movable assets as collaterals for loans in Nigeria.

RECENT REFORM (2018-2020)

NATIONAL ACTION PLAN (NAP) 5.0

On February 4, 2020, the Presidential Enabling Business Environment Council (PEBEC) released its fifth accelerator, the National Action Plan (NAP) 5.0, with many steps aimed at promptly introducing reforms to further enhance the ease of doing business in Nigeria. The 5th NAP is intended to carry out reforms in the following main areas: automation of the land registration process in both the Lagos and Kano States, thereby halving the time needed for the application process; reducing the number of construction inspections allowed by the joint inspections carried out by relevant agencies in Lagos;; and to improve the overall time by 48 hours in customs clearance at the ports by implementing full pre-arrival cargo clearance process.

NIPC

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In view of the gaps and problems highlighted above, the commission embarked on a number of reforms to help consolidate on previous efforts and to address some of the challenges faced by investors in order to position Nigeria as the preferred investment destination. The reform actions undertaken within the reporting period (2018-2020) include;

Investment Promotion and Generation: Moving from reactive to proactive mandate delivery, strategic plans were set in motion to ensure that the NIPC moves from being reactive to proactive for effective delivery of its mandate.

iGuide Nigeria: It is an easy-to-use online investment guide that offers up-to-date and relevant information for investors on the processes, procedures and fundamental costs of doing business in Nigeria. It provides information on start-ups, labour, and factors of development, property, taxation, investor rights, growth sectors and opportunities. The information will enable investors to make better-informed decisions on Nigeria as a preferred investment destination. *iGuide* has language functionality that translates the web content into over 100 languages.

Revamped Website: The NIPC has redesigned their website to include the following;

- Streamlined and simplified design for easier navigation;
- Searchable compendium of Investment Incentives in Nigeria;
- Complaint with requirements of FOI Act, Executive Order 001, and Standards and Guidelines for government websites; and
- Full proactive disclosure of public information.

Renegotiation of Nigeria's Bilateral Investment Treaties (BITs): To attract 'RIBS' (Responsible, Inclusive, Balanced and Sustainable) investments, NIPC initiated the reform of Nigeria's BITs. The first stage is the modernization or renegotiation of many of the previous treaties. The third phase is the creation of a coherent legal framework for the investment protection, facilitation and promotion provisions of the NIPC Act.

Implementation of a Country-Focused Investment Promotion Strategy: The NIPC undertook an analysis to determine a strategically relevant target for investment promotions through a diligent process of finding countries that are strategic to Nigeria's search for more direct investments. The process involved 5 broad criteria, with 20

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countries identified. Currently, NIPC is working on building strategic relationships with key public and private sector stakeholders in the identified countries.

Implementation of e-Business Facilitation Portal: the NIPC is currently developing a Single Window Investors Portal that will be completed in 2021. The portal will have four (4) components, namely;

- E-OSIC, to cater for all services offered at the One Stop Investment Centre (OSIC);
- E-PSI, to cater for the automation of applications for incentives administered by NIPC, starting with Pioneer Status Incentive (PSI);
- Investor Relation Management, will allow end-to-end management of all engagements with investors; and
- Investors profiling, which will ease the generation of a broad range of investment.

NEPC

Formation of the Domestic Export Warehouse (DEW): This project was proposed as a one-stop facility/terminal for the transportation, packaging, and marking of pre-shipment inspection and fumigation of designated goods for export in preparation for final transport to the ports.

Review of Export Regulation: The Nigeria Export Regulation was reviewed to drive the nation's non-oil export. This is to ensure that Nigeria's export regulations are concise, transparent and, most importantly, not unreasonably expensive for exporters.

Zero to Export Programme: The Zero to Export Program of the Agency, which was part of the NEPC's attempts to reposition the non-oil sector and implement the council's narrative through job creation and inclusive development. The initiative trains exporters in the export process, offers product and business guidance and develops their capabilities in marketing and management.

Establishment of an Export Warehouse: Stronger stakeholder cooperation with MAN Export Group facilitated the creation, under the auspices of NEXTPORT TRADE Houses Limited, of an Export Warehouse in Lome, Togo. This is intended to increase the global

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visibility of Made-in-Nigeria products and services in order to dramatically reduce logistics costs for exporters in Nigeria, especially MSMEs.

Organization of an Export Clinic: The programme for the Export Clinic is a training programme for newly registered exporters. The clinic, which seeks to increase the number of MSME exporters, also raises their understanding of the NEPC's activities and how to embark on an export sector, thereby encouraging non-oil export earnings.

NEPZA

The Federal Government and the Private Sector must ensure that the Free Zone Scheme is greatly supported and reinforced by the use of improved legal mechanisms, sustained investment and the insistence on global best practices in order for Nigeria to catch up with the country's real economic growth and industrialization and to further facilitate the ease of doing business.

ECONOMIC RECOVERY AND GROWTH PLAN (ERGP)

The Buhari administration implemented the ERGP as a medium-term economic resuscitation plan in response to the unavoidable recession of 2016, triggered by the mismanagement of the economy in previous years (2017-2020). In the second quarter of 2017, Nigeria came out of recession and maintained positive GDP growth until the onset of the COVID-19 pandemic at the beginning of 2020. The strategy builds on the 2016 Strategic Implementation Plan (SIP), which prioritizes the administration's three policy objectives: tackling corruption, strengthening security, and restoring the economy.

THE COMPANIES AND ALLIED MATTER ACT (CAMA)

The 2020 CAMA amendment incorporates up to 15 creative reforms that are supposed to tone down regulatory barriers and ease the business climate to stimulate growth, simplify the country's business and give investors greater trust in Nigeria's business environment. The reforms include: providing for remote or virtual general meetings;

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provision for electronic filing and online registration and related services to replace manual processes; enhancement of minority shareholder protection and engagement; Introduction of statement of compliance; Merger of Incorporated Trustees; Limited Liability Partnership and Limited Partnership. Others are; reduction of filing fees for registration of charges; business rescue provisions for insolvent companies; Procurement of a common seal; replacement of authorized share capital with minimum share capital; exemption from appointing auditors; provision of single Member/Shareholder Companies; exemption from the appointment of company secretary; and restriction on multiple directorships in public companies in a register of beneficial owners to enhance corporate accountability and transparency.

Other notable reform actions championed by the CAC include production of online registration and related services to replace manual processes.

MAIN ACHIEVEMENTS

- The Ease of doing Business reforms launched by the federal government are aimed at supporting the MSMs and encourage diversification of the revenue into non-oil sectors. The series of funding and capacity development launched by the Buhari administration were all geared towards providing support and enabling environment for the survival of businesses in Nigeria;

- The new Development Bank of Nigeria (DBN) has finally taken off, with initial funding of US$1.3 billion (N396.5 billion); to provide medium and long-term loans to MSMEs. A total of N100 billion has been disbursed by the DBN via the 27 Participating Financial Institutions (FPIs) of the bank since 2017, affecting more than 100,000 MSMEs. 52% of loans disbursed in 2019 were for companies owned by young people and women;

- More than N400 billion in loans to big, medium, small and micro enterprises have also been disbursed by the Bank of Industry (BOI) since 2016. As part of the Federal Ministry of Mines and Solid Minerals Development Program to improve mining activities in Nigeria, it has also set up a N5 Billion Fund for Artisanal Miners, as well as a $20 million Fund to help emerging technology entrepreneurs in Nigeria;

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- The MSME clinics organized by the government through agencies such as NIPC, NEPC, PEBEC, etc. which bring together relevant government agencies and small enterprises operating in different cities across the country, are designed to allow agencies to provide direct support to these enterprises. The interactions help the agencies to better understand the challenges facing small businesses and provide a forum for rapid resolution;

- The work of PEBEC and the Enabling Business Environment Secretariat (EBES) has resulted in Nigeria moving up 39 places on the World Bank Ease of Doing Business ranking;

- In 2017, the Nigerian Investment Promotion Council (NIPC) completed a long-overdue revision of the list of activities that can benefit from the Pioneer Status Incentive in Nigeria, which grants recipient companies a tax holiday of 3 to 5 years. The revision, carried out more than 10 years after the last one, modernized the list, extending the benefits for tax holidays to eligible e-commerce firms, Software Development, Animation, Music, Film and TV. NIPC published a Compendium of all Investment incentives in Nigeria, making it easier for existing and potential investors to have equal access to the information. The finance Act, 2019 is the first time Nigeria is accompanying the passage of Budget with complementary fiscal and business environment reforms legislation. This 2020 Budget is also the first time in 12 years that a Federal Budget has been restored to January-December cycle.

Other notable achievements include;

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- As a member of the National Action Committee on the implementation of AFCFTA, the NIPC is actively reviewing the formulation of Nigeria's working paper on the AFCFTA Investment Protocol;

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- Continuous support to the EBES to coordinate sub-national doing business reforms geared towards improving the country's doing business ranking;

- Growth in the investments to proposed non-oil sectors;

- Improved governance, accountability and transparency;

- Better synergy with the other relevant agencies like Nigeria Customs Service (NCS), to make market access easy for investors by ensuring prompt importation of raw materials and exportation of finished products;

- Development of a web portal for the Export Expansion Grant (EEG) scheme. The Platform encouraged transparency in the processing of claims for exporters under the scheme and placed an end to the physical presence and travel linked to the previous processing of claims;

- Over 500 trainees and companies from the centers of Lagos, Port Harcourt and Abuja have qualified and graduated from the Zero to Export program. The majority of trainees have established, and are already exporting, registered cooperatives. The initiative has produced impressive results, including potential sales of EUR 22 million to the European market, where Nigerian companies have not previously been successful. New products exported by small and medium-sized enterprises with a value of more than $30 million, 10 new collaboration alliances by small and medium-sized enterprises, and collaborations with three financial institutions for the project raised $1.3 million in working capital for exporters. New exports worth $30 million per year were also produced, including ginger, cashew kernels, cocoa products, hibiscus, sesame seeds, columbite for alloy use, monalite for engineering use;

- The agency's Export Development Fund (EDF) initiative, have been able to support and grow MSMEs like the Mina Stones in training, capacity building and access to finance at very low interest rates. The Fund also allows pre-shipment incentives to SMEs in Nigeria;

- Online registration process for pre- incorporation services launched by the CAC;

- Stamping of Registration Documents online through an integration with the Federal Inland Revenue Inland Revenue Service (FIRS) that allows for the payment and stamping of registration documents online;

- Tax Identification Number (TIN) generated online and reflected on the certificate of registration; and

- Direct registration by first directors or proprietors;

- Online registration process for pre-incorporation services; and

- Stamping of CAC registration documents online through integration with other relevant agencies such as the FIRS. This collaboration has also allowed for the generation of Tax Identification Number (TIN) online and reflects on the certification of registrations.

KEY CHALLENGES

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Investment promotion is dependent on a conducive underlying business environment and strong macro-economic conditions. This requires a coordinated, whole-of-government commitment to addressing the challenges with doing business. Some challenges include;

- Lack of commitment from the executive and legislative arms of government for investment promotion;

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- Non-passage of enabling laws like NIPC Act and IDTRA;
- Support for capacity building and development of staff;
- Government taking investment promotion agencies as revenue generating;
- Lack of integration with relevant Government Agencies to enhance seamless document authentication/ information verification. These agencies include National Identity Management Commission (NIMC), Nigeria Immigration service;
- Non deployment of electronic registration services to post incorporation activities. Currently, online workflow covers only pre- incorporation activities. It is desirable that an end to end registration solution will be appropriate in line with international best practice;
- The CAC still maintains a manual record that dates back to 1912. These records are in large volume and converting them into electronic format will involve a huge budget

ASSESSMENT OF REFORM INITIATIVES

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S/N.	QUESTIONS	RESPONSE

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1. 1	Have the reforms improved the ease of doing business	Yes, reforms initiated have improved the ease of doing business. The WB 2020 Doing Business Report saw Nigeria move up 15 places from 146 to 131 out of 190 countries.
2. 2	Do more people now have access to services including disadvantaged groups, such as women, young persons, and people with disabilities	Yes, more people now have access to services.
3. 3	Have the reforms reduced the cost of governance	The reforms have greatly improved on governance and accountability. This, by implication has reduced the cost of governance due to improved efficiency of internal processes.
4. 4	Have the reforms made the services more affordable for citizens	Yes, several intervention schemes have introduced subsidization, one of which is in the registration processes of business.
5. 5	Have the reforms reduced corruption?	Yes. Technology has helped reduce physical interface between agency officials and business owners.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes. The Single Window Investment Portal, all services of the OSIC are automated. The processes required for business registration are now online, seamless, with little or no physical interaction.

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7. 7	Is the reform initiative likely lead to improved development outcomes?	Yes, sustenance of the reform initiatives would certainly lead to improved development outcomes
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Most sectors of governance spheres have improved. One of such is the Agricultural sector, where Nigeria is gradually getting to self-sustenance level. Other sectors that need improvement are the infrastructural development, power, etc. In addition, other sectors given close attention due to the ERGP include the Education, Social inclusion, Job creation and youth empowerment, population growth management and environmental sustainability
9. 9	Where things are improving, will those improvements endure?	These improvements will endure where there is a strong political commitment to support the reforms from both the legislative and executive arms of government. Additional planning based on statistics from relevant agencies will also aid in sustaining the improvements.
10. 10	Where things are not improving, what should be done?	The system is hnged on continuous improvement to accomadate emerging development. The ultimate objective is to have a hitch free business environment.

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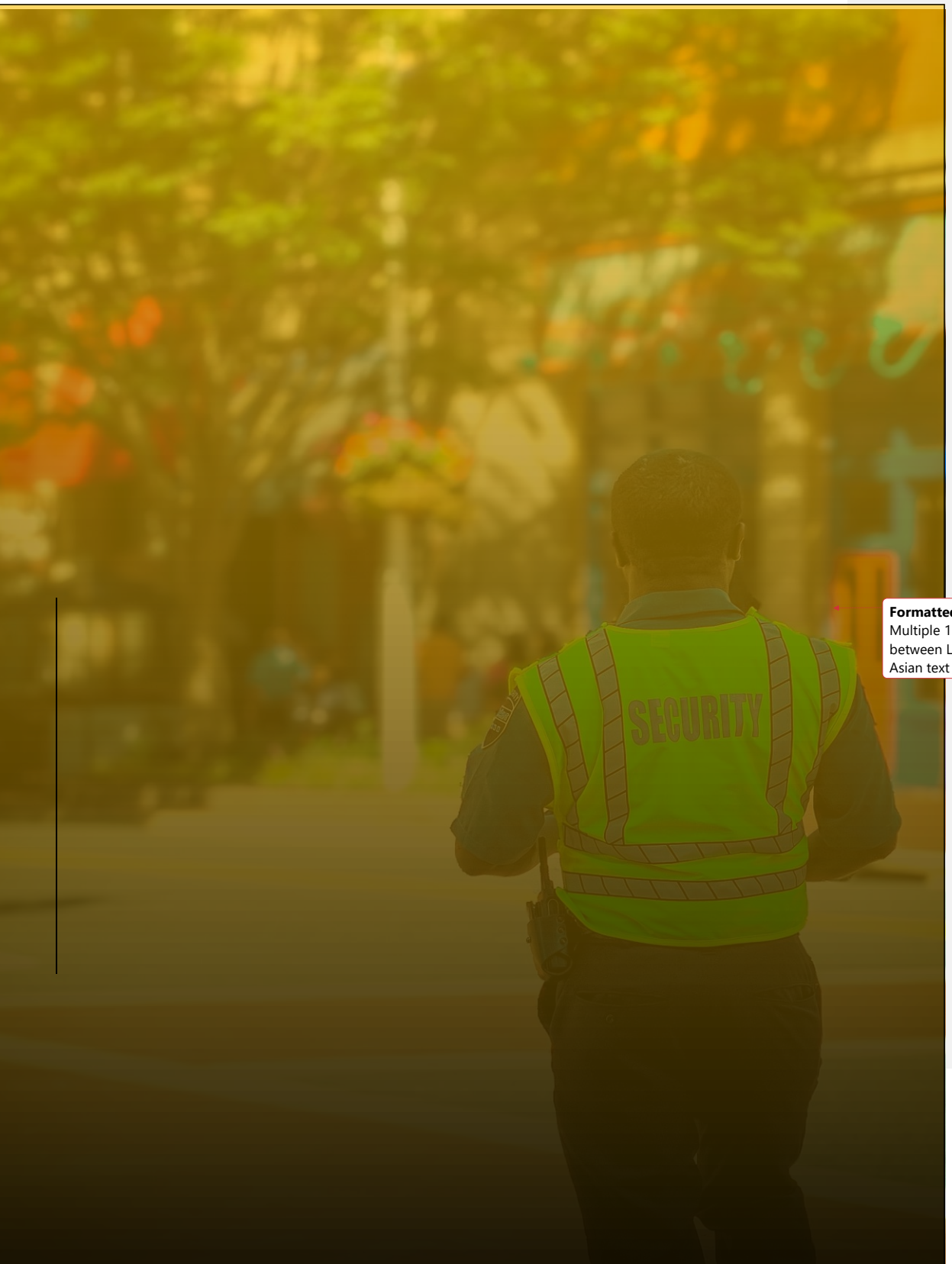
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PROPOSED NEXT STEPS

- More proactive investor advocacy;
- Improvement in business registration process
- Sustained addition in the use of technology to drive processes, thereby increasing efficiency, transparency, and effectiveness;
- Complete incentive reform initiatives;
- Development of a facilitation database that will profile investment opportunities, and give professional investment advises;
- Continuous review of material legislation, such as the NIPC Act, and the IDITRA;
- Implementation of the IIA reforms;
- Improve state-level investment support.
- To integrate and deploy an end-to-end electronic solution for all registration processes
- Digitalization of legacy records into electronic formats for easy accessibility and retrieval
- Integration with relevant agencies to achieve registration goals and integrity of data in the long run.

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PART SIX:

SAFETY AND SECURITY

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CHAPTER 44: PORTS ADMINSTRATION (NIMASA)

THE PROBLEM

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Piracy has been a major problem to the Nigeria's maritime/ ports economy and has brought about negative impact of which are deterring would-be investor in Nigeria's shipping sector

There is need for improved efficiency in maritime operations in Nigeria to improve global competitiveness. Agencies like Nigerian Maritime Administration and Safety Agency is saddled with the responsibility of improving predictability and transparency in maritime/ ports operations, this will enable confidence and growth in the sector, which in turn is going to bring and increase revenue and economic development in Nigeria.

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REFORMS

REFORM ACTONS 2015 -2017

- Creation of a strategic implementation plan (SIP) aimed at sustainable growth in the country's maritime industry

- Implementation of a medium term economic policies from 2017

- NIMASA reduced turnaround time from three days to 24hours in processing of cargo manifest for issuance of sailing on vessels husbanded by shipping companies/agents

- Deployment of satellite surveillances infrastructure to enable it monitor shipping activities and the maritime environment in real time for safety, security and administration

- Approval of one shop scrapping permit and four permit in 2017 for ship recycling yards

REFORM ACTIONS FROM 2018-2020

- Signing of a four year renewable memorandum of understanding which covers academic collaborative and reciprocal activities in the field of education, training, research and other areas of capacity building to be provided by World Maritime University(WMU) to NIMASA

- Suppression of Piracy and other Maritime offenses Bill (Anti-Piracy) passed into law within the margin of the 8th National Assembly to provide a robust and detailed framework to criminalize and punish piracy and unlawful acts in the Nigerian maritime domain as well as give further expression to the relevant provisions of the International Maritime Convention on maritime security to which Nigeria is a part.

- Implementation of the Deep Blue Project for the provision of integrated national security and waterways protection infrastructure.

- Re-establishment of National Fleet Imminent.

MAIN ACHIEVEMENTS

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- Commissioning of the agency's newly remodeled E-library at the Nigerian Maritime Resource Development Centre, Kirikiri Lagos
- Despite the Covid-19 pandemic, NIMASA budget performance is laudable
- Award of recognition of NIMASA in the aspect of Social Responsibility Policies
- Constant inspection and survey which has ensured that substandard vessels are no longer call at Nigerian ports. It has also improved safety on Nigerian waters and led to reduction of vessels with deficiency from 18.99% in 2015 to barely 14% in 2018

KEY CHALLENGES

- Funding
- Ethnological change
- Non adequate supply of specialized maritime industry skillset
- Inefficiency of ports and shipping companies

ASSESSMENT OF REFORM INITIATIVES

S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms improved the ease of doing business	Yes, reforms initiated have improved the efficiency and effective service delivery in the maritime/port administration.

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2. 2	Do more people now have access to services including disadvantaged groups, such as women, young persons, and people with disabilities	Yes. More people have access to port services because of reduction in cost and adequate security.
3. 3	Have the reforms reduced the cost of governance	The reforms have reduced the cost of governance due to improved efficiency of maritime/port processes.
4. 4	Have the reforms made the services more affordable for citizens	Yes the reform has made services more affordable to citizens.
5. 5	Have the reforms reduced corruption?	Yes.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes.
7. 7	Is the reform initiative likely lead to improved development outcomes?	Yes, the reform initiatives will definitely align the sector with global development trend.
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	There are notable improvements as a result of the implementation of several reform actions and strict compliance to it.
9. 9	Where things are improving, will those improvements endure?	Yes.

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10. 10	Where things are not improving, what should be done?	A system would be developed to identify challenges that may call for possible review of non-responsive processes.

PROPOSED NEXT STEP

Exploitation of the vast resources of the ocean into its broad vision of national economic regeneration.

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Chapter 45: Nigerian Police Force

THE PROBLEM



The core problem confronting the Nigeria Police has been reoccurring over the years and this has led to several reform initiatives but there has been no strong improvement.

- Poor training and service orientation of the Nigeria Police Force
- Poor technology and system in gathering information and investigation
- Lack of cordial relationship and poor communication between the police and the public.
- Inability to curb insecurity and protect the rights of Nigerians

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- Failure to adequately fund the Police Force and also provide good welfare of the police officers.
- Operation of a centralized policing system
- Unaccounted security votes disbursed to the state governors by the federal government.

REFORMS

2015-2017 REFORM

- Establishment of Public Complaints Rapid Response Unit (PCRRU)
- Enactment of a progressive Nigeria Police Service Bill
- Implementation of a recruitment policy for engaging 10,000 people into the Force
- Promotion of manpower Development as well as capacity building

2018-2020 REFORM

- President Muhammadu Buhari has signed into law the Nigeria Police Bill, 2020. The Act repeals the Police Act Cap. P19. Laws of the Federation, 2004, and provides for a more effective and well organized Police Force, driven by the principles of transparency and accountability in its operations and management of its resources.
- The president resuscitated the Ministry of Police Affairs in 2019, to oversee the development and implementation of strategies to enhance internal security of 10,000 new officers annually.
- In 2019, the bill established the Police Trust Fund, which will create an appropriate funding framework for the Police in line with what is obtainable in other Federal Government key institutions, enhances professionalism in the Force through increased training opportunities, and creates an enduring cooperation and partnership between the Police Force and communities in maintaining peace and combating crimes nationwide.

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Some other reform actions include:

- Changing the name “Nigeria Police” to Nigeria police force.
- Strengthen of community policing
- The tenure of the Inspector-General of Police should be a single 4-years term
- The national policing plan should be made with inputs from the police Headquarters and all various police formation nationwide before the end of each financial year, setting priorities, objectives, cost implication and expected outcome of policing for the next succeeding financial year in order to improved budgeting.
- Educate the general public as to what service they are entitled to from the Ministry, and deliver these services efficiently and effectively based on the mutual knowledge.

MAIN ACHIEVEMENTS

- **Peacekeeping**:
- While on International assignment the Nigeria Police engaged in Capacity building for the host country police (Local police).
- Helped the host countries in the conduct of free, fair and credible elections.
- The Nigeria Police officers also assist the host countries in Reforming and Restructuring of the local police.
- Nigerian Peacekeepers helped in the Disarmament, Demobilization (DDR), and Re-integration processes in the host countries.
- Inauguration of the Ministry’s Ministerial SERVICOM Committee members;
- **Reforming the police force:**
- Disbanding of SARS and filling in the gaps by recruiting a new force;

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- Looking into the existing police bill and reforming and passing into law which is known as the Nigeria Police Act 2020

- Sensitization seminar on effective and efficient service training and Proposed Inter-Agency Communication for the Purpose of Accessing Service Delivery Efficiency;

- The Nigeria Police Force launched a new National Command Control Centre in Abuja in 2019, and President Buhari has implemented new salary package for the Military and Police;

- The establishment of Operation Whirl Stroke in May 2018, to curtail violence in Benue, Taraba and Nasarawa States recorded remarkable success in tackling armed herders, cultists, kidnappers and bandits in its sphere of operation and brought tension levels down from the escalated levels seen in 2017/2018

KEY CHALLENGES

- Funding for Training
- Logistics
- Difficulty in getting feedback outside Abuja (Police Commands in the 36 States of the Federation including the Federal Capital Territory (FCT) and the Zonal Offices.)
- Poor strengthening of community police
- Failure of compliance by the police officers

ASSESSMENT OF REFORM INITIATIVE

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S/NO.	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	It is expected that it will improve as a result of training given to service delivery officers
2.	More people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities.	Yes, but access to services by such people is still being developed, because the law has only just been passed making it mandatory to put structures in place to deliver services to all categories of people living with disabilities.
3.	Have the reforms reduced the cost of governance	Generally, the amount of time spent on delivering service to customers has reduced leading to appreciable reduction in real cost.
4.	Have the reforms made the services more affordable for citizens	Yes, because services are more affordable since access to information is free of charge; also, all information can be accessed from SERVICOM office of the organization thereby making it less time consuming
5.	Have the reforms reduced corruption	Yes, personnel are more conscious now of what they must do to avoid compromises in their effort to deliver service.

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6.	Have the reforms reduced unnecessary bureaucracy and red tape	The reform seeks to encourage timely and efficient service delivery, thereby dispelling the perception that the necessary processes ensure accountability in the civil service constitutes obstacle or red tape.
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, for the reasons already stated above.
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	There is no yardstick presently to measure system-wide improvement, no surveys and no established feedback mechanism that will indicate whether reform initiatives have succeeded as intended
9.	Where things are improving, will those improvement endure	Hopefully, if the service delivery activities focus on staff, with sustained focus on training.
10.	Where things are not improving, what should be done?	The training template should be applied. Refer to item '8' above

PROPOSED NEXT STEPS

- Recruitment of more people into the force
- Increase communication between the police and citizens
- Improve on the service offered to citizens
- Reorientation and training of the police men.

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CHAPTER 46: DEFENCE SECTOR REFORMS

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THE PROBLEM

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Growing insecurity has plagued Nigeria, ranging from the ongoing Boko Haram insurgency, banditry, kidnappings, piracy, and other security challenges facing the nation. These challenges have taken a toll on the personnel and equipment holding of the defence sector, including morale and myth, in trying to protect the sovereignty of Nigeria. These deficiencies have been seriously exposed to current realities, particularly in the areas of personnel and equipment. The previous Compendium also highlighted how the lack of preparedness of the armed forces to protect citizens continues to affect the defence sector. While substantial strides have been made in the areas of manpower development, procurement of equipment and development of infrastructure, the difference between what is available and the desired result is still very large. Most recently, the Nigerian Army were accused of human rights violation following the youth led protest on police brutality. Therefore, for a comprehensive and sustainable solution to the security threats, the manpower, personnel management, equipment, human rights issues and infrastructural challenges of the defence sector need to be properly addressed.

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REFORMS

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2015-2017 REFORMS

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With the emergence of the Buhari administration saw meaningful reforms in the defence sector. Although challenge had remained how to dislodge corrupt elements in the Armed Forces while battling insurgents in the North East. Initiatives were launched to try to professionalize the defence sector, with notable achievements like the release of the some of the kidnapped Chibok girls, and dislodgement of terrorists from some Local Governments in the North East. Other reform actions include; moving operational base of the Army and Air Force closer to the insurgents; formation of an international coalition to fight insurgents; training of the Armed Forces for modern day insurgency within the national boundaries; and improved levels of accountability with the Armed Forces.

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RECENT REFORM (2018-2020)

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The administration led by Buhari has always expressed its readiness to strengthen the defence sector, leading to a number of reforms since its inauguration in 2015. Initiatives are still cantered around making the Armed Forces be professionally responsive in the discharge of their constitutional roles. One of such is the launch of the Nigerian Army Order of Battle (NA ORBAT 2016) 2016, which gave birth to several new initiatives with implementation still on-going. Other initiatives include;

- Improved personnel management by introducing Electronic Verification System Management (EVSM) for the conduct of pensioners verification;
- Establishments of new units and formations in the Nigerian Army;
- Collaboration with NIMASA and other relevant stakeholders to provide maritime security and curb piracy;
- Increased routine patrols in the Nigerian maritime space; and
- Continuous and sustained capacity building and trainings for the Armed Forces, including infrastructural development in training schools.

MAIN ACHIEVEMENTS

On the basis of reforms implemented since 2015, the defence sector has continuously consolidated and developed. Increased effort and vigor have been placed into the war against insurgency and the problems faced by the BHT prior to 2015 have been largely reduced to a few areas in the northern part of the state of Borno, and their ability to fight has been greatly reduced, hence the use of soft targets to strike.

In most areas of the Armed Forces, there has also been an improvement in the consistency, competence, depth and numerical strength of skills. The Armed Forces have also made significant research and development efforts, leading to some breakthroughs in local military hardware manufacturing and obtaining spares platforms such as Mine Resistant Ambush Protected Vehicles (MRAPs). With the launch of the erstwhile Nigerian Army Vehicle Manufacturing Unit, there will be production of more locally made tactical vehicles.

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KEY CHALLENGES

- Defence procurement is still a prominent challenge due to the bureaucratic bottlenecks and international politics associated with the procurement process;
- The Nation is witnessing an upsurge in security challenges within some geopolitical zones that were hitherto peaceful. This and the Counter Terrorism and Counter Insurgency Operations in the North East has taken a toll on the manpower of the Armed Forces;
- There is still inadequate funding and budgetary constraints to pursue defence reforms;
- The Nigerian Navy is still yet to conduct a survey coverage of Nigeria's offshore waters, which has greatly hindered their coverage of the entire Nigerian waters;
- There is the need for an improvement in the quality and durability of locally sourced materials;
- There is still the issue of human right violations, and as such, professionalism of the defence sector has not achieved its desired objectives.

ASSESSMENT OF REFORM INITIATIVES

S/N.	QUESTIONS	RESPONSE

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1. 1	Have the reforms improved the quality and quantity of public services delivered	Yes
2. 2	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Not Applicable
3. 3	Have the reforms reduced the cost of governance	It rather increased the cost of governance in the implementation of reforms but has drastically reduced wastages in the long run
4. 4	Have the reforms made the services more affordable for citizens	Not Applicable
5. 5	Have the reforms reduced corruption?	Yes, to a great extent through blocking of leakages.
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes, to an appreciable level
7. 7	Is the reform initiative likely lead to improved development outcomes?	Yes. Professionalism is increasing in the Armed Forces
8. 8	In each sector or governance sphere, are things improving, staying the same or getting	There have been improvements

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	worse?	
9.9	Where things are improving, will those improvements endure?	The developmental efforts are sustainable
10.10	Where things are not improving, what should be done?	Not Applicable

PROPOSED NEXT STEPS

- Phased procurement of more equipment's;
- Consolidation on existing reforms to ensure sustainability and continuity;
- Improved research and development efforts in local production of hardware and equipment's;
- Addressing human rights issues;
- Sustained commitment to capacity building; and
- Increased effort to increase budgetary allocation.

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CHAPTER 47: Reforms In Paramilitary Organization

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THE PROBLEM



NIS

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Nigerian Immigration Service has been confronted with frequent problem that has affected their service delivery quality and the ease of doing business in Nigeria. This problems are: transnational organized crime with special reference to Trafficking in persons (TIP) and Smuggling of Migrants (Some), how to enhance service delivery based on the directive of the Presidential Enabling Business Environment Council (PEBEC) Executive Order 001 on the Ease of Doing Business and Transparency, lack of a robust database to eliminate the challenges of acquisition of multiple passports by Nigerians for the purpose of crime, review and innovation in the travel documents to comply with ICAO standard, transition of Manual handling of NIS operations to reduce unnecessary delay in our service delivery process, lack of a database of foreigners for effective

monitoring and control of their activities, absence of training and retraining of low and middle level personnel, and obsolete physical and ICT infrastructure to support the reforms.

FIRE SERVICE

The Federal Fire Service has the statutory responsibility for rescue fire prevention, mitigation, firefighting as well as paramedical and information service. The fire service has been saddled with some problems which hinders their smooth operation in the country, the problem pf poor regulation of the State and Private Fore Service, inadequate monitoring of standards for the promotion of fire education, ineffective mitigation and investigation of causes of fire accident, low check on the standard of fire and rescue equipment manufactured or imported into Nigeria, insufficient establishment of fire station and fire post by the State Fire Services.

Other problems are:

- Paucity of funds;
- Obsolete firefighting equipment;
- Inadequate Fire Stations in all Districts and Area Councils;
- Inadequate functional fire hydrants;
- Mob attacks on firefighters during firefighting and rescue operations;
- Lack of accessibility to road networks; and
- Obstruction to right of way for emergency response equipment

NSCDC

Internal security threat in Nigeria has been on the front burner of the Buhari administration. In recent times, Nigeria has been experiencing serious incidents of internal security threats, which poses seriousdanger to Nigeria's national security and

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soci-economic development. In spite of the increasing viability of Nigerian Police and the military to manage the spate of insecurity threats to lives and properties, the increasing rate of insecurity is still alarming.

Consequently, the NSCDC, as a paramilitary agency, has been mandated to assist the military in the management of threats to internal security in the country. Unfortunately, the NSCDC is seen to be ill equipped to meet the present and dynamic internal security challenges in the country.

Other identified challenges faced by the agency include:

- Inter-agency conflicts due to complex policy similarities that cuts across agencies;
- Policy gap and need reflective of the Corps fiscal budget is inadequate to stimulate the needed expansion in terms of coverage that is aimed at promoting long term conditions for security and development; and
- Poor infrastructure and lack of adequate new-age technology

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REFORMS

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2015-2017 REFORM ACTIONS

NIS

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Reforms initiative that was put in place to improve the service of the Nigerian Immigration Service are:

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- Command and control centers for Real-Time communication and monitoring of Border Activities to enhance border security was commissioned.

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- Support from the Federal Government, the Comptroller General of Immigration(CGI) worked tirelessly with relevant stakeholders to resolve permanently the recurring issues of passport booklet scarcity and domestication of booklet production in Nigeria

- Mandate the recognition of the implication inherent in the returning of Nigerian migrants without adequate preparation, following the proactive measures that are put in place by the NIS.

RECENT REFORMS (2018-2020)

- **VISA:** Visa on Arrival for African nationals(VA):
  - Biometric Visa
  - Automation of Temporary Work Permit (TWP)
  - Nigeria Visa Policy, 2020
  - Development of Standard Operating Procedure (SOP) to support the operationalization of the Nigeria Visa Policy, 2020.
- **PASSPORT AND OTHER TRAVEL DOCUMENT REFORM**:
  - Introduction of 10 year validity passport
  - Passport Processing Centre to reduce interface with personnel of the Service.
  - Introduction of Enhanced e-passport.
  - Electronic passport verification System (EPVC) where relevant stakeholders can login to the platform to verify the authenticity of passport.
  - Development of forensic tools to display the personal data of passport holders and their travel history.
- **MIGRATION AND BORDER MANAGEMENT**:
  - Electronic border management (e-border project)
  - Migrant E-Registration
  - Forward operating bases
  - Development of Border Management Strategy, 2019-2023
  - Border Management Information System ((BMIS)

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- Integration of border movement data including linkages with national alert list and
- INTERPOL and i-24/7 database.
- Migration Information and Data Management System (MIDAS)

- **INFRASTRUCTURAL AND INSTITUTIONAL REFORMS**:

- Construction of Technology building for harmonization and integration of all our data.
- Establishment of Migration Academy as a degree awarding institution on migration management in Toga, Kibbe State.
- Establishment of Personnel Training Resource Centre (PTRC)
- Development of training curriculum and teaching manual.

FIRE SERVICE

2015-2017 REFORM ACTIONS

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- Establishment of National Fire Service Code Enforcement Unit to enforce the provision of code and hand over defaulters to police for prosecution.

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- Improved on revenue generation and early warning fire detection system by partnering with private organizations.
- Expansion of operational commands in some states.
- Establishment of new Federal Fire Service Training School in Niger State.

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RECENT REFORMS (2018-2020)

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The Federal Government reform of the Fire Services in the country redefined the mandate of the service as regulation of the State and Private Fire Services, prescription and monitoring of standards for the promotion of the fire education, fire prevention, safety, mitigation and investigation, ensuring effective discharge of the functions of the State Fire Services, provision of policy direction for the Nation's Fire Services, ensuring the standardization of fire and rescue equipment manufactured or imported into

Nigeria, encouraging the establishment by the State Fire Service of adequate number of fire stations and fire posts, establishing the National Fire Academy to meet the training requirements of fire fighters in the country and beyond and coordination of national emergencies.

Other reforms:

- Solicit for increased budgetary allocations from relevant authorities
- Improved synergy with relevant stakeholders
- Procurement of additional modern equipment for firefighting and rescue operations
- Proper enlightenment on firefighting activities (to curb ignorance among the public)

NSCDC

The major policy trust of the Corps revolves around the enhancement of the National Security by guaranteeing the effective protection of Critical National Assets and Infrastructure (CNAI). There have been several landmark achievements made by the Nigeria Security and Civil Defence Corps in recent times. Among the laudable reforms includes the establishment of Agro Rangers, designed to protect farmers and their investment from criminal elements. This is in addition to incessant cases of Cattle rustling and Kidnaping along the axis. Other reform initiatives include the development of outsourced platforms for mainstream communication for cisis and disaster management.

MAIN ACHIEVEMENTS

NIS

- Establishment of a global travel security standard-in 5 Nigeria International Airports, with support and collaboration of the International Organization for Migration

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(IOM). MIDAS is linked to Local and International Criminal Databases/ Watch list (INTERPOL etc.), and achieves real-time synchronization of data between all of Nigerian's International Airport and the NIS Headquarters in Abuja.

- Launching of a new Visa policy, 2020 by the Nigeria Immigration Service (NIS), as part of a boarder 5-year Boarder Strategy Reform (2019-2023).

- Nigeria's willingness to embrace the vision of the Africa Continental Free Trade Area (AFCTA) Treaty. The VA facilitated the movement of tourists and business people thereby making Nigeria an attractive Hub for Trade, Investment & Tourism. In 2018, 30,569 VA were issued to various applicants who sought for the facility and increased to 65,349 in 2019.

- Automation of Temporary Work Permit (TWP) has helped to eradicate the logistic issues in the former manual process, it has greatly reduced corruption in the system as interface with officers has been eliminated.

- Payments for passports are convenient and easier.

- Enhancement of the quality of Nigerian passports to conform with ICAO standard

- Application or request can easily be tracked, transparency in the whole process and elimination of middlemen/touting

- Timely response to security emergency at the border and effective patrol and monitoring of the border flanks across the country.

FIRE SERVICE

- Increased number of Fire Stations.

- Took delivery of Water Tenders and Fire tender.

- Dissemination of safety information to the public.

- Establishment of social media platforms to educate the public on Fire Service activities.

- Administrative training of personnel for capacity building.

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- Strategic management retreat to reposition Fire Service to enhance efficiency, effectiveness and improved service delivery.

NSCDC

- 492 oil bunkers dismantled while over 300 convictions were secured;
- Improved advocacy programme has made community involvement in disaster management easier;
- A guideline is now in place to evaluate the psychology of first responders to undergo pressure, the physical energy exerted to meet with response time targets.
- Promoting awareness and understanding of early warning and early response to crisis situations within communities;
- The agency has continually collaborated with other security agencies in order to tackle the rising cases of banditary and kidnapping.
- Improved service delivery on Alternative Dispute Mechanisms and related practices leading to decongestion of custodial centers.
- High level operationalizing of community peace building and strategic leadership traits among community leaders. Additional resolution of 11,295 conflicts civil disputes across the country.

KEY CHALLENGES

NIS

- Technical hitches during payment and general network challenges;
- Lack of awareness on the part of the airlines to give boarding pass to holders of African union passports without visa or pre-approval letter for VA.

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- Lack of flexibility in flight itinerary submitted at the time of applying
- Lack of sensitization on the part of African Nationals to comply with all the processes of VA at the point of entry.
- Inability to capture the finger prints of every applicant like the elderly, infants or manual labourers.
- Violation of individual privacy and right of the applicant
- Transparency and accountability regarding the management of these databases
- Low level of internet facilities and connectivity at the Visa Acquisition Centre (VAC)
- Automation of Temporary Work Permit (Twp) is prone to abuse as most of the expatriates stay beyond the stipulated time in the name of extension.
- Awareness by Embassies or High Commissions where Immigration Attaché are not present.

FIRE SERVICE

- Obsolete equipment
- Paucity of funds
- Bureaucratic bottlenecks and red tape.

NSCDC

- Paucity of fund for cost effective development and on the job skills acquisition;
- Inadequate infrastructure still remains a challenge, as there are not enough operational vehicles for prompt response; and

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- There is need to develop an integrated intelligence institute for all security agencies to share intelligence and improve on collaborative efforts.

ASSESSMENT OF REFORM INITIATIVE

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	The reforms have greatly improved the quality and quantity of the service delivered. For instance, the quality of the current standard Nigeria passport is one of the best in the world. - Introduction of a new security and enhanced Passport, with polycarbonate technology. This is to enhance the quality of the Passport, - provision of conducive processing environment for applicants (***see attached photo)*** - Harmonization of passport with NIN. - Provision of effective and complaint address mechanism. In terms of quantity, total number of; - Passports issued in 2018 and 2019 were 1,227,158 and 1,198,274 respectively. For visa, the quantity were as follows;

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		- Visa on Arrival in 2018 and 2019 were 30,664 and 63,251 respectively. - Temporary Work Permit (TWP) granted in 2019 were 11,769
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes, More persons have access to our services. The passport processing centre for example is constructed taking into consideration the disabled persons, there mobile enrolment machines for those that cannot come to the centre, The system is user friendly to take care of those that may have fingerprint captured challenges like the infant and the elderly or other medical reasons.
3.	Have the reforms reduced the cost of governance	Yes, the reforms have reduced the cost of service considering the deployment of ICT in most of our operations. Times are served.
4.	Have the reforms made the services more affordable for citizens	This is relative but if you look at the quality of service being rendered, you will agree that the reforms have made the service more affordable to citizens.
5.	Have the reforms reduced corruption	Yes, there is hardly face to face contact presently for any Service desired from Nigeria Immigration Service. The objective is to reduce corruption which the reforms have

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		achieved. All our services have been automated.
6.	Have the reforms reduced unnecessary bureaucracy and red tape	Yes, the reforms have reduced unnecessary bureaucracy in our service delivery processes as all officers are mandated by our schedule of duty to take certain decisions based on their rank and position and take responsibility for their action or inaction.
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes, the reform initiative will certainly lead to improved development outcomes as the results have started emerging based on the achievements of each of the reforms highlighted above. E.g. we have an appreciable number of foreigners in our database now based on their State of residence. The reform commenced in July, 2019 and by December, 119,834 foreigners have registered which makes our control after entry mechanism very easy.
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are actually improving going by commendation and comments from the public who are beneficiaries of these services. In 2018 for example, The Service received 34 calls from the public appreciating the good services rendered to them. This represented

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		0.15% of the calls received during the year under review. There are equally letters of commendations, appreciations and awards to be attached.
9.	Where things are improving, will those improvements endure	The improvement seen so far in our service delivery process will be sustained given the calibre of the present set of officers in Nigeria Immigration Service and the machinery put in place to sustain the reforms.
10	Where things are not improving, what should be don	Things are improving and there are still rooms for more improvement.

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Fire Service

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered.	✓ Yes, reduction in fire statistics through establishment of Fire Safety Clubs in Junior Secondary Schools. ✓ Annual Dry Season Campaign against indiscriminate bush burning. ✓ Market Sensitization Programme ✓ Converting Body Carrier ambulances to Basic Life Supports (BLS).

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		✓ Establishment of Standard ICT Unit. ✓ Enforcement to enhance compliance to National Safety Code in both public and private premises.
2.	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	✓ Yes, through our enlightenment programmes in all the Area Councils such as Government Junior Secondary School, (School for children with special needs).
3.	Have the reforms reduced the cost of governance	✓ Yes, due to the reduction in response to fire outbreaks, the cost of maintenance and fuelling has reduce drastically
4.	Have the reforms made the services more affordable for citizens	✓ Through establishment of standard ICT Unit and Media platforms: • Website: www.fireservice.abj.gov.ng • Facebook: www.facebook.com/fctfireserviceofficial • Twitter: www.twitter.com/fctfireofficial • Instagram: www.instagram.com/fctfireserviceofficial and • Youtube: www.youtube.com/FCTFIREFIGHTERS ✓ Easy accessibility to the Control /Watch room ✓ Reduction in response time, as there is a shift from running calls to phone calls.
5.	Have the reforms reduced corruption	No comment.

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6.	Have the reforms reduced unnecessary bureaucracy and red tape	❖ Yes, through the reforms regular training and retraining of personnel has improved staff for better service delivery and response time
7.	Is the reform initiative likely to lead to improved development outcomes?	❖ Yes, they are geared towards the growth and development as regards saving life and properties in line with the mandates of Fire Service.
8.	In each sector or governance sphere are things improving, staying the same or getting worse	❖ There is an improvement to service delivery to the public. Due to improved services, it has brought the service closer to the people; we can allude therefore that the sector is improving.
9.	Where things are improving will those improvements endure	❖ Yes, through proper monitoring and evaluations of policies, procedures and performances
10.	Where things are not improving, what should be done	❖ Additional funding. ❖ Specialized training of personnel on modern firefighting techniques.

PROPOSED NEXT STEPS

- Deployment of modern technology in passenger clearance by the NIS.
- Sharing of real time data with relevant stakeholders on movement to the Technology building in 2021;
- Expanding the scope of the coverage to extend to senior secondary schools as well as teachers to anchor fire safety programmes;
- Acquire modern firefighting equipment and communication gadgets;
- Aggressive awareness campaign in every state;

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- Increase coverage by opening more Fire Stations in all districts in the city center in line with all state master plan;
- Intensify efforts on National Fire Safety Code Enforcement to accomplish compliance level in both public and private buildings.

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CHAPTER 48: FOREIGN AFFAIRS REFORMS

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THE PROBLEM



Over the years, Nigeria's foreign policy, handled by the Ministry of Foreign Affairs (MOFA), has been about whether Nigeria can be a source of African peace and democratization. While it has been seen that the nation is committed to responding to this difficult demand, the image of Nigeria continues to suffer, especially with regard to human rights violations. While diplomats and policy makers are keen to address these issues externally, it is however, the domestic front that has proved challenging. There have also been fragile or broken relations with the United States, United Kingdom, South Africa, and trade wars have also culminated in fractured ties with Ghana.

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REFORMS

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2015-2017 REFORMS

Previous reforms have been hinged on re-instituting the policy-making mechanisms of the MoFA, strengthening, and implementation of the Blueprint on "Agenda for Change". The reforms introduced by the Ministry were propelled into Policy, Systemic and Process/procedural operational levels of the organization.

RECENT REFORM (2018-2020)

The MoFA has continued the push to reinforce and incorporate the recent reforms. The Ministry has continued to provide policy advice to ongoing/periodic global concerns for which Nigeria needs to provide urgent response, such as Climate Change. The Ministry has also continued to implement structural and systemic reforms to address welfare and human capital development of its workforce. Training programs have now been developed through the International Relations and Diaspora Studies (IRDS) and International Trade Cooperation (ITC) amongst others.

MAIN ACHIEVEMENTS

The MoFA has been able to achieve the following;

- Facilitation and coordination of the President's foreign visits. One of the visits was on the Global Climate Change summit, to address its impact on Nigeria's developing economy;
- Facilitation of Vice President and Nigeria Speaker of the House of Representative's visit to Ghana to address issues on the trade war between both countries;
- Played a positive role in the recent situation in Mali;
- Renewed Afro-centric stance, with ECOWAS as platform, thereby strengthening democracy in The Gambia and Guinea Bissau;
- Fragile/broken relations with the United States, United Kingdom, South Africa, and with other neighbouring countries have been revived and strengthened since 2015;

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- Government-to Government Arms Deal with Russia involving the supply of 12 Attack Helicopters to Nigeria Resuscitation Deal for the Ajaokuta Steel Rolling Mill, agreed by President Buhari and Putin, during the Russia Africa Summit in 2019. The Russian government has agreed to support the completion and full operationalization of the plant; and

- Signed and ratified an Extradition Treaty with the United Arab Emirates that allows extradition of Nigerians who flee to the UAE after committing crimes in Nigeria.

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KEY CHALLENGES

Some of the persistent issues still bedeviling the Ministry include;

- Poor maintenance of the Ministry's properties abroad due to underfunding;

- There is still no Foreign Service Commission responsible for appointment, discipline, and promotion in recognition of the level of professionalism, excellence and competitiveness required from a Foreign Service; and

- Lack of adequate funding has continued to impact negatively on the image of the country and also it's Foreign Service.

ASSESSMENT OF REFORM INITIATIVES

S/N.	QUESTIONS	RESPONSE
1. 1	Have the reforms improved the quality and quantity of public services delivered	Continuous sustenance of implementation has potential to further improve Nigeria's foreign policy framework.

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2. 2	Do more people now have access to services including disadvantaged groups such as women, young, persons and people with disabilities	Not Applicable
3. 3	Have the reforms reduced the cost of governance	There is continual effort to reduce the wage bill of the Ministry, and there is increasing reliance on renewable energy at most mission houses.
4. 4	Have the reforms made the services more affordable for citizens	Yes
5. 5	Have the reforms reduced corruption?	Considerably
6. 6	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes
7. 7	Is the reform initiative likely lead to improved development outcomes?	Yes
8. 8	In each sector or governance sphere, are things improving, staying the same or getting worse?	Things are improving
9. 9	Where things are improving, will those improvements endure?	Yes

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10. 10	Where things are not improving, what should be done?	Not applicable

PROPOSED NEXT STEPS

- Work towards effective coordination and a coherent approach;
- The MoFA will be more engaging with the public;
- Constant diplomatic interaction with countries and relationship improvement;
- Campaigning for the Ministry to increase funding; and
- Work continually to develop the infrastructure of communication to facilitate improved service delivery both in and out of Nigeria.

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CHAPTER 49: ROAD SAFETY MANAGEMENT REFORMS

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THE PROBLEM



Over the years, the FRSC has implemented several strategic reforms geared towards addressing issues of the rate of road carnage in the country. The previous Compendiums[13] clearly highlighted the justification for these reforms[14]. Nigeria, as at the last available data, is still known to feature in the bottom half of global ranking Road Traffic Crashes (RTCs), resulting in deaths and injuries to many. It has been estimated that RTC will be the 3rd leading cause of death worldwide by the year 2020 if preventive measures are not taken to curb it[15].

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Some of the previous initiatives to address issues raised in the previous Compendium include establishment of modern emergency centers, launching of new biometric drivers license, and revamping of the National Uniform Licensing Scheme.

However, new challenges bedeviling the Commission include:

- Inability of the Commission to reach wider coverage for safety propagation and collaboration;
- Inadequate data collection and vehicle registration resulting in stunted road safety management planning and policy execution;
- leakage in fines payment and corrupt practices among personnel;
- High rate of road traffic cases and fatality;
- Lack of a standard/world class facility for training new officers in the best global road safety management practice;
- The need for continuous capacity development of personnel to meet up with the everyday challenges of the road safety management as well as open up the corps for corporate social responsibilities;
- Dearth of funds to actualize programs and projects;
- Inadequate response time to road traffic crashes and rescue service;
- Inadequate handling of RTC victims during rescue operations;

[13] Previous Compendiums here means *Compendium of Public Service Reforms in Nigeria* (1999-2014, and 2015-2017)
[14] FRSC (Oyeyemi, B) 2017: 'Sharing the Nigerian Experience: Case Study of the World Bank Safe Corridor Project'. Paper presented at the African Transport Policy Programme (SSATP) Annual Meeting and Associated Experiences' Sharing Events, held in February 20-24, 2017 in Marrakech, Morroco.
[15] World Health Organization (2010). Global Plan for *the Decade of Action for Road Safety 2011-2020*, Geneva, Switzerland

- Nigeria road safety strategy (NRSS) was not in total alignment with UN decade of action (2011-2020) for road safety;
- Poor personnel management especially for deceased staff;
- There is still Illegal use of Driving School Certificate at Driver's License Centers; and
- Infrastructure deficiencies.

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REFORMS

2015-2017 REFORMS

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The previous reforms adopted by the FRSC worked o revamping the poor perception of Nigeria's road safety management. Some which include; Vigorous Implementation of Road Safety Audit; Road standard standardization; continual process improvement; and Improved data harmonization, most of which recorded tremendous achievements for 2015 and 2016[16].

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RECENT REFORM (2018-2020)

Recent reforms have concentrated on consolidation of previous initiatives, and implementation of the NRSS. They include, but not limited to;

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- Robust and reliable template for tracking cases is now in use;
- Records of reported stolen vehicles are now kept;
- Flagging of reported stolen vehicles;
- An experienced Database Developer was engaged to improve the System;
- Full integration of the portals for online certificates;
- Renovation and equipping of RTC clinics for efficiency in the delivery of service;

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[16] See: page 470: *Compendium of Public Service Reforms in Nigeria 2015-2017.*

- Publication of the Safety Guideline Handbook;
- Redesign of e-dashboard to include Real-time submission of report on RCT and other activities from the Field Commands;
- Modification of Free Vehicle Safety Forms to include tips and useful advice on maintenance of vehicle and safe driving;
- An automated system of Vehicle Body code generation was developed to assign unique codes to every vehicle of all available fleet Operators online and real time;
- Introduction of Female Staff;
- Closeout workshop on the UN decade of action for road safety (2011-2020) and presentation of NRSS II (2021-2030);
- Procurement and deployment of e-tablets in the enforcement of road traffic regulations; and
- Generation of SOP in all processes of the corps.

MAIN ACHIEVEMENTS

- Enhancement of productivity and general service delivery;
- A reliable Marshals' nominal roll available to general administration;
- Improve investigating capacity of staff;
- Adequate records for strategy, planning and research;
- 13 Roadside clinics are functioning in full capacity now;
- Greater efficiency and effectiveness of the functional arms of the Corps;
- Optimum performance of Commands and Reduction in yearly records of RTC;
- Enhanced data integrity and fast tracking of projects for projects for superior service delivery;

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- Reduction in the number of avoidable Road Traffic Crash;
- Increased Online and real time interface with the public as well as embrace with ease of doing business;
- Improved identification and tracking of commercial vehicles for easy resolution of security issues and response to public complaints on commercial drivers;
- Availability of harmonized and credible data;
- Boost in Corps' image;
- FRSC Patrol men are better trained to identify, protect and forestall women and children from being trafficked;
- Report from RS9.12 Rescue Clinic is being received and included in periodic report sent to CM;
- The outreach improved the relationship between the FRSC RTC Clinics and their Host Communities;
- Effective administration of discipline amongst staff;
- The Corps now has the formation of a female squad;
- Easy identification of owners of Vehicles that park in the space;
- Enhancement of FRSC Personnel, Property and critical facility;
- Sustained standards with other sister agencies;
- Enhanced propagation of better road safety culture, propagation of government programs and other related information with a world-wide reach;
- Improvement of FRSC public relations and feedback;
- Ease of accessibility of the corps processes and products world-wide thus leading to better service delivery and feedback;
- Several awards won as the best organization in the social media and excellence in public service;
- Enhanced road safety propagation and collaboration

- Improved data collection and better road safety management planning and policy execution;
- Reduction in cases of leakages in fines payment;
- Improved corps visibility and road traffic regulation enforcement
- Improved road safety management activities coordination;
- Improved corps visibility, clearance of obstruction and response time to crash; reduced rescue response time;
- Enforcement of installations of speed limiting devices in commercial and haulage vehicles;
- Relative reduction in road traffic crashes and fatality arising from speeding by commercial vehicle operators;
- FRSC academy was upgraded to a center of excellence in Africa;
- Improved performance in casualty and trauma handling; and
- Approval of NRSS II (2011-2030) by technical working group for final approval by national economic council and executive council.

KEY CHALLENGES

- Connectivity remains a major challenge;
- Need for the procurement of more life support ambulances;
- Need for sustained training and capacity building;
- Funding for procurement of more heavy-duty tow trucks;
- There is still inadequate reports on stolen vehicles; and
- The remaining RTC clinics need to be upgraded.

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ASSESMENT OF REFORM INITIATIVES

S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes
3.	Have the reforms reduced the cost of governance?	Yes
4.	Have the reforms made the services more affordable for citizens?	Yes
5.	Have the reforms reduced corruption?	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	In each sector or governance sphere, are things improving, staying the same or getting worse	Things are improving

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9.	Where things are improving, will those improvements endure	Yes
10.	Where things are not improving, what should be done	Modification of strategy

PROPOSED NEXT STEPS

The agency will continue to dedicate its activities to:

- Making the highway safe for motorists and other road users.
- Recommending works and devices designed to eliminate or minimize accidents on the highways and advising the Federal and State Governments including the Federal Capital Territory Administration and relevant governmental agencies on the localities where such works and devices are required, and

Educating motorists and members of the public on the importance of discipline on the highway.

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CHAPTER 50: SAFETY AND SECURITY: National Agency For Food And Drug Administration Control (NAFDAC)

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THE PROBLEM



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The National Agency for Food and Drug Administration and Control (NAFDAC) is a federal agency under the Federal Ministry of Health that is responsible for regulating and controlling the manufacture, importation, exportation, advertisement, distribution, sale and use of food, drugs, cosmetics, medical devices, chemicals and packaged water in Nigeria.[17]

The organization was established to checkmate illicit and counterfeit products in Nigeria in 1993 under the country's health and safety law. Adulterated and counterfeit drugs are a problem in Nigeria. In one 1989 incident, over 150 children died as a result of paracetamol syrup containing diethylene glycol.

Such problems led to the establishment of NAFDAC, with the goal of eliminating counterfeit pharmaceuticals, foods and beverages products that are not manufactured in Nigeria and ensuring that available medications are safe and effective.

[17] *"NAFDAC Vision and Mission – NAFDAC". Retrieved 2020-05-27*

The formation of NAFDAC was inspired by a 1988 World Health Assembly resolution requesting countries' help in combating the global health threat posed by counterfeit pharmaceuticals.[18]

In December 1992, NAFDAC's first governing council was formed. The council was chaired by Tanimu Saulawa. In January 1993, supporting legislation was approved as legislative Decree No. 15 of 1993. On January 1, 1994 NAFDAC was officially established as a "parastatal of the Federal Ministry of Health". [19]

NAFDAC replaced an earlier Federal Ministry of Health body, the Directorate of Food and Drug Administration and Control, which had been deemed ineffective, partially because of lack of laws concerning fake drugs.

The agency identified the following gaps:

- Delay in registration of products
- Limited career progression at management level
- Duplicated regulatory process
- Low production of Local pharmaceutical products
- Revenue leakage
- Poorly equipped Laboratories
- Poor traceability of regulated products

REFORMS

2015 – 2017 REFORM

The following reforms took place in the agency within the above stipulated years:

- The intensification of efforts for the upgrading of NAFDAC's Central Drug Control Laboratory, Yaba Lagos which enabled it to obtain the International Organization for Standardization quality certificate in 2015.

[18] *guardian.ng https://guardian.ng/opinion/columnists/applauding-nafdacs-change-agent-role/. Retrieved 2020-05-27.*
[19] About NAFDAC – NAFDAC". Retrieved 2020-05-27

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- The consolidation of its earlier reforms with the rolling out of appropriate guidelines in pursuant of its regulatory functions in different areas prominent amongst which are:

NAFDAC Good Clinical Practice Guidelines, 2016;

NAFDAC Good Practices for Pharmaceutical Quality Control Laboratories, 2016;

NAFDAC Good Pharmacovigilance Practice Guidelines, 2016;

NAFDAC Good Distribution Practices Guidelines for Pharmaceutical Products, 2016;

NAFDAC Good Manufacturing Practice Guidelines for Pharmaceutical Products.

RECENT REFORM (2018 – 2020)

- **Implementation of Policies to Ensure a Disciplined and Motivated Workforce**:

The director General saw the need in early 2018 to institute a transparent and quality-driven work environment that is expected of a regulatory agency. An Agency-wide Quality Management System (QMS) training, (partly funded by West African Health Organization (WAHO) was instituted. The training has culminated into the Agency attaining the ISO 9001-2015 in June 2019. In view of this, our processes have been harmonized and the Agency now has a new motto – **"Customer-focused and Agency-minded"**.

Deliberate Staff welfare policies were also approved by NAFDAC Governing Council to help enhance staff motivation and growth which include:

Review and approval of the Agency's Condition of Service and Scheme of Service to include Hazard allowance, Severance package for retiring staff and Laboratory allowance.

Increasing the number of Director Positions from Thirteen (13) in 2017 to twenty-seven (27) in 2019 through restructuring and expansion of the Agency's organizational structure.

This transformation aligns with our pursuit of Global Benchmarking and in compliance with Global Best Practices.

- **Implementation of Directorate-focused Budgeting System:**

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As part of the QMS, the following reforms have taken place in the Finance and Accounts Directorate and the Agency as a whole:

~~a.~~ Creation of Directorate-focused budgeting instead of imprest-based system.

~~b.~~ Payment of N3.01 Billion Naira Agency debt in less than a year in November 2018.

~~c.~~ Introducing cost effective measures thereby steadily increasing the Agency's cash position in TSA.

~~d.~~ Boosting the Agency's internally generated revenue significantly and drastic reduction in recurrent expenditure through strategic placement of both human and material resources in the right areas.

~~e.~~ Discovery and recovery of N106, 590,298.52 erroneously credited to another MDA in 2015 as a result of deep reconciliation exercise carried out in the Final Account Unit.

~~f.~~ Recovery of 633 Million Naira up to date by the Ports Inspection Directorate of evaded administrative charges (2014 to 2017) from stakeholders.

The Agency has now been transformed from insolvency to a solvent and prudent organization.

- **Establishment of WHO Global Benchmarking Auditing Tool (GBT) and Adoption of International Best Practices Toward Maturity Level 3 or Higher**

The WHO Benchmarking Programme which commenced in Nigeria in January 2018. The purpose was to help the Agency imbibe a culture of self - audit as part of WHO-Global Benchmarking requirements and in line with International Best Practices. The Agency has continued to improve its maturity level since the first WHO Audit in June, 2019. Currently, the Agency is working towards attaining Maturity Level 3 and higher, indicating strong regulatory system strengthening in order to enable Nigeria to have the standing to manufacture vaccines.

- **Decentralization of Registration Process**:

In 2018, the Agency has decentralized products (food products and some simple cosmetics) registration of some regulated products with minimal risk associated with them manufactured by MSMEs to be processed and handled at the zonal offices thereby

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reducing the timeline to sixty (60) working days for Micro, Small and Medium Enterprises. As a result of the initiative and consciousness, there has been a significant increase in the number of MSMEs products registered.

It is worthy to state here that during this COVID 19 Pandemic, on May 15 2020, the Agency instituted the following palliative program for micro and small Enterprises (MSEs): Zero tariffs for first 200 MSEs; 80% reduction in tariffs for registration of MSEs products for a period of 6 months; waivers on admin charges for renewal of expired licenses for products of MSEs for 3 months.

- **Reformation of Oversea Good Manufacturing Practices (GMP) Inspection**

This occurred between December 2017 and June 2018. The qualifications of those selected to travel for GMP inspections were revised to ensure that only staff with relevant science-based qualifications are selected for the inspections. The committee was reformed to make it more transparent and inclusive. Staff that were owed travel expenses incurred before 2018 (part of the inherited debt) were paid. Training was done for respective staff for capacity building.

- **Advent of Digitalization of Regulatory Activities Including Deployment of Electronic Platform for Online Registration of Food and Drug Products:**

To enhance ease of doing business in compliance with 2017 Executive Order One and in alignment with the GBT requirements, over 6000 backlog of registration applications were cleared by April, 2018. The Agency digitized its registration processes to allow its clients to register online through NAPAMS V2.0. It is also implementing assisted e - registration of regulated products and palliative programs for MSMEs. And as part of its Quality Management System (QMS), its processes are now SOP (Standard Operating Procedures) driven and it has updated its Regulations and Guidelines that were not reviewed for 13 years (by June 2018). As part of adoption of international best practices, NAFDAC is also now enforcing submission of applications for Drug Product Approval using Common Technical Document (CTD) which was not always the case.

- **Restructuring and Expansion of the Existing Organizational Structure:**

Restructuring began early in 2018 with the decentralization of the Office of Director of Special Duties that had nine divisions. The name of the Office was changed to Public Affairs (PA). Protocol and Public Relations remained under PA. Internal Audit, Procurement, One Stop Investment Centre (OSIC), Reforms and ICT were placed under

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DG's Office while Engineering and Transport were moved to Administration and Human Resources Directorate. The Zonal Offices plus FCT and Lagos also report directly to the DG. The Agency received approval from the Office of the Head of Service of the Federation (OHSF) in 2019 for restructuring and expansion of the existing organizational structure. The Agency's structure increased from Thirteen (13) Directorates to eighteen (18) Directorates. The five newly created Directorates are Laboratory Services: Kaduna Area Laboratory, Agulu Zonal Laboratory, Yaba Central Drug Laboratory Legal Services and Food Registration and Regulatory Affairs. The Food Registration and Regulatory Affairs Directorate is created out from the former "Drug Registration and Regulatory Affairs Directorate".

Other restructuring that has happened include the upgrade of our six (6) Zonal Offices, FCT and Lagos Offices now headed by Directors.

What the expanded directorates means, apart from a more functional organization, is that staff now have better opportunities for promotion as vacancies opened up and new opportunities for progression and responsibilities are created. This was done alongside staff capacity development.

- **Strengthening of the Pharmaceutical Industry through GMP Road MAP and Enforcement**

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Good Manufacturing Practice (GMP) inspections have taken a new dimension in the Agency. The modality for planning, conducting and carrying out GMP inspections have become more systematic, goal oriented, and in line with global best practices. The Agency through the support of our development partners carried out a nationwide inspection of One Hundred and Sixty-Five (165) local pharmaceutical manufacturers in Nigeria for Good Manufacturing Practice (GMP) and Good Clinical Practice (GCP). The outcome enabled NAFDAC to make risk categorization of companies and advise on the path of GMP certification and ensure compliance with respect to clinical sites respectively.

- **Road Map for Enhanced Local Production of Pharmaceuticals in Nigeria Using Five Plus Five policy:**

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To enhance local production of pharmaceuticals in Nigeria, the Agency reviewed and updated its Five plus Five-Year Validity policy. A product registration license is valid for 5 years and by the end of the 4th year of license validity, companies are required to submit

draft blueprints of proposed partnerships with Nigerian companies or/and set up local manufacturing plant. Upon successful renewal for another 5 years for companies with verifiable blueprints, NAFDAC will monitor the migration of the imported drugs to local production. At the end of Year 7 (First 5 years + 2 years into renewal), if there is no progress on migration to local manufacturing as detailed in the blueprint, an alert for de-registration will be sent to the company at the beginning of year. The migration to local manufacturing will be limited to products the local manufacturers have capacity to produce or that partnership would enhance the capacity to manufacture. This is with a view to reducing the number of registered imported products and encouraging local manufacturing and innovation.

- **Upgrade of NAFDAC Laboratories to International Standard:**

NAFDAC laboratories are changing rapidly with improvement in new laboratory equipment and supplies. The National Control Laboratory for Vaccines and Biologics got ISO-17025 accreditation in February 2019 while the other four laboratories – Oshodi, Yaba, Kaduna and Agulu Area Laboratories successfully continue to get ISO-17025 Reaccreditation since 2018. The Yaba laboratory complex was renovated and refurbished and it is undergoing WHO Prequalification audit that would enhance its standing among National Quality Control Laboratories in Africa and open the Agency for more consultation of product quality assessment and increased generation of revenue.

- **Building Traceability and Supply Chain Security into Regulated Products**

The Agency has evolved strategies to strengthen the supply chain and combat the ever-increasing challenge of regulated product counterfeiting. This is highly needed due to the ever-innovative world of counterfeiting that demands new regulatory strategies deployment to keep out these harmful products from the market. This has led to the concept of building Traceability and Supply Chain Security into regulated products from plant to patient for medical products or from farm to fork for foods. This has resulted in the Second Traceability (GS1-based technology) Conference that was held in Lagos in September 2018. Accordingly, the Agency has developed a roadmap and strategy to this effect which have been approved by the Honorable Minister of Health. NAFDAC is the second country in Africa to adopt this technology-driven initiative.

- **Revamping of the Information Communication Technology (ICT) Unit:**

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As early as December 2017, the new administration embarked on digitalization of its activities. The Agency's ICT department has moved most of its operations online. This led to significant improvement in email communication among staff and between the Agency and the general public, especially its interested parties. The Agency then began E-meetings in 2018 using Zoom technology for effective organizational planning between/among our formations and other interested parties, effective documentation. This has led to reduced travel cost and contributed to reduction in overall expenditure toward elimination of the inherited debt. The NAFDAC web site was redesigned and populated with needed information that is accessible to stakeholders and for imminent online registration. Quality improvement of the website continues to take place for more transparency and in compliance with international best practices. Computer capacitation started with Directors who received laptops to purchase of more desktops and laptops regulatory activities. The process is ongoing as more hardware and software are being procured for integration of regulatory processes and compliance of the WHO Global Benchmarking. Deployment of various electronic platforms (such as AHReMS, PIDCAMS, NARPAD, LIMS, NICIS etc.) have taken place and has resulted in improved service delivery to both internal and external stakeholders.

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- **Implementing Strategies Focused on Eliminating Substandard and Falsified Medicines (SFs), Unsafe or Illicit Drugs, Unwholesome Foods, Chemicals and other Products**:

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Pre-shipment Testing:

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The Agency has deployed multifaceted strategies which among others include: enforcement of regulation and control of APIs and finished products imported into the country by overhauling Pre-Shipment Clean Report of Inspection and Analysis (CRIA) activities in China and India. During the visit of the Director General, and staff from laboratories and the Ports Inspection to the two countries in 2019, the CRIA agents were emphatically made to understand that they are responsible for making sure that the products samples by them in their home countries are of quality.

The laboratories were also screened based on a set of criteria; as a result of the visit, Memorandum of Understanding (MOU) agreements were signed by the agents and the laboratories. The CRIA and laboratories were approved while a few were dropped due to compromises. These efforts were initiated to ensure the products meet the required quality standards for manufacturing of drugs; reduction in number of registered

imported products, encouraging local manufacturing and innovation and overhaul of Pre-Shipment Clean Report of Inspection and Analysis of Imported Medicines and other NAFDAC Regulated Products.

- **Risk-Based Post-marketing Product Survey:** NAFDAC has changed its approach to testing of drugs or foods and drugs in which testing is done based on Risk-categorization in which factors such as nature of a product, history of compliance by a company, therapeutic uses of a medicinal product, etc. are considered in testing of products. The goal is to increase the attention given to respective regulated products that could be harmful to the public. More SFs detection devices are still in the process of being procured to monitor SFs at the Zonal/State levels in addition to the several trainings the staff have undertaken over the past years.

- **Post-Marketing Pharmacovigilance:** Deployment of cutting-edge monitoring technologies was done to effectively detect Adverse Drug Reactions (ADRs). We have adopted electronic reporting of ADRs for International Drug Monitoring and it is maintained by Uppsala Monitoring Centre in Uppsala, Sweden. E-reporting allows the National Pharmacovigilance Centre to capture individual case study reports (ICSR) directly from patients into Vigiflow (Database). It can also be accessed through the NAFDAC website.

In addition, the Agency has procured and deployed a Med Safety App for improved ADR reporting. The mobile phone application enables users to; report ADRs and other drug-related products experience, track drug-related safety information, build watch list of medications and view numbers of reports received in WHO database of suspected ADRs.

- **Elevated Ports Inspection and Deployment of Electronic platform for tracking importation and exportation of regulated products:**

The Agency's Ports Inspection activities became very active and rigorous following its return to the Ports in 2018 after a seven-year absence caused by a government ruling. This significant change in inspection and enforcement has been made easier through collaboration with Nigerian Customs Service. In conjunction with the Enforcement Directorate, the Ports Inspection has seized and destroyed substandard and falsified medicines (SFs), unwholesome foods and other regulated products worth over N4b, and Tramadol with estimated street value of ~~₦~~1.79 Trillion.

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The Agency has also developed and deployed the Ports Inspection Data Capture and Risk Management System (PIDCARMS) as a web-based online application that provides electronic endorsement and inspection reporting, real-time risk profiling of transactions and notification of declarations to all PID formations nationwide. This has led to an effective blockage of leakages of revenue of the Agency and falsifying the Agency's security documents. In this regard, over half a billion Naira of evaded payments have been recovered. Sanity and professionalism have also been restored into Port operations.

- **Strategic Community Engagement and Enlightenment:**

To ensure that the public buys into its work, the Agency boosted its community engagement and enlightenment operations. In the past three {3} years, the Agency has engaged eighteen media partners and a robust social media presence, through which health issues such as antimicrobial resistance and its link to inappropriate use of antibiotics, carbide use in fruit ripening, dangers of abuse of codeine and tramadol, recalls and alerts of drugs that are not safe to use have been discussed. It holds regular stakeholder engagements through stakeholders' meetings, roundtables in order to make our regulatory controls more transparent and convenient.

NAFDAC is also very active at the grass roots regarding drug abuse, including through the NAFDAC-YADA (Youth Against Drug Abuse) project fully funded by NAFDAC. The members of Young Pharmacists Group (YPG) of Pharmaceutical Society of Nigeria (PSN) who came up with the initiative are using the project to sensitize the general public on the public health implications of the abuse of psychoactive drugs in Nigeria.

The campaign, which has an in-built data collection component, is being piloted in six schools each in Osun, Anambra, Adamawa, Kwara, Delta, Kano and Lagos states.

MAIN ACHIEVEMENTS

- Over 6000 backlog of registration applications were cleared;
- Payment of N3.2-billion agency debt in less than a year;
- Reducing the timeline for registration to sixty (60) working days for Micro, Small and Medium Enterprises;

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- Increasing the number of Director Positions from fifteen (15) to twenty-seven (27);
- Streamlined regulatory processes;
- Roadmap developed for Traceability and Supply Chain Security into regulated products;
- Improved internal revenue generation and drastic reduction in recurrent expenditure;
- Deployment of Med Safety App for improved ADR reporting;
- Electronic endorsement and inspection reporting, real-time risk profiling of import and export transactions and notification of declarations to all Ports Inspection Directorate formations nationwide;
- Reduction in the timeline for analysis samples of regulated products;
- Blockage of leakages revenue of the Agency and recovery of evaded payments;
- Real-time flagging falsification of the Agency's security documents.

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KEY CHALLENGES

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The challenges confronting the Agency in its onerous task of promoting and protecting public health can be summarized as follows:

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- The dwindling financial resource makes it difficult to achieve our mandate.
- The porous Nigerian borders encourage smuggling which leads to the dumping of substandard and counterfeit regulated products.
- Lack of house-size incinerators for proper destruction exercises.
- Inadequate computers make it difficult for the registration of regulated products and approvals.

- Continuous improvement in counterfeiting technology to combat the international dimension of products faking and counterfeiting.

- Inadequacy of system-in place that should otherwise ensure that all Agricultural produce for export passes through NAFDAC, leading to their incessant rejection at the international market. More cooperation among sister agencies has already been initiated.

- Difficult and hard to reach terrain; this has made the discharge of our regulatory function especially to some rural areas near impossible.

- Weak drug distribution system. Now embarking on Traceability System.

- Weak penalty e.g., one Ezeanwu Ifeanyi was sentenced to 5 years imprisonment or an option of fine of N300,000.00 for being in possession of Tramadol by the Federal High Court, Lagos.

- Lack of synergy for sharing information (intelligence) in real-time between relevant MDAs.

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ASSESSMENT OF REFORM INITIATIVES

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S/N	QUESTIONS	RESPONSE
1.	Have the reforms improved the quality and quantity of the public services delivered	Yes
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons, and people with disabilities	Yes, especially the deployment of e-platforms

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3.	Have the reforms reduced the cost of governance?	Yes
4.	Have the reforms made the services more affordable for citizens?	Yes
5.	Have the reforms reduced corruption?	Yes
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes
7.	Is the reform initiative likely to lead to improved development outcomes?	Yes
8.	In each sector or governance sphere, are things improving, staying the same, or getting worse	Improving
9.	Where things are improving, will those improvements endure	Yes
10.	Where things are not improving, what should be done	Change strategy

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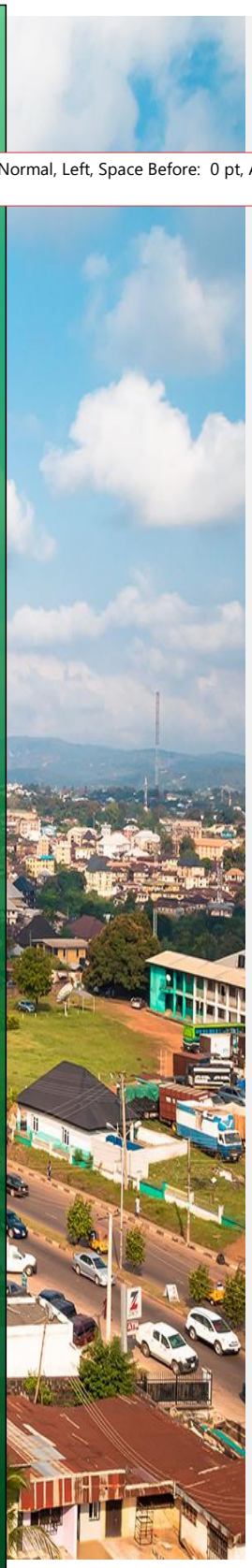
PROPOSED NEXT STEPS

- Human Capacity Building.
- Establishment of NAFDAC desk in all 774 local government areas of Nigeria for better coverage.
- Upgrading of NAFDAC training school in Kaduna for MSMEs-related training.

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- Strengthening of Enforcement Operations through the National and State Task Forces.
- Strengthening sustainability of the Agency and its Operations through increased budget/revenue drive, sustainability of Best Practices and collaboration with various Stakeholders like WHO, UNICEF, PATHS, Global Fund, and Bank of Industry etc. towards continued assistance to the Agency.
- Expanding Post-Marketing Surveillance and Seizures of Unregistered Pharmaceuticals and Medical Products to ensure sustained quality and safety of products.
- Building on the initiation of Traceability of regulated products in order to control the mandated drug distribution in the country.
- Dismantling of the Open Drug Markets and Provision of Credible Alternatives.
- Expansion of pharmacovigilance program with staff and tools to report adverse events that may be linked to SFs.

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PART SEVEN:

CONCLUSION

AND NEXT STEPS.

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CONCLUSION AND NEXT STEPS

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OVERVIEW OF REFORMS SINCE 2018

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As noted in the previous compendium, the coming into power of President Muhammad Buhari under a change mantra expectedly generated a new wave of hope never experienced before. His promise of a fundamental reorganization of the ways government business was running in the past further increased the expectations of new reform actions under his administration. Therefore, since its inception in 2015, President Buhari's government has been intentional and unwavering in its commitment towards delivering key strategic priority reforms under its "SEA" – (Security, Economy

and Anti-Corruption) Agenda in alignment with the responsibility of the government as specified in the Nigerian Constitution and consolidating on the past democratic governments' reforms aimed at strengthening public institutions, growing the economy, and accelerating national development.

Within its first two years (2015-2017), the Buhari administration triggered and implemented some key reforms. Key reforms achieved between 2015-2017 include adoption of new social investment and poverty alleviation policy, new fiscal and monetary policies, new policies in the minerals sector, the establishment of the Efficiency Unit in the Federal Ministry of Finance, a new and improved version of the existing whistle-blower policy, policy initiatives on improving the ease of doing business, new manufacturing and trade investment policies, new transportation sector policies, new policies in the environment sector particularly in the Niger Delta, amongst many others. It has also used this period to consolidate on the existing reforms such as the Agricultural Transformation Agenda (ATA), Treasury Single Account (TSA), Bank Verification Number (BVN), privatization policy (like the power sector), Integrated Payroll and Personnel Information System (IPPIS) reform. It equally used this period to reverse some policies such as the Tenure Policy, amongst others. In nutshell, the first two years usually referred to as the foundation laying period have seen a shift of emphasis to non-oil exports through diversification drives, and a strong focus on key sectors of the economy, such as manufacturing, transport, power, and agriculture.

Moving forward, the imperative objective of the administration has been to build on the results and outcomes of past reforms and making adjustments where necessary hence the commissioning of the compilation of this new compendium.

The purpose of this Compendium is to present the summaries of key public service reform initiatives that were implemented under the Buhari administration between 2018 and 2020. Accordingly, the conclusion on achievements of reform actions, major challenges, and next steps are presented as follows:

MAIN ACHIEVEMENTS

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It is worth emphasizing that the Buhari administration has made progress in building on its achievements in some major areas of governance since coming into power. Apart

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from specific steps taking towards decimating the power of the Boko Haram insurgency to act as a threat to Nigeria's territorial integrity, generally, the administration has taken some bold reform steps to address the numerous governance problems despite daunting challenges faced by the economy. For example, out of the 50 reform segments diagnosed, remarkable improvements were observed in 43 of them representing 86%. This signals progress as it represents an increase of 5.6% above what was reported in the last compendium. Specifically, some key achievements of the administration during the period under review (2018-2020) include:

- Consolidation, deepening and improvement of existing reforms in the central administrative agency of government made up of OHCSF and FCSC;

- Presidential restructuring of federal ministries to improve effectiveness and efficiency in the infrastructure delivery programmes and projects of the administration, institutionalize social investment in people, and changes in institutions. Two ministries were split for efficiency and improved delivery of infrastructure. Two ministries were split further into four namely: Ministry of Power, Works, and Housing into a) Ministry of Power and i) Ministry of Works & Housing; b) Ministry of Transport and Aviation into i) Ministry of Transport and ii) Ministry of Aviation. Three new ministries were created namely Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development; Federal Ministry of Special Duties & Inter-Governmental Affairs, and Federal Ministry of Police Affairs. There was also the merger of the Federal Ministry of Budget and National Planning with the Federal Ministry of Finance purposely to ensure synergy, proper coordination, and expedition in the national planning, budgeting, and financing activities;

- Development and institutionalization of Performance Management tools in the service by the OHCSF;

- Continued implementation of the strategy plan 2017-2019 of the OHCSF, which contains many promising reform initiatives;

- Vigorous implementation of the Federal Integrated Staff Housing (FISH); programme for civil servants;

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- The continued and expanded implementation of the online records update of workers that are currently enrolled on the Integrated Personnel and Payroll Information System (IPPIS);

- Growing pension scheme as evidenced by a steady increase of the Retirement Savings Account (RSAs) subscription which stood at over 9 million RSAs subscriptions as of May 2020; and a steady rise of the pension assets which increased from 6.5trillion as at March 2017 to N10.8 trillion as of May 2020, representing a growth of about 39.81%;

- Introduction and strengthening of e-procurement and establishment of Procurement Department/Unit in all Federal Ministries;

- Consolidation and improvements of the National Statistical System reforms as evidenced in strengthened capacity to produce regular, timely, and diversified national statistics for developmental planning;

- Consolidation and improvements of Transparency and Accountability reforms through initiatives such as the Treasury Single Account (TSA) Bank Verification Number (BVN), and establishment of the Efficiency Unit in the Federal Ministry of Finance;

- Consolidation of existing reforms in a National Health Insurance Scheme as evidenced in the adoption of (a) Voluntary Contributory Social Health Insurance Programme (VCSHIP) as a national policy that includes foreigners living in Nigeria (legal residents) foreign visitors to Nigeria and those with temporary residency permits. (b) adoption of State Social Health Insurance Scheme by States; (c) deployment of appropriate Information Communication Technology (ICT) in the disbursement of funds to Health Maintenance Organizations (HMOs) to uncover ghost enrollees;

- Strong and improved ability to manage public finances in accordance with international standards;

- Intensification of efforts to improve the existing national identity management system through the adoption and implementation of a harmonized Integrated National Identity Database (NID) which supports a system for uniquely authenticating and verifying the identity of every individual and legal residents in Nigeria;

- Introduction of the FGN IAPP as a social media reform initiative for providing information to the citizens on government's policies and activities in real-time and at a

minimal cost, thereby bridging the information gap between the government and its citizens;

- Consolidation of health reforms through the development of the New National Health Policy;
- Consolidation of education sector reforms through the development of Education for Change Strategic Plan 2016-2019;
- Adoption of the National Social Protection Policy and implementation of robust social investment and poverty alleviation programme;
- Promotion of women rights in the security agencies and establishment of child protection Information Management System (CPIMS);
- More financial benefit for creators and copyright owners;
- Integration and mainstreaming the SDGs in the Economic Sustainability Plan;
- Adoption of the Zero Based Budget (ZBB) to promote needs and benefits based resource allocation;
- Introduction of the Bank Verification Number (BVN) to protect bank customer's transactions, check fraud emanating from deposit money, banks, enhance confidence, and further strengthen the Nigerian banking system;
- Increased the investor base as well as the amount of capital available to businesses seeking equity or debt investment, as a result of the Security and Exchange Commission's effort to encourage the pooling of funds by the public via collective investment schemes, mutual funds, and linked notes;
- Increased the nation's tax base through the nationwide tax registration drive that culminated in the registration of more than double the target of 500,000 new taxpayers by December 31st, 2016.
- Consolidation and deepening of the existing Agricultural Transformation Agenda (ATA) reforms and introduction of new initiatives which amongst others include the Anchor Borrowers Programme (ABP) introduced in 2016, and the Textile Revival Initiative (TRI) to encourage more people to be involved in agriculture;

- Diversification of the economy away from oil, including world-class revenue administration and greater investment through the finance facilitation and fund mobilization for Agriculture and Agribusiness through NIRSAL, and in solid minerals through amongst other things the development of the Presidential Artisanal Gold Mining Development Initiative (PAGMI) as a comprehensive artisanal and small-scale gold mining development programme, launched in 2019 to foster the formalization and integration of artisanal gold mining activities into Nigeria's legal, economic and institutional framework;

- Consolidation of the Social Housing Policy implementation, and strengthening of the Nigeria Mortgage Refinance Company (NMRC), which introduced a fully personalized, internet-based Mortgage Market System (MMS);

- Vigorous implementation of the policy and Executive orders on the Ease of Doing Business in Nigeria, which saw Nigeria make a significant improvement in the 2020 World Bank Doing Business Report, moving from 146 to 131 out of 190 countries;

- Consolidation of reforms in the transportation sector through rail transport modernization and laying more railroad tracks, launching of an Aviation Roadmap and the completion of five (5) terminals at the international airports, the establishment of Integrated Port and Maritime Data Centre, adoption of the automated revenue and invoice management system to enhance transparency, reduce the cost of doing business, and increase the efficiency of NPA, sustained Implementation of the Single Window Platform to address the challenge of multiple government agencies at the ports and successful rehabilitation of the runway of the Nnamdi Azikiwe International Airport in record time;

- Consolidation and improvement of reforms in the power sector, such as the (a) National Renewable Energy and Energy Efficiency Policy (NREEEP-2015) (b) Action Plan for the Rural Electricity Strategy. (c) the 2015 Nigerian Electricity Management Services Agency Act (NEMSA); and (e) the 2015 National Energy Efficiency Action Plan (NEEAP), which resulted in the development of a robust EDMS;

- Deepening of reforms in the oil and gas sector with the introduction of a Market-Based Pricing Regime amongst others;

- On-going development of policy on Wastewater Management in Nigeria and continuous efforts to achieve Hydrochlorofuorocarbons phase-out management plan of the Montreal Protocol;
- The ICT's contribution to Nigeria's Gross Domestic Product (GDP) rose to 17.8% as of Q2 2020 as against 9.8% in 2016;
- The establishment of the Ministry of Communication and Digital Economy to lead the drive towards innovative driven economic growth;
- Disbanding of SARS and looking into the existing police bill and reforming and passing into law which is known as the Nigeria Police Act 2020;
- Continued reform efforts to professionalize the armed forces and the continuing fight against the Boko Haram insurgency and the role of local manufacturers in the manufacture of hardware and equipment;
- Establishment of a global travel security standard-in 5 Nigeria International Airports, with support and collaboration of the International Organization for Migration (IOM);
- Launching of a new Visa policy, 2020 by the Nigeria Immigration Service (NIS), as part of a border 5-year Border Strategy Reform (2019-2023);
- Nigeria's role as an ECOWAS member and their role in Mali, to ensure peaceful government transition;
- Optimum performance and the reduction in yearly records of Road Traffic Crashes (RTCs);
- Roadmap developed for Traceability and Supply Chain Security into regulated products; and electronic endorsement and inspection reporting, real-time risk profiling of import and export transactions, and notification of declarations to all Ports Inspection Directorate formations nationwide by NAFDAC.

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MAJOR CHALLENGES

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Despite the remarkable achievements recorded by the Buhari administration, there remain enormous challenges that should be given serious attention some of which were ushered in by the recent COVID-19 pandemic. There are many specific challenges in each reform area reviewed under the various chapters; the challenges outlined below, however, are more general and cross-cutting. Some of these are:

- The task of translating the success of the reforms into tangible benefits to satisfy the growing expectations of the citizens remains a major challenge;
- Although it is a welcome development that the policy on Ease of Doing Business is vigorously being implemented, a lot has to be done to bring down the cost of doing business in many sectors;
- Although the Buhari administration has adopted many policies to support reform efforts, there are still many areas where there is an absence of proper and appropriate legislation to back action;
- The privatization of some major enterprises are still slowed down pending bills in the National Assembly;
- While infrastructure reforms have been consolidated and improved and public-private partnerships have been introduced, there are still many problems with the planned concession of key national assets (such as airports, refineries, railways, etc.)
- There is still the persistent issue of linking pay with the performance that needs to be addressed as this affect negatively the performance of public servants across the MDAs
- There were reform implementations that slowed down or stagnated due to the need for support by way of legislation or financing.
- In many cases, lack of human and financial resources has seriously inhibited reform efforts with many negative consequences. Appropriate capacity building and financial support are urgently required.

This Compendium presents some proposed next steps as well as reproduces the unfinished next steps in the previous Compendium as the Buhari administration enters into the last tenure, which are still very significant in consolidating its reforms in all

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aspects and purposes In each of the 50 chapters above, it is important to remember that there are clear next steps, but the emphasis here is on the cross-cutting ones as follows:

- Facilitate and fast track the passing of Pending Reform Bills in the National Assembly as this is critical to the success of many reforms that need legislative backing such as the amendment to the Procurement Act 2007, and the Electoral Act;

- Consolidate power sector reforms through the implementation of approved Strategic Plans and Roadmaps in the Power Ministry, and also deepen the reforms through enforcement of relevant regulations over the control of GENCOs and DISCOs Reversal of Privatization of the power sector should not be considered a viable option;

- Enforce transparent mechanisms with respect to the planned concession of key national assets (such as airports, refineries, railways, etc.) in accordance with the anti-corruption, transparency, and accountability policy of the government;

- Develop monitoring framework for checking the indiscriminate issuance of Certificate of No Objections by the BPP, as well as weak enforcement that gives rise to the pervasive culture of non-compliance in the procurement process;

- Put the issue of Security Votes for certain public offices for legislative re-consideration and in the short term develop mechanisms for checking lack of accountability in the disbursement of such funds;

- The lingering issue of linking pay with performance needs to be addressed as a wider solution towards reducing corruption and improving performance in the public service;

- Develop an appropriate legal framework for the enforcement of performance contracts;

- Continue efforts to consolidate and deepen electoral reforms by bringing the harmonization of the Presidential Electoral Reform Committee's recommendations with the revision of the Electoral Act to a logical conclusion;

- Develop an appropriate legal framework for the institutionalizing of the implementation funding mechanisms.

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GUIDING STRATEGIES AND ROAD MAPS:

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It is worth reiterating the need for reform efforts to be based on clear and comprehensive strategies and roadmaps to ensure all actors involved are working towards the same goals and objectives and not duplicating tasks. As rightly captured in the previous compendium, a clear roadmap will ensure all gaps are filled, that the policy environment has been taken into account and that there is no overlap and duplication of activities, resulting in a clear reform path. Once the roadmap has been clearly drawn, the next action will be to build capacity in government to match planning, excellent execution, monitoring and evaluation so that the roadmap is effective in leading through the desired reform path to the purposed destination. There are replete examples of reform successes shown to be based on effective strategic plans – for example in the power sector, strategic plans and roadmaps have been developed to drive and deepen the power sector reform.

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The need to remain focused on implementing these cannot be over emphasized.

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FOCUS OF NEXT GENERATION REFORMS

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In agreement with the spirit of the previous compendiums, the next generation of reforms should target visible results from public institutions that lead to improvements in services that creates value for the citizens. This calls for a paradigm shift starting with avoiding scenarios where implementation of reforms requires disproportionate amount of resources to service expenses on recurrent expenditures and overheads, to the neglect of core services to citizens.

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More importantly, the focus of the government should be to institutionalize the process of reform through review and operationalization of the National Strategy for Public Service Reforms (NSPSR). The identified next steps in this compendium will suffice as basic ingredients for review of the NSPSR which can be enriched by key leaders with responsibility for driving change across the MDAs. The incidence of COVID 19 has reset the world, ushering in what is now referred to as “new normal” in the way things are

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done globally. For the public service in Nigeria to be relevant and upgrade to a world class status, it is only appropriate that the base year for the reviewed strategy should at minimum be the year 2020. The strategy should also accommodate short-term and long-term metrics for visible changes expected from public service over at least a decade in alignment with the Sustainable Development Goals. The effort to institutionalize the reforms must enlist the support of all the organs of government particularly the legislative for the purpose of expediting development and approval of legal frameworks so that execution is made seamless through the activities of the Steering Committee on Reforms with support from BPSR under the close watch of Presidency.

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